GLOBAL SOCIAL COOPERATIVE ALLIANCE

A PRIVATE SECTOR INITIATIVE TO BE PART OF THE WELFARE DEVELOPMENT IN THE WORLD

CREATED BY
EUSL AB
Care to Change the World

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Global Social Cooperative Alliance

Chapter 1: Executive Summary

The Global Social Cooperative Alliance (GSCA) is a top-level institutional entity within the Creativa Center ecosystem, established to govern and operationalize cooperative and equity-driven structures across global regions. As one of the eleven foundational ABs under Creativa Center, GSCA serves as the principal host of the Pan-Continental Global Ground (PCGG) initiative, and is entrusted with the implementation and oversight of its core components: CUWE, CEIU, and CSIEP.

GSCA's mandate is rooted in the strategic ambition to redefine cooperative governance through a formalized, legally structured, and globally scalable model. It is designed to function not merely as a coordinating body, but as a governing alliance that integrates cooperative institutions into the broader framework of social equity, local empowerment, and public-private collaboration. This ambition is realized through the three foundational pillars of PCGG: the Social Equity Policy (SEP), the Local Empowerment Unit (LEU), and the Public-Private Social Economy (PPSE)—each of which is embedded within GSCA's operational and institutional architecture.

GSCA operates in close alignment with three other strategic entities within the Creativa Universe:

- **GSIA – Global Social Impact Alliance**, which serves as the external monitoring, compliance, and legitimacy body for GSCA's programs and institutions. GSIA ensures that GSCA's cooperative models adhere to international standards, regional mandates, and the principles of Agenda for Social Equity 2074.

- **GSEA – Global Social Equity Alliance**, which provides the policy, advocacy, and strategic direction for equity-driven initiatives. GSCA translates GSEA's policy frameworks into institutional models and cooperative structures, thereby bridging the gap between advocacy and implementation.

- **GSDA – Global Social Development Alliance**, which focuses on development outcomes, infrastructure, and social progress. GSCA supports GSDA's mission by embedding cooperative governance into development programs, particularly in regions where traditional governance models have failed to deliver inclusive growth.

Together, these four entities form the institutional backbone of the Creativa Universe's global mission, with GSCA positioned as the executive and operational arm for cooperative transformation.

GSCA's role within the Pan-Continental Power Play (PCPP) is equally significant. While PCPP serves as the strategic umbrella for regional missions, thematic task forces, and global advocacy, GSCA provides the institutional infrastructure required to implement these strategies at scale. Through its cooperative institutions, GSCA enables PCPP to move from conceptual ambition to tangible impact, ensuring that cooperative governance becomes a viable alternative to traditional political and economic systems.

In summary, GSCA is not merely a cooperative alliance—it is a strategic institution designed to host, govern, and scale the cooperative transformation of society. It is the embodiment of Agenda 2074's vision for equity, empowerment, and institutional integrity, and it stands as a cornerstone of the Creativa Universe's long-term mission to build a new global architecture for social progress.

Chapter 2: Institutional Identity and Components

The Global Social Cooperative Alliance (GSCA) is formally constituted as a top-level Aktiebolag (AB) under Creativa Center, serving as the institutional host and governing body for cooperative transformation within the Creativa Universe. Its legal identity is defined by its mandate to implement and scale cooperative governance models across global regions, sectors, and societal layers.

GSCA consists of five core components, each structured as a cooperative institution under the European Cooperative Society (SCE) model, with national and regional adaptations:

- **CUWE – Cooperative Union for Workers and Entrepreneurs**
  A cooperative platform for individuals engaged in productive, creative, and entrepreneurial activities. CUWE enables collective representation, cooperative ownership, and access to social protection mechanisms.

- **CEIU – Cooperative Employers Impact Union**
  A chamber for employers committed to ethical governance, social equity, and cooperative business practices. CEIU aligns employer conduct with long-term sustainability and inclusive growth.

- **CSIEP – Cooperative Social Impact and Equity Party**
  A cooperative political instrument designed to translate cooperative values into democratic representation. CSIEP is structured to participate in electoral processes while remaining rooted in cooperative governance principles.

- **CGEI – Center for Global Equity and Inclusion**
  A strategic institution focused on equity, inclusion, and systemic reform. CGEI develops frameworks, policies, and programs that promote intergenerational equity, gender inclusion, and social justice.

- **INWE – Institute for New Work and Education / International Network for Work and Employers**
  A dual-purpose institution that serves both as a think tank and a cooperative network. INWE promotes new paradigms for work, education, and employer engagement, aligned with cooperative and equity-driven models.

In addition to these five components, GSCA also hosts special units that operate under its governance but serve region-specific or thematic mandates. These include:

- **SUDESA – South Sudan Digitalisation, Education, and Social Agency**
  A co-owned agency between EUSL and the Government of South Sudan, tasked with implementing digital transformation, agricultural development, and social equity programs. SUDESA serves as a prototype for future regional units under GSCA.

These components and units are not standalone entities; they are structurally integrated into GSCA's governance model and operate under its strategic direction. GSCA is responsible for their legal registration, institutional development, and alignment with global frameworks such as **Agenda for Social Equity 2074** and the **Pan-Continental Global Ground (PCGG)** initiative.

GSCA's institutional identity is thus defined by its role as a **governing alliance**, a **structural host**, and a **strategic implementer** of cooperative transformation. It is legally constituted, globally oriented, and operationally empowered to redefine governance through cooperative institutions.

Chapter 3: Strategic Pillars and Frameworks

GSCA's operational mandate is structured around three strategic pillars derived from the Pan-Continental Global Ground (PCGG) initiative. These pillars serve as the foundational frameworks through which GSCA implements its cooperative governance model:

1. Social Equity Policy (SEP)
The SEP pillar ensures that all GSCA-governed institutions adhere to equity-driven policies. This includes mechanisms for fair representation, inclusive decision-making, redistributive governance, and protection of marginalized groups. SEP is not merely a policy guideline—it is a structural requirement embedded into the statutes and operational procedures of each GSCA component.

2. Local Empowerment Unit (LEU)
LEU facilitates the decentralization of governance through the establishment of local cooperative units. These units are empowered to make decisions, implement programs, and engage communities directly. LEU ensures that GSCA's global mission is locally relevant, culturally adapted, and community-led. It also serves as the primary mechanism for scaling GSCA's model across regions.

