



GLOBAL
CENTRE FOR
PLURALISM

CENTRE
MONDIAL DU
PLURALISME

Corporate Plan 2016



“A pluralist, cosmopolitan society is a society which not only accepts difference, but actively seeks to understand it and to learn from it. In this perspective, diversity is not a burden to be endured, but an opportunity to be welcomed.”

- His Highness the Aga Khan, Harvard University, November 2015

Contents

| | |
|---------------------------------------|----------------|
| 1 Secretary General's Message | PAGE 02 |
| 2 Vision and Mission | PAGE 04 |
| 3 Highlights 2015 | PAGE 08 |
| 4 Plans and Priorities 2016 | PAGE 14 |
| 5 Projected Outcomes 2016 | PAGE 16 |
| 6 Fund Management | PAGE 18 |
| 7 Projected Expenditures and Revenues | PAGE 20 |
| 8 Risk Mitigation | PAGE 21 |
| 9 Performance Monitoring Strategies | PAGE 22 |

01.

Secretary General's Message

There is a critical need for pluralism around the world.

The tragic events in Paris and Beirut in November – and the exclusionary rhetoric of fear that followed – underscore the global challenge of living peacefully in diverse societies. But it is possible in every society to both maintain identities and create the conditions for inclusion. Where we see promising examples of pluralism emerging – for instance in Tunisia, where a coalition of civil society groups known as the National Dialogue Quartet was awarded a Nobel Peace Prize for its role in ensuring the transition to an inclusive democracy – important lessons for the world can be learned.

Respect for diversity benefits everyone. In the words of the Right Honourable Beverley McLachlin, Chief Justice of Canada, as she concluded her Annual Pluralism Lecture in May 2015, “Living together in the ethic of tolerance is not easy. But it is worth the effort.”

In 2016, the Global Centre for Pluralism prepares to move to its new international headquarters in Ottawa, which it will occupy by 2017 for Canada’s 150th anniversary. Our plans and priorities include building a Pluralism Lens through research; engaging partners to create local solutions; working in the education sector to advance pluralism through curricula and training; and, expanding the reach of our public programs.

As His Highness the Aga Khan observed at the Samuel L. and Elizabeth Jodidi Lecture at Harvard University in November 2015, “The road to a more cooperative world does not require us to erase our differences, but to understand them.” The Centre continues to deepen that understanding.

**John McNee
Secretary General**

02.

Vision and Mission



Carpets on a rooftop in Tunis, Tunisia. Credit: Alan Tobe

The Centre's vision is a world where human differences are valued and diverse societies thrive.

Its mission is to serve as a global platform for comparative analysis, education and dialogue about the choices and actions that advance and sustain pluralism.

Through research, education and knowledge exchange, the Centre's programs:

- › Initiate understanding of the sources of inclusion and exclusion in Canada and around the world
- › Chart pathways to pluralism in specific places and cases
- › Catalyze knowledge exchange and learning about the policies and practices that support pluralism





About Us

Founded in Ottawa by His Highness the Aga Khan in partnership with the Government of Canada, the Global Centre for Pluralism is an independent, charitable organization.

Inspired by Canada's experience as a diverse and inclusive country, the Centre was created to advance positive responses to the challenge of living peacefully and productively together in diverse societies.

The Centre is governed by an international Board of Directors and chaired by His Highness the Aga Khan.

Pluralism

The Centre defines pluralism as a set of values and actions, founded on respect for diversity, which support and sustain inclusive societies.

In pluralist societies, choices are made to ensure the full participation of all people in political, economic and socio-cultural life. Every person becomes a valued member of society – regardless of ethnic, religious or cultural differences.

03.

Highlights 2015

“For a society made up of a people who share different cultures, religions, practices and opinions – which means virtually every society in the modern world – tolerance is the only way forward.”