3. Public-Private Social Economy (PPSE)
PPSE integrates cooperative institutions into broader public-private frameworks. It enables GSCA to collaborate with governments, private sector actors, and civil society organizations in building inclusive economic systems. PPSE is the bridge between cooperative governance and market-based development, ensuring that social impact is embedded in economic activity.

These three pillars are not abstract concepts; they are operational frameworks that guide every aspect of GSCA's institutional development, program implementation, and strategic expansion. They are embedded into the statutes of CUWE, CEIU, CSIEP, CGEI, and INWE, and serve as the guiding principles for special units like SUDESA.

Together, SEP, LEU, and PPSE form the strategic architecture of GSCA. They ensure that cooperative governance is not only legally sound and institutionally robust, but also socially equitable, locally empowered, and economically integrated.

Chapter 4: Strategic Integration

The Global Social Cooperative Alliance (GSCA) does not operate in isolation. Its institutional strength and strategic relevance are derived from its integration within the broader Creativa Universe, particularly through its alignment with three foundational entities: GSIA, GSEA, and GSDA. Together, these four institutions form a cohesive architecture designed to implement the long-term vision of Agenda for Social Equity 2074, and to operationalize the strategic instruments of the Pan-Continental Power Play (PCPP) and the Pan-Continental Global Ground (PCGG).

GSIA – Global Social Impact Alliance
GSIA serves as the external monitoring and compliance entity for GSCA. While GSCA governs cooperative institutions, GSIA ensures that these institutions remain aligned with international standards, regional mandates, and the principles of equity, transparency, and legitimacy. GSIA's role is not supervisory in a hierarchical sense, but rather integrative—providing validation, oversight, and strategic feedback to GSCA's operations. This relationship ensures that GSCA's cooperative models are not only legally sound but also socially credible and globally recognized.

GSIA also acts as the interface with Regional Economic Communities (RECs) and national governments, enabling GSCA to scale its cooperative structures within formal diplomatic and development frameworks. Through GSIA, GSCA gains access to regional mandates, funding instruments, and policy platforms that enhance its institutional reach.

GSEA – Global Social Equity Alliance
GSEA provides the policy and advocacy backbone for GSCA. It is the custodian of Agenda for Social Equity 2074 and the architect of its thematic frameworks, including equity, inclusion, gender justice, and intergenerational governance. GSCA translates GSEA's policy directives into institutional form, embedding them into the statutes, governance models, and operational strategies of its five components and special units.

This relationship ensures that GSCA remains ideologically and strategically aligned with the broader equity agenda. GSEA defines the "why"; GSCA implements the "how." Together, they form a feedback loop between policy innovation and institutional execution.

GSDA – Global Social Development Alliance
GSDA is the development-oriented counterpart to GSCA, focusing on infrastructure, social progress, and economic transformation. GSCA supports GSDA's mission by embedding cooperative governance into development programs, particularly in regions where traditional governance models have failed to deliver inclusive growth.

Through GSDA, GSCA gains access to development finance, technical assistance, and strategic partnerships with multilateral institutions such as the African Development Bank, SIDA, Swedfund, and the AP Funds. GSCA's cooperative institutions serve as vehicles for GSDA's development goals, ensuring that social equity is not only a policy ambition but a lived reality.

Integration with PCPP and PCGG
GSCA is the institutional host of the Pan-Continental Global Ground (PCGG) initiative. While PCGG provides the strategic framework—comprising the three pillars (SEP, LEU, PPSE) and five components (CUWE, CEIU, CSIEP, CGEI, INWE)—GSCA is responsible for their legal registration, governance, and operational rollout. PCGG is the blueprint; GSCA is the builder.

In parallel, GSCA plays a critical role in the Pan-Continental Power Play (PCPP), which serves as the strategic umbrella for regional missions, thematic task forces, and global advocacy. GSCA provides the institutional infrastructure required to implement PCPP's strategies at scale. Through its cooperative institutions and special units, GSCA enables PCPP to move from conceptual ambition to tangible impact.

This dual integration ensures that GSCA is not only structurally embedded within the Creativa Universe but also strategically positioned to deliver on its global mission. It is the executive arm of cooperative transformation, the institutional host of PCGG, and the implementation partner of PCPP.

Chapter 5: Governance and Structure
The Global Social Cooperative Alliance (GSCA) is governed through a formal, multi-tiered structure designed to ensure legal integrity, operational efficiency, and democratic representation across its global, regional, and national levels. This structure reflects GSCA's dual identity as both a legally registered entity under Swedish corporate law and a transnational cooperative alliance aligned with the European Cooperative Society (SCE) model.

Legal Constitution and Corporate Form

GSCA is registered as an **Aktiebolag (AB)** under Swedish law, with Creativa Center AB as its sole shareholder. This legal form provides GSCA with the necessary corporate protections, fiduciary responsibilities, and operational autonomy to function as a global institution. Internally, GSCA operates under a cooperative governance model, with its five components—CUWE, CEIU, CSIEP, CGEI, and INWE—each structured as SCEs or equivalent cooperative entities in their respective jurisdictions.

Board of Directors

GSCA is governed by a **Board of Directors**, appointed by Creativa Center and ratified through a cooperative voting process involving representatives from its five components and special units. The Board is responsible for strategic oversight, institutional alignment, and legal compliance. It includes:

- **Chairperson**, appointed by Creativa Center

- **Vice Chairperson**, elected from among the component representatives

- **Five Component Delegates**, one from each of CUWE, CEIU, CSIEP, CGEI, and INWE

- **Special Unit Delegate**, rotating among units such as SUDESA

- **Observer Seat**, held by GSIA for compliance and legitimacy assurance

Executive Secretariat

The day-to-day operations of GSCA are managed by an **Executive Secretariat**, led by a **Secretary-General** appointed by the Board. The Secretariat oversees program implementation, institutional development, and inter-component coordination. It is structured into thematic departments aligned with the three PCGG pillars (SEP, LEU, PPSE), and includes units for finance, legal affairs, digital integration, and external relations.

Regional and National Structures

GSCA's governance model is replicated across regions and countries through the establishment of **Regional GSCA Chapters** and **National GSCA Units**, each legally registered and operationally autonomous but aligned with GSCA's statutes and strategic frameworks. These substructures are empowered to:

- Register and govern local SCEs under CUWE, CEIU, and CSIEP

- Implement programs aligned with SEP, LEU, and PPSE

- Engage with local governments, civil society, and development partners

Each regional and national unit is governed by a **Local Board**, elected by cooperative members and supervised by GSCA's central governance mechanisms. Voting rights are allocated based on membership tiers, institutional roles, and regional representation quotas, ensuring both equity and operational balance.

Membership and Voting Rights

GSCA's membership structure is tiered and role-based, reflecting the diversity of actors within its ecosystem. Members may join as:

- **Individual Members** (workers, entrepreneurs, citizens)

- **Institutional Members** (companies, cooperatives, NGOs)

- **Political Members** (CSIEP-affiliated individuals and entities)

Voting rights are allocated based on membership type, contribution level, and regional representation. While GSCA itself does not function as a democratic institution, it implements democratic structures within its components, ensuring that cooperative governance remains participatory and transparent.

Internal Platforms and Systems
GSCA utilizes a suite of internal platforms to support governance and member engagement, including:

- **Boardrooms**: Digital governance spaces for decision-making and documentation

- **WFB (World Federation Blogs)**: Member-driven content and dialogue platform

- **Flowhub** (or GSIA integration): Compliance, monitoring, and reporting system

- **Membership Portal**: Role-based access to cooperative services and voting mechanisms

These platforms are integrated into GSCA's digital ecosystem, built on the Microsoft E5 infrastructure, and designed to ensure secure, scalable, and transparent operations.

Chapter 6: Operational Strategy

The operational strategy of the **Global Social Cooperative Alliance (GSCA)** is designed to translate its institutional mandate into measurable, scalable, and sustainable action across global regions. GSCA's strategy is built on a phased implementation model, beginning with foundational deployment in Sweden and the European Union, followed by regional expansion into Africa, Asia, and the Americas. This approach ensures both legal compliance and contextual relevance, allowing GSCA to adapt its cooperative governance model to diverse political, economic, and cultural environments.

Phased Implementation
GSCA's rollout is structured into three phases:

- **Phase I: Foundational Deployment (2025–2026)**
  Legal registration of GSCA and its five components in Sweden. Establishment of the first national SCEs under CUWE, CEIU, and CSIEP. Launch of pilot programs aligned with SEP, LEU, and PPSE. Integration with Creativa Center's digital infrastructure and internal platforms.

- **Phase II: Regional Expansion (2026–2028)**
  Deployment of GSCA structures in COMESA, EAC, and SADC regions, beginning with South Sudan through SUDESA. Establishment of regional GSCA chapters and national units. Engagement with regional development agencies and governments. Adaptation of cooperative statutes to local legal frameworks.

- **Phase III: Global Consolidation (2028–2030)**
  Expansion into Asia and the Americas. Formal recognition of GSCA by multilateral institutions. Launch of global cooperative campaigns through CSIEP. Full integration of CGEI and INWE into educational and employer networks. Establishment of diplomatic privileges and institutional partnerships.

Institutional Development

GSCA's operational strategy includes the structured development of its five components and special units. Each entity follows a standardized institutional development pathway:

- **Legal Registration and Statutory Alignment**

- **Governance Setup and Board Formation**

- **Operational Staffing and Secretariat Establishment**

- **Digital Integration and Platform Activation**

- **Programmatic Launch and Member Onboarding**

Special units such as SUDESA follow a tailored pathway, incorporating co-ownership agreements with national governments, diplomatic protocols, and thematic mandates (e.g., digitalisation, agriculture, education).

Digital Infrastructure

GSCA's operations are underpinned by a robust digital ecosystem built on the **Microsoft E5 licensing framework**, ensuring secure, scalable, and compliant digital governance. Key platforms include:

- **Boardrooms** for institutional decision-making

- **Membership Portals** for onboarding and engagement

- **Flowhub or GSIA-integrated systems** for compliance and reporting

- **WFB (World Federation Blogs)** for member-driven content and dialogue

These platforms are designed to support GSCA's cooperative model, enabling decentralized governance, transparent operations, and real-time monitoring.

Programmatic Focus

GSCA's operational programs are aligned with the three PCGG pillars and include:

- **Equity Programs** (SEP): Gender equity, intergenerational governance, social protection

- **Empowerment Programs** (LEU): Local cooperative units, community development, youth engagement

- **Economic Programs** (PPSE): Public-private partnerships, cooperative enterprise development, ethical trade

Each program is implemented through the relevant GSCA component, with CGEI leading equity initiatives, INWE driving education and employer engagement, and CUWE and CEIU anchoring cooperative operations.

Monitoring and Evaluation

GSCA adopts a **Monitoring, Evaluation, and Learning (MEL)** framework aligned with GSIA standards. MEL is embedded into all operational layers, ensuring that programs are continuously assessed, refined, and scaled based on evidence and impact.

Risk Management and Contingency Planning

GSCA maintains a comprehensive risk management protocol, including:

- Legal and regulatory risk assessments

- Political and operational contingency plans

- Financial stress testing and sustainability modeling

- Cybersecurity and data protection protocols

These measures ensure that GSCA remains resilient, adaptive, and compliant across jurisdictions.

Chapter 7: Financial Model

The financial model of the **Global Social Cooperative Alliance (GSCA)** is designed to ensure long-term sustainability, institutional independence, and scalable impact across its global operations. GSCA's financial architecture is built on a hybrid structure that combines cooperative member contributions, strategic investments, and development finance instruments. This model reflects GSCA's dual identity as both a legally registered corporate entity and a cooperative alliance committed to social equity and public value.

Revenue Streams

GSCA's core revenue streams are diversified across five primary categories:

1. **Membership Contributions**
   All cooperative entities under GSCA—CUWE, CEIU, CSIEP, CGEI, and INWE—generate revenue through tiered membership fees. These fees are calibrated based on member type (individual, institutional, political), regional economic conditions, and access to cooperative services. A portion of all fees is allocated to GSCA's central operations, with the remainder retained by the respective component.

2. **EUSL Financial Instruments**
   GSCA benefits from strategic integration with **EUSL Bank**, **EUSL Invest**, and the proposed **EUSL Investment Fund**, which provide liquidity, credit facilities, and investment capital to GSCA components and affiliated cooperatives. These instruments are designed to replace traditional banking mechanisms with social-purpose finance, enabling GSCA to operate within a cooperative financial ecosystem.