- The Right Honourable Beverley McLachlin,
Annual Pluralism Lecture, May 2015



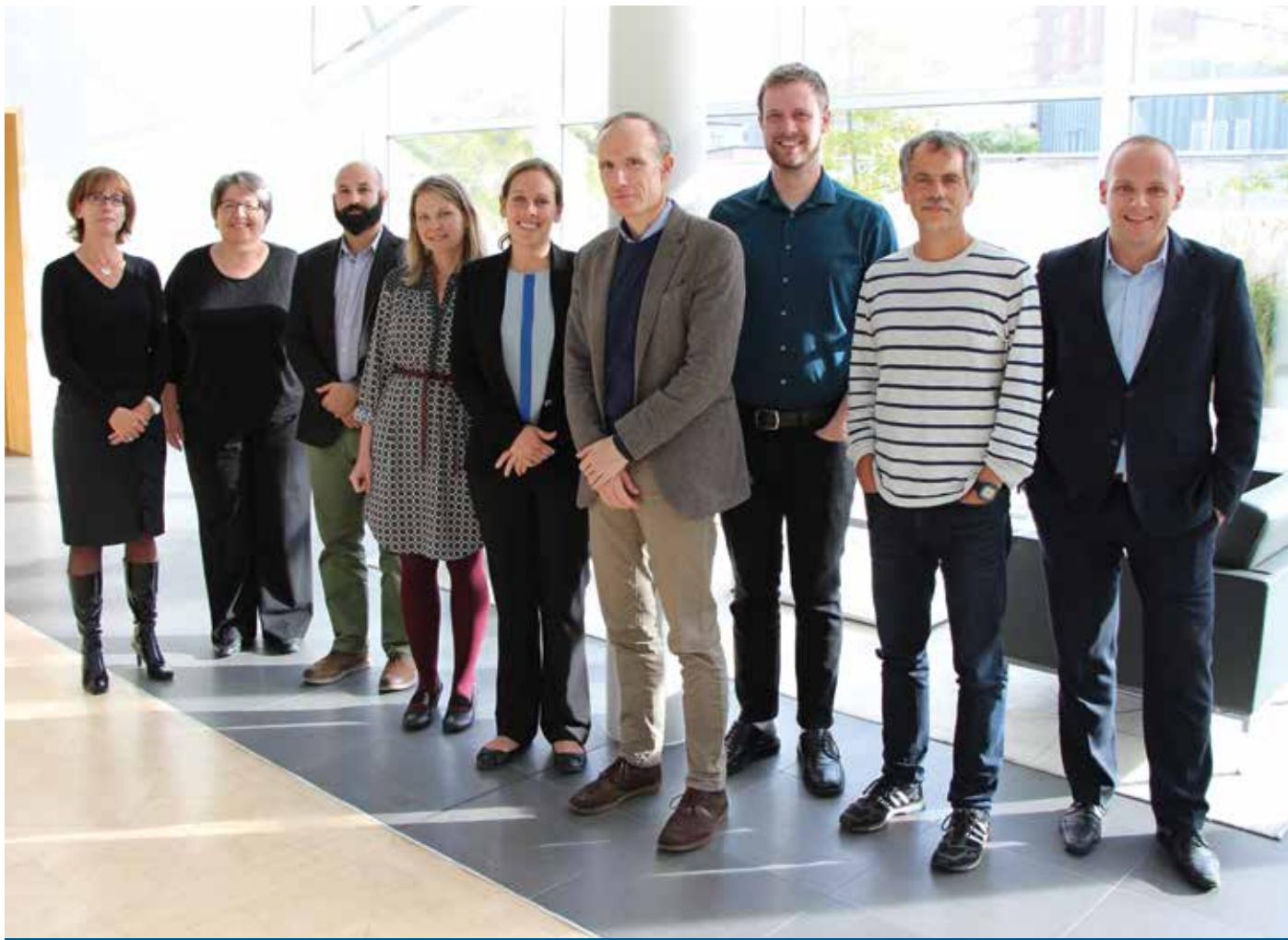
GLOBAL CENTRE FOR PLURALISM CENTRE MONDIAL DU PLURALISME

Annual Pluralism Lecture

Conférence annuelle sur le

Global Analysis

- › Our network of knowledge partners has tripled to over 30 members with connections to 23 universities on five continents.
- › Drawing on this global network, the Centre has commissioned a series of change cases to support development of the Pluralism Lens.
- › A program of indicator research – drawing on published global data sources – has established a good foundation for monitoring inclusion and exclusion through a Pluralism Lens.
- › Work was initiated to define the Centre's approaches to “early action for pluralism,” including scenario planning.