3. **Development Grants and Institutional Funding**
   GSCA actively engages with multilateral institutions such as the **African Development Bank**, **SIDA**, **Swedfund**, and the **AP Funds** to secure grant funding for regional programs and special units like SUDESA. These funds are earmarked for digitalisation, education, agricultural development, and cooperative infrastructure.

4. **Bond Market Participation**
   GSCA is exploring entry into the **social bond market**, leveraging its cooperative legitimacy and development mandate to issue bonds tied to measurable social outcomes. This strategy is aligned with the long-term ambition to establish GSCA as a **Development Finance Institution (DFI)** within the Creativa Universe.

5. **Service-Based Revenue**
   GSCA generates income through services provided by its components, including cooperative training (INWE), equity consulting (CGEI), employer certification (CEIU), and political

engagement platforms (CSIEP). These services are priced to ensure accessibility while contributing to institutional sustainability.

Cost Structure

GSCA's cost structure is carefully managed to ensure operational efficiency and strategic reinvestment. Key cost categories include:

- **Institutional Development**: Legal registration, governance setup, staffing, and digital infrastructure for each component and special unit.

- **Program Implementation**: Costs associated with SEP, LEU, and PPSE-aligned programs, including local empowerment units, cooperative campaigns, and public-private partnerships.

- **Technology and Compliance**: Microsoft E5 licensing, cybersecurity, platform maintenance, and GSIA-integrated compliance systems.

- **Advocacy and Outreach**: Political engagement, regional missions, and strategic communications through CSIEP and CGSA.

GSCA maintains a lean central structure, with most operational costs distributed across its components and regional units. This decentralized model ensures that resources are allocated where impact is most immediate and measurable.

Sustainability Strategy

GSCA's financial sustainability is anchored in three principles:

- **Self-Financing through Membership**: A growing member base ensures predictable revenue and institutional independence.

- **Strategic Investment and Reinvestment**: Profits from cooperative services and financial instruments are reinvested into expansion, innovation, and member benefits.

- **Impact-Linked Funding**: GSCA prioritizes funding sources that are tied to social outcomes, ensuring alignment between financial inflows and cooperative mission.

Contingency Planning and Stress Testing

GSCA maintains a **Financial Stress Testing and Contingency Planning Manual**, developed in coordination with GSIA and EUSL Invest. This manual outlines protocols for:

- Revenue shortfalls and liquidity crises

- Political and regulatory disruptions

- Currency fluctuations and cross-border financial risks

- Emergency funding mechanisms and reserve allocations

These measures ensure that GSCA remains resilient in volatile environments and capable of sustaining operations under adverse conditions.

Chapter 8: Technology and Digital Integration

Technology is not a peripheral tool within the **Global Social Cooperative Alliance (GSCA)**—it is a foundational enabler of its cooperative governance model, institutional scalability, and global

outreach. GSCA's digital infrastructure is designed to support decentralized operations, secure member engagement, and transparent governance across all components and regions. This infrastructure is built on the **Microsoft E5 licensing framework**, ensuring enterprise-grade security, compliance, and integration capabilities.

Digital Ecosystem Architecture

GSCA's digital ecosystem is structured around four core platforms, each serving a distinct operational function:

1. **Boardrooms**
   A secure governance platform for institutional decision-making, documentation, and board-level communications. Boardrooms are used by GSCA's central board, regional chapters, and component entities to conduct formal proceedings, record resolutions, and manage governance workflows.

2. **Membership Portal**
   A role-based access system for individual, institutional, and political members. The portal enables onboarding, profile management, voting participation, cooperative service access, and communication with GSCA entities. It is designed to reflect GSCA's tiered membership structure and ensure seamless interaction across components.

3. **Flowhub / GSIA Integration**
   A compliance and monitoring system developed in coordination with GSIA. Flowhub enables real-time reporting, impact tracking, and regulatory alignment. It serves as the backbone of GSCA's Monitoring, Evaluation, and Learning (MEL) framework and ensures that cooperative operations meet both internal standards and external mandates.

4. **WFB – World Federation Blogs**
   A member-driven content platform that fosters dialogue, storytelling, and cooperative knowledge exchange. WFB is not a social media outlet but a structured publication space for cooperative members to share insights, document impact, and contribute to GSCA's intellectual ecosystem.

These platforms are fully integrated into GSCA's operational workflows and are accessible across devices and regions. They are designed to support both centralized oversight and decentralized autonomy, reflecting GSCA's governance philosophy.

Security and Compliance

GSCA's digital infrastructure adheres to the highest standards of cybersecurity, data protection, and regulatory compliance. Key measures include:

- **Multi-factor authentication and role-based access controls**

- **GDPR-compliant data management protocols**

- **Encrypted communications and secure document storage**

- **Audit trails and activity logs for governance transparency**

These measures ensure that GSCA's digital operations are not only efficient but also trustworthy and legally sound.

Digitalisation of Cooperative Processes

GSCA leverages technology to digitalise core cooperative processes, including:

- **Member registration and verification**

- **Voting and decision-making procedures**

- **Financial contributions and service payments**

- **Program implementation and reporting**

This digitalisation enables GSCA to scale its operations globally without compromising on governance integrity or member engagement.

Integration with Special Units

Special units such as **SUDESA** are fully integrated into GSCA's digital ecosystem. SUDESA's mandate for digitalisation in South Sudan is supported by GSCA's infrastructure, allowing for the deployment of broadband access, digital education platforms, and cooperative governance systems. This integration serves as a prototype for future regional units and demonstrates GSCA's capacity to deliver digital transformation at scale.

Innovation and Future Development

GSCA maintains an active innovation agenda, including:

- **AI-assisted governance tools** for decision support and policy analysis

- **Blockchain-based cooperative registries** for transparency and traceability

- **Digital identity systems** for secure member verification and access

- **Mobile-first adaptations** for regions with limited desktop access

These innovations are developed in partnership with Creativa Center's technology units and external collaborators, ensuring that GSCA remains at the forefront of cooperative digitalisation.

Chapter 9: Partnerships and Outreach

The success and scalability of the **Global Social Cooperative Alliance (GSCA)** depend not only on its internal governance and operational capacity but also on its ability to forge strategic partnerships and engage in meaningful outreach. GSCA's partnership strategy is designed to build legitimacy, attract resources, and embed cooperative governance within global development frameworks. Outreach, in turn, serves as a mechanism for public engagement, member recruitment, and political influence through aligned institutions such as CSIEP and CGSA.

Strategic Partnerships

GSCA actively cultivates partnerships across four primary domains:

1. Multilateral Development Institutions

GSCA engages with institutions such as the **African Development Bank (AfDB)**, **SIDA**, **Swedfund**, and the **AP Funds** to secure funding, technical assistance, and policy alignment. These partnerships are particularly critical for the rollout of special units like **SUDESA**, which require co-financing and

diplomatic recognition. GSCA positions itself as a reliable institutional partner capable of delivering measurable social impact through cooperative structures.

2. Regional Economic Communities (RECs)

Through its integration with **GSIA**, GSCA establishes formal relationships with RECs such as **COMESA**, **EAC**, and **SADC**. These partnerships enable GSCA to align its cooperative models with regional development agendas, gain access to policy platforms, and scale its operations across member states. GSCA's cooperative institutions are presented as complementary instruments to existing regional strategies, particularly in agriculture, education, and digitalisation.

3. National Governments and Public Agencies

GSCA enters into co-ownership agreements and institutional partnerships with national governments, beginning with South Sudan through the establishment of **SUDESA**. These partnerships are structured to ensure political neutrality, operational independence, and alignment with national development priorities. GSCA offers governments a cooperative governance model that enhances public service delivery, citizen engagement, and institutional resilience.

4. Private Sector and Civil Society

GSCA collaborates with ethical businesses, cooperative enterprises, and civil society organizations to expand its member base, implement programs, and promote cooperative values. Through **CEIU**, GSCA engages employers committed to social equity, while **CUWE** and **INWE** provide platforms for workers, entrepreneurs, and educators. These partnerships are structured around mutual benefit, shared governance, and long-term sustainability.

Outreach and Public Engagement

GSCA's outreach strategy is implemented through a combination of institutional platforms, political instruments, and advocacy campaigns:

1. CSIEP – Cooperative Social Impact and Equity Party

CSIEP serves as GSCA's political outreach arm, translating cooperative values into democratic representation. Through CSIEP, GSCA engages with electoral processes, policy debates, and public discourse. CSIEP campaigns are designed to build awareness, mobilize support, and influence legislation in favor of cooperative governance.

2. CGSA – Council for Global Social Advocacy

CGSA functions as GSCA's advocacy and education platform, targeting global leaders, policymakers, and institutional stakeholders. It integrates capacity-building programs, strategic communications, and thematic campaigns aligned with Agenda for Social Equity 2074. CGSA ensures that GSCA's mission is understood, respected, and supported across sectors.

3. Digital Outreach Platforms

GSCA utilizes its digital infrastructure—including the **Membership Portal**, **WFB**, and **Boardrooms**—to engage members, disseminate information, and foster dialogue. These platforms are designed to be accessible, multilingual, and adaptable to regional contexts, ensuring that GSCA's outreach is inclusive and far-reaching.

4. Events and Missions

GSCA organizes and participates in strategic events, including regional missions under **PCPP**, cooperative summits, and development forums. These engagements serve to showcase GSCA's institutional model, build alliances, and attract investment. Each event is aligned with GSCA's strategic pillars and contributes to its global visibility.

SWOT Analysis – GSCA

The Global Social Cooperative Alliance (GSCA) operates within a complex and evolving global landscape. As a legally constituted institution with a cooperative mandate, GSCA must navigate both opportunity and constraint. The following analysis outlines its internal strengths and weaknesses, as well as the external opportunities and threats that shape its strategic environment.

Strengths

GSCA's foremost strength lies in its **institutional clarity and structural integrity**. As a top-level AB under Creativa Center, it benefits from a well-defined legal identity, a robust governance model, and a clear operational mandate. Its five core components—CUWE, CEIU, CSIEP, CGEI, and INWE—are not abstract concepts but legally grounded institutions with distinct roles and functions. This structural coherence allows GSCA to act decisively and scale responsibly.

Another key strength is GSCA's **integration within the Creativa Universe**, particularly its alignment with GSIA, GSEA, and GSDA. This integration provides access to compliance mechanisms, policy frameworks, and development partnerships, enabling GSCA to operate with both legitimacy and strategic depth. Its digital infrastructure, built on Microsoft E5, further enhances its operational capacity, ensuring secure, scalable, and transparent governance.

Finally, GSCA's **ideological foundation**—rooted in Agenda for Social Equity 2074 and the PCGG framework—provides it with a compelling narrative and a long-term vision. This clarity of purpose distinguishes GSCA from conventional cooperatives and positions it as a transformative force in global governance.

Weaknesses

Despite its strengths, GSCA faces several internal limitations. Chief among them is the **complexity of its institutional architecture**, which may pose challenges in communication, onboarding, and external comprehension. The multi-layered structure—while necessary for scalability—requires significant effort to explain, implement, and maintain across diverse legal and cultural contexts.

Another weakness is GSCA's **dependence on early-stage funding and political goodwill**. While its financial model is designed for sustainability, the initial phases of implementation—particularly in regions like South Sudan—require external financing, diplomatic recognition, and intergovernmental cooperation. Any delay or disruption in these areas could hinder momentum.

Moreover, GSCA's **non-traditional positioning**—as a cooperative alliance that also governs political and employer institutions—may face skepticism or resistance from actors accustomed to conventional governance models. Its legitimacy must be continuously earned through performance, transparency, and impact.

Opportunities

GSCA is uniquely positioned to capitalize on a range of global trends. The growing demand for **inclusive governance models**, **social equity**, and **cooperative economics** creates fertile ground for GSCA's expansion. As traditional institutions struggle to address inequality, climate change, and democratic fatigue, GSCA offers a credible alternative rooted in participation, decentralization, and shared ownership.

The rise of **digital governance** and **platform cooperativism** further enhances GSCA's relevance. Its digital infrastructure allows it to operate across borders, engage members in real time, and deliver services efficiently. This positions GSCA to lead in the emerging field of digital cooperative governance.

GSCA also benefits from the **global shift toward impact investing and ESG frameworks**. Its alignment with Agenda 2074 and its potential entry into the social bond market make it an attractive partner for development banks, ethical investors, and philanthropic institutions seeking measurable social returns.