Centre staff meet with Professor Stefan Wolff (University of Birmingham), Professor Will Kymlicka (Queen's University) and Dr. Livia Bizikova (International Institute for Sustainable Development) for a workshop to discuss scenario planning.

Toward a Pluralism Lens

The Centre's 'drivers of pluralism' are summarized below. The drivers offer a holistic view of the sources of inclusion and exclusion in diverse societies and form the basis of the Centre's Pluralism Lens, now under development.

THE DRIVERS OF PLURALISM

What factors "drive" inclusion and exclusion in diverse societies?

| Livelihoods and Wellbeing | Law, Politics and Recognition | Citizens, Civil Society and Identity |
|--|--|---|
| Quality of life <ul style="list-style-type: none">• Equality of outcomes for individuals and groups• Equitable access to and benefit from resources | How governments act <ul style="list-style-type: none">• Defining and sustaining inclusive citizenship• Institutional mechanisms• Policies and investments | How citizens act <ul style="list-style-type: none">• Inclusive citizenship practices• Expression of multiple identities (civic, ethnic, gender, religious)• Arena for redefining inclusion |
| Education, Religion and Media | History and Memory | Places and Spaces |
| Transmission of norms <ul style="list-style-type: none">• Intergenerational learning• Intercultural exchange• News, entertainment, the arts, social media | The past in the present <ul style="list-style-type: none">• Impact of past grievances• Gaps between official and remembered past• Inclusive remembering | Landscapes of cultural exchange <ul style="list-style-type: none">• Neighbourhoods and cities• Rural areas and communities• Public-private connections: families, cyberspace, work |

Transnational and Regional Influences

Potential impacts of external actors

- Neighbourhood influences
- Historic border making
- Transnational identities
- Virtual communities
- International norms, institutions and actors



Pluralism workshop in Osh, Kyrgyzstan

Global Engagement

- › Through conferences, seminars and workshops, the Centre disseminated findings of its research to inform stakeholders in government, civil society and academia on the sources of exclusion and the opportunities for greater inclusion in Kyrgyzstan.
- › An interactive pluralism workshop was developed and delivered to peacebuilding and development practitioners in Kyrgyzstan as part of the Centre's partnership with the Aga Khan Foundation USA and the World Bank.
- › In Kenya, the Centre supported analysis on pluralism themes with local partners. The research focusses on assessing the progress toward a strengthened national unity and identity in Kenya, and analyzing the impact of the Kenyan private sector in fostering pluralism.
- › The Centre met with organizations and individuals in the Middle East and North Africa, with a focus on the democratic transition in Tunisia, to understand the current challenges and begin outlining an approach to engagement in the region.

Education and Training

- › In 2015, the Centre continued to develop its approach to working in the education sector, with the objective to see this area of work become a central facet of the Centre's activities.
- › Pluralism workshops were piloted in Kyrgyzstan and global scans of online learning resources and training organizations were carried out to inform the Centre's own educational offerings.

Public Programs

- › The Right Honourable Beverley McLachlin, Chief Justice of Canada, delivered the Annual Pluralism Lecture at the new Aga Khan Museum in Toronto to an audience of 380 invited guests and an online global audience of over 2,150 on “Reconciling Unity and Diversity in the Modern Era: Tolerance and Intolerance.” The Chief Justice’s remarks received extensive media coverage with close to 2,000 media hits.
- › In April, the Centre hosted a Pluralism Forum with Professor Stefan Wolff (Institute for Conflict, Cooperation and Security, University of Birmingham) and Dr. Patrick Travers (United Nations Office on Genocide Prevention and the Responsibility to Protect) who discussed how a pluralism lens can help to identify early warnings of conflict.
- › At a Forum in October, the former Prime Minister of Tunisia, H.E. Mehdi Jomaa, joined Dr. Marwan Muasher (Carnegie Endowment for International Peace) to discuss the prospects for pluralism post-Arab Spring with Tunisia’s democratic transition in the spotlight. The discussion was moderated by Dr. Bessma Momani (Centre for International Governance Innovation).