Threats

Externally, GSCA faces several strategic threats. The most immediate is the **political volatility** in its initial implementation regions. In fragile states or contested governance environments, cooperative institutions may be viewed with suspicion or co-opted for political ends. GSCA must navigate these dynamics carefully to preserve its neutrality and integrity.

Another threat is the **fragmentation of the cooperative movement itself**. Without a unified global standard or recognition framework, GSCA may encounter resistance from legacy cooperatives or national federations that perceive it as a parallel structure. Building alliances and demonstrating complementarity will be essential.

Finally, GSCA must contend with **cybersecurity risks and digital exclusion**. As a digitally native institution, it is vulnerable to cyber threats, data breaches, and technological disruptions. Moreover, in regions with limited digital infrastructure, GSCA's model may face barriers to adoption, requiring hybrid or offline adaptations.

Strengths	Weaknesses
• Legally constituted as a top-level AB under Creativa Center with a clear governance model.	• Complex institutional architecture may hinder external comprehension and onboarding.
• Integrated with GSIA, GSEA, and GSDA, providing strategic depth and legitimacy.	• Dependence on early-stage funding and political goodwill, especially in fragile regions.
• Robust digital infrastructure built on Microsoft E5, enabling secure and scalable operations.	• Non-traditional positioning may face skepticism from conventional actors and institutions.

Strengths	Weaknesses
• Ideological clarity through Agenda 2074 and PCGG, offering a compelling long-term vision.	• Requires continuous effort to explain and validate its cooperative-political hybrid model.

Opportunities	Threats
• Rising global demand for inclusive governance, social equity, and cooperative economics.	• Political volatility in initial implementation regions may disrupt operations.
• Growth of digital governance and platform cooperativism supports GSCA's model.	• Fragmentation within the global cooperative movement may lead to resistance or competition.
• Increasing interest in impact investing and ESG-aligned institutions.	• Cybersecurity risks and digital exclusion in low-infrastructure regions.
• Potential to lead in cooperative digitalisation and social bond market participation.	• Risk of co-optation or politicization of cooperative structures in unstable environments.

PESTEL Analysis – GSCA

The Global Social Cooperative Alliance (GSCA) operates within a dynamic and interconnected global environment. Its institutional model, cooperative mandate, and transnational ambitions are shaped by a range of external factors—political, economic, social, technological, environmental, and legal. The following analysis outlines how each dimension of the PESTEL framework impacts GSCA's strategic trajectory.

Political Factors

GSCA's expansion and legitimacy are deeply influenced by political dynamics at both national and regional levels. In countries where cooperative governance is embraced, GSCA finds fertile ground for institutional partnerships and policy alignment. However, in politically volatile or authoritarian contexts, cooperative structures may be viewed with suspicion or resistance. The success of special units like **SUDESA** depends on stable government relations, diplomatic recognition, and co-ownership agreements that safeguard GSCA's neutrality and operational independence.

Moreover, GSCA's integration with **Regional Economic Communities (RECs)** such as COMESA, EAC, and SADC requires careful navigation of regional politics, intergovernmental protocols, and development agendas. Political support from multilateral institutions and national ministries is essential for GSCA's recognition and funding.

Economic Factors

GSCA's financial model is responsive to global economic trends, particularly the rise of **impact investing**, **social entrepreneurship**, and **cooperative economics**. As traditional markets face increasing pressure to deliver inclusive growth, GSCA offers a viable alternative rooted in shared ownership and redistributive governance. Its potential entry into the **social bond market** and alignment with **ESG frameworks** position it favorably within the evolving landscape of ethical finance.

However, GSCA must also contend with economic disparities across regions. In low-income countries, membership affordability, digital access, and institutional capacity may pose challenges. Economic instability, inflation, and currency volatility can affect GSCA's financial sustainability and programmatic rollout.

Social Factors

GSCA is fundamentally a social institution, designed to address inequality, exclusion, and disempowerment. Its cooperative model resonates with growing global demands for **participatory governance**, **gender equity**, and **intergenerational justice**. Through its components—particularly **CUWE**, **CGEI**, and **CSIEP**—GSCA engages directly with workers, entrepreneurs, educators, and citizens, offering platforms for representation and empowerment.

Social acceptance of cooperative governance varies across cultures and regions. In some contexts, cooperatives are well-established and trusted; in others, they may be misunderstood or underutilized. GSCA must invest in education, advocacy, and cultural adaptation to ensure its model is embraced and sustained.

Technological Factors

Technology is a cornerstone of GSCA's operational strategy. Its digital infrastructure—built on **Microsoft E5**—enables secure governance, member engagement, and program implementation across borders. GSCA is well-positioned to lead in **digital cooperative governance**, **platform cooperativism**, and **AI-assisted decision-making**.

Nevertheless, technological disparities remain a challenge. In regions with limited internet access or digital literacy, GSCA must develop hybrid models that combine online and offline engagement. Cybersecurity risks, data protection regulations, and platform interoperability also require continuous investment and vigilance.

Environmental Factors

While GSCA is not an environmental institution per se, its cooperative model supports **sustainable development**, **ethical trade**, and **community resilience**. Through **PPSE-aligned programs**, GSCA can contribute to climate adaptation, circular economies, and green infrastructure, particularly in partnership with GSDA and regional governments.

Environmental risks—such as climate-induced displacement, resource scarcity, and ecological degradation—may affect GSCA's operations, especially in vulnerable regions. Integrating environmental sustainability into its cooperative frameworks will enhance GSCA's relevance and resilience.

Legal Factors

GSCA's legal foundation as an AB under Swedish law provides institutional stability and international credibility. Its use of the **European Cooperative Society (SCE)** model ensures legal coherence across EU jurisdictions and serves as a template for adaptation in other regions.

However, legal recognition of transnational cooperatives varies widely. GSCA must navigate diverse regulatory environments, harmonize statutes, and secure legal status for its components and special units. Intellectual property, data protection, and cooperative registration laws are critical areas requiring ongoing legal oversight.

Factor	Description
Political	• GSCA's success depends on stable government relations and diplomatic recognition, especially for special units like SUDESA. • Integration with RECs (COMESA, EAC, SADC) requires careful navigation of regional politics and development agendas. • Political volatility in fragile states may pose risks to cooperative neutrality and operational continuity.
Economic	• GSCA aligns with global trends in impact investing, ESG, and cooperative economics. • Entry into the social bond market offers new funding opportunities. • Economic disparities and instability in target regions may affect membership affordability and financial sustainability.
Social	• GSCA addresses rising global demand for participatory governance, gender equity, and social inclusion. • Cultural acceptance of cooperatives varies; education and advocacy are essential. • GSCA's components offer platforms for empowerment and representation across diverse social groups.
Technological	• GSCA's operations are enabled by Microsoft E5 infrastructure, supporting secure and scalable digital governance. • Positioned to lead in digital cooperative governance and platform cooperativism. • Must address digital exclusion and cybersecurity risks, especially in low-infrastructure regions.
Environmental	• GSCA supports sustainable development through PPSE-aligned programs and partnerships with GSDA. • Environmental risks may impact operations, particularly in vulnerable regions.

Factor	Description
	• Integrating climate resilience and green practices enhances GSCA's relevance.
Legal	• GSCA's legal foundation under Swedish law and use of the SCE model provide institutional stability. • Legal recognition of transnational cooperatives varies; harmonization is required. • Ongoing oversight needed for data protection, cooperative registration, and intellectual property compliance.

Chapter 10: Implementation Roadmap

The implementation roadmap of the **Global Social Cooperative Alliance (GSCA)** outlines the strategic sequence through which its institutional model, cooperative components, and regional programs will be deployed. This roadmap is designed to balance ambition with realism, ensuring that GSCA's global mission is executed through legally sound, operationally feasible, and contextually adapted steps.

Phase I: Foundational Establishment (2025–2026)

- **Legal Registration and Governance Setup**
  GSCA is formally registered as an AB under Swedish law, with Creativa Center as its sole shareholder. The Board of Directors and Executive Secretariat are constituted, and internal governance protocols are activated.

- **Component Activation**
  The five core components—CUWE, CEIU, CSIEP, CGEI, and INWE—are legally registered and structurally aligned under the European Cooperative Society (SCE) model. Initial statutes are harmonized with GSCA's central governance framework.

- **Digital Infrastructure Deployment**
  Microsoft E5-based platforms (Boardrooms, Membership Portal, Flowhub, WFB) are launched and integrated across all components. Internal systems for compliance, member engagement, and program management are activated.

- **Pilot Programs in Sweden and EU**
  SEP, LEU, and PPSE-aligned initiatives are launched in Sweden and selected EU member states. These pilots serve as proof-of-concept for cooperative governance, employer engagement, and political participation.

Phase II: Regional Expansion and Special Units (2026–2028)

- **Launch of SUDESA in South Sudan**
  GSCA co-establishes SUDESA with the Government of South Sudan, initiating programs in digitalisation, agriculture, education, and social equity. This serves as the first operational special unit under GSCA.

- **Deployment in COMESA, EAC, and SADC**
  GSCA expands into East and Southern Africa through regional chapters and national units. Cooperative statutes are adapted to local legal frameworks, and partnerships with RECs and development agencies are formalized.

- **Component Scaling and Localization**
  CUWE, CEIU, and CSIEP are localized in participating countries, with national SCEs registered and operational. CGEI and INWE begin regional programming in equity education and employer engagement.

- **Political Engagement through CSIEP**
  CSIEP launches cooperative political campaigns in selected countries, aiming for parliamentary entry and policy influence. Electoral strategies are aligned with Agenda 2074 and PCGG principles.

Phase III: Global Consolidation and Institutional Recognition (2028–2030)

- **Expansion into Asia and the Americas**
  GSCA establishes regional chapters in Asia and Latin America, adapting its cooperative model to diverse governance and cultural contexts. Strategic missions under PCPP support outreach and onboarding.

- **Multilateral Recognition and Diplomatic Privileges**
  GSCA seeks formal recognition from multilateral institutions (AfDB, UN agencies, EU bodies) and negotiates diplomatic privileges for its special units and regional chapters.

- **Social Bond Market Entry and DFI Positioning**
  GSCA prepares for entry into the social bond market, issuing impact-linked instruments tied to cooperative outcomes. It positions itself as a Development Finance Institution (DFI) within the Creativa Universe.

- **Global Membership Campaign and Institutional Branding**
  A coordinated global campaign is launched to onboard members, promote cooperative governance, and establish GSCA as a household name in social transformation. Branding is unified across all platforms and regions.

Ongoing Monitoring and Adaptive Management

Throughout all phases, GSCA applies a **Monitoring, Evaluation, and Learning (MEL)** framework to assess progress, refine strategies, and ensure accountability. Risk management protocols and contingency plans are continuously updated to respond to political, financial, and operational challenges.

Chapter 11: GSCA as Institutional Host of PCGG

The **Pan-Continental Global Ground (PCGG)** is a strategic initiative designed to implement cooperative governance, social equity, and systemic reform across global regions. It is not a standalone institution but a structured framework composed of three strategic pillars and five institutional components. The **Global Social Cooperative Alliance (GSCA)** serves as the **institutional host** of PCGG, responsible for its legal registration, governance oversight, and operational deployment.

Structural Relationship

GSCA is the legal and operational entity through which PCGG is implemented. While PCGG defines the strategic architecture—comprising the **Social Equity Policy (SEP)**, **Local Empowerment Unit (LEU)**, and **Public-Private Social Economy (PPSE)**—GSCA translates these pillars into institutional form through its five components:

- **CUWE** operationalizes cooperative representation for workers and entrepreneurs.

- **CEIU** aligns employer practices with cooperative and equity principles.

- **CSIEP** introduces cooperative values into democratic processes and political systems.

- **CGEI** develops frameworks for equity, inclusion, and systemic reform.

- **INWE** promotes new paradigms for work, education, and employer engagement.

Each of these components is legally constituted under GSCA and governed through its statutes, ensuring that PCGG's strategic vision is embedded in formal institutions.

Strategic Execution

GSCA is responsible for the **phased implementation** of PCGG across regions, beginning with Sweden and the European Union, and expanding into Africa, Asia, and the Americas. This includes:

- Legal registration of cooperative entities under the SCE model or local equivalents.

- Deployment of SEP, LEU, and PPSE-aligned programs through GSCA's operational strategy.

- Integration of PCGG principles into regional missions, special units (e.g., SUDESA), and political campaigns via CSIEP.