From left to right: Dr. Bessma Momani, H.E. Mehdi Jomaa and Dr. Marwan Muasher

330 Sussex Drive: Creating a Destination for Dialogue

- › Rehabilitation work began at 330 Sussex, the future international headquarters of the Centre. The project is on schedule with occupancy slated for the end of 2016.
- › An economic modelling exercise was completed to identify the revenue potential of the building, including its outdoor spaces.
- › The National Capital Commission and neighbours continue to be partners in proposed plans for transforming the surrounding area.

Code of Ethics and Conduct

- › A Code of Ethics and Conduct for Directors and Centre staff was adopted and implemented.

04.

Plans and Priorities 2016

The coming year will build on the accelerated momentum achieved in 2015 to prepare the Centre to move into its new international headquarters at 330 Sussex Drive. In 2016, the Centre's priorities include:

Global Analysis

Content

- › Generate knowledge and understanding of pluralism by producing a suite of cases that document positive and negative pluralism experiences
- › Undertake a series of “gap analyses” to situate pluralism in established fields of practice
- › E-publish 25-30 change cases, 6-8 gap analyses and videos for use by practitioners, researchers, educators and students

Networks

- › Consolidate and continue to widen the Centre’s global knowledge networks
- › Convene the first Global Pluralism Think Tank

Tools

- › Design and develop the Pluralism Lens framework for launch in 2017 and explore initial applications
- › Continue to develop the Centre’s monitoring capacity for inclusion and exclusion as a foundation for early action for pluralism

Global Engagement

Education and Training

- › Accelerate the Centre’s work in the education sector through the development and launch of an international initiative to advance pluralism through curriculum, teacher training, education policy and education systems
- › Work with partners to assess approaches and opportunities to integrate pluralism concepts into existing curricula and teacher training in Canada and globally
- › Expand the Centre’s approach to executive education and training for delivery to a broad range of audiences around the world

Global Pluralism Award

- › Finalize a communications and outreach strategy and announce the launch of the nomination process and the Award jury
- › Screen eligible candidates and identify a shortlist of nominees by the end of 2016. The inaugural Award ceremony is planned for 2017.

Kyrgyzstan

- › Support local analysis and the emergence of inclusive historical narratives in Kyrgyzstan with a call for papers on history and identity. Work with institutional partners to match local scholars with international mentors and present the papers.

Kenya

- › Disseminate 2015 research findings from partnerships with Nairobi-based organizations, the Katiba Institute and the Institute for Economic Affairs
- › Publish research on the approaches to pluralism in Kenya's private sector
- › Publish research on the implementation of Kenya's constitution and its impact on identity and national unity since its adoption five years ago

Tunisia and the Middle East and North Africa region

- › Catalyze a dialogue in Tunisia about pluralism by commissioning and disseminating research on the country's democratic transition

Public Affairs



- › The Centre will host the 2016 Annual Pluralism Lecture, scheduled for May, featuring Justice Albie Sachs, former freedom fighter and Justice of the South African Constitutional Court, the country's highest court. Justice Sachs is a renowned defender of human rights who helped draft South Africa's post-apartheid constitution. He has authored numerous books on his experiences in the struggle for justice, including *The Strange Alchemy of Life and Law* (2011).
- › In 2016, the Centre will continue to accelerate its public communications with plans to revamp its website and build a social media presence. New promotional print and multi-media resources will also be developed.

330 Sussex

- › Continue to advance the neighbourhood master plan
- › Complete the rehabilitation of 330 Sussex and prepare to move the Centre's operations to its new headquarters
- › Plan the Centre's 2017 launch year to bring the building to life with events and programming of global interest in Canada's sesquicentennial year

05.

Projected Outcomes 2016

Global Analysis

Products for publication

Knowledge networks and content expanded; high-quality, peer-reviewed publications shared with key audiences to further establish the Centre as a global knowledge platform for pluralism