GSCA ensures that PCGG is not merely a conceptual framework but a **living institutional reality**, capable of delivering measurable impact and systemic transformation.

Governance and Oversight

While GSCA governs PCGG's components, **GSIA** provides external monitoring and compliance, ensuring that PCGG's implementation adheres to international standards and regional mandates. This dual structure—GSCA as executor, GSIA as validator—ensures both operational autonomy and institutional legitimacy.

GSCA also collaborates with **GSEA** and **GSDA** to align PCGG with broader equity and development agendas. GSEA provides the ideological and policy foundation, while GSDA supports infrastructure and programmatic rollout.

Global Mandate

PCGG's scope is global, with implementation planned across four regions: **European Union**, **Africa**, **Asia**, and the **Americas**. GSCA is tasked with ensuring that each region receives equal strategic attention, adapted to local contexts but unified under the PCGG framework. This includes the establishment of regional chapters, national units, and cooperative institutions that reflect PCGG's principles.

In this capacity, GSCA is not only the host of PCGG—it is its **institutional embodiment**, responsible for transforming strategic ambition into cooperative governance, social equity, and public-private collaboration.

Chapter 12: Monitoring, Evaluation, and Learning (MEL)

The **Global Social Cooperative Alliance (GSCA)** adopts a comprehensive **Monitoring, Evaluation, and Learning (MEL)** framework to ensure that its operations, programs, and institutional components remain accountable, adaptive, and impact-driven. MEL is not treated as a peripheral reporting function but as a strategic instrument embedded into GSCA's governance, digital infrastructure, and cooperative culture.

Purpose and Principles

GSCA's MEL framework is designed to:

- **Monitor** the performance and compliance of its five components and special units.

- **Evaluate** the effectiveness, relevance, and sustainability of its programs and partnerships.

- **Learn** from implementation experiences to refine strategies, scale successful models, and address emerging challenges.

The framework is guided by the principles of **transparency**, **participation**, **equity**, and **continuous improvement**, and is aligned with the standards set by **GSIA**, which serves as GSCA's external compliance and validation entity.

Integration with Digital Infrastructure

MEL is fully integrated into GSCA's digital ecosystem, particularly through the **Flowhub** platform (or GSIA's equivalent system). This integration enables:

- Real-time data collection and reporting

- Automated compliance checks and alerts

- Impact dashboards for internal and external stakeholders

- Secure documentation and audit trails

Each GSCA component and regional unit is required to maintain MEL protocols within their operational workflows, ensuring consistency and comparability across geographies.

Key Performance Indicators (KPIs)

GSCA's MEL framework tracks a range of quantitative and qualitative indicators, including:

- **Membership Growth and Retention** across CUWE, CEIU, and CSIEP

- **Programmatic Reach and Impact** under SEP, LEU, and PPSE

- **Equity and Inclusion Metrics** from CGEI initiatives

- **Employer Engagement and Certification Outcomes** via CEIU

- **Educational and Vocational Outputs** from INWE programs

- **Digital Access and Platform Utilization** across all components

- **Political Participation and Electoral Influence** through CSIEP

These indicators are reviewed quarterly and annually, with findings presented to the GSCA Board and shared with GSIA for external validation.

Evaluation Cycles and Methodologies

GSCA conducts evaluations at three levels:

- **Internal Component Reviews**: Each cooperative entity performs self-assessments and peer reviews based on standardized templates and criteria.

- **Cross-Component Evaluations**: GSCA's Secretariat coordinates thematic evaluations across components to assess alignment with strategic pillars and Agenda 2074.

- **External Audits and Impact Assessments**: GSIA and third-party evaluators conduct independent assessments to validate outcomes, identify risks, and recommend improvements.

Methodologies include surveys, focus groups, case studies, comparative analysis, and longitudinal tracking, ensuring both depth and breadth of insight.

Learning and Adaptation

GSCA treats learning as a strategic asset. Insights from MEL activities are used to:

- Refine program design and delivery

- Adjust governance and operational protocols

- Inform strategic planning and resource allocation

- Share best practices across regions and components

Learning outputs are documented in **GSCA Learning Reports**, published annually and disseminated through the **WFB platform**, CGSA advocacy channels, and internal Boardrooms.

Risk and Compliance Monitoring

MEL also serves as a mechanism for **risk identification and mitigation**, including:

- Legal and regulatory compliance

- Financial sustainability and stress indicators

- Political and operational risks

- Cybersecurity and data protection vulnerabilities

These elements are tracked through Flowhub and reviewed by GSIA, ensuring that GSCA remains resilient and responsive in a rapidly changing global environment.

Chapter 13: Final Word / Conclusion

The **Global Social Cooperative Alliance (GSCA)** represents a bold and necessary reimagining of governance, equity, and institutional responsibility in the 21st century. It is not merely a cooperative alliance—it is a structural response to the systemic failures of traditional governance models, economic exclusion, and social fragmentation. Through its legally grounded architecture, strategic partnerships, and global mandate, GSCA offers a viable alternative: one rooted in participation, decentralization, and shared ownership.

This business plan has outlined GSCA's institutional identity, strategic pillars, operational roadmap, and integration within the Creativa Universe. It has demonstrated how GSCA serves as the institutional host of **PCGG**, the executor of **PCPP** missions, and a key partner to **GSIA**, **GSEA**, and **GSDA**. It has detailed the mechanisms through which GSCA will scale its cooperative model across regions, engage with multilateral institutions, and deliver measurable impact through its five components and special units.

GSCA is designed to be resilient, adaptive, and globally relevant. Its digital infrastructure ensures operational integrity; its financial model ensures sustainability; and its MEL framework ensures accountability. It is equipped to navigate political volatility, economic disparity, and technological disruption—while remaining anchored in the principles of **Agenda for Social Equity 2074**.

The road ahead will require commitment, collaboration, and courage. GSCA must continuously earn its legitimacy through performance, transparency, and impact. It must remain open to learning, responsive to change, and unwavering in its mission. As it expands across continents and sectors, GSCA will not only implement cooperative governance—it will redefine what governance can be.

This document serves as both a blueprint and a declaration: GSCA is ready to lead. It is ready to build institutions that serve people, not power. It is ready to transform systems, not merely reform them. And it is ready to do so with integrity, vision, and the collective strength of those who believe in a better world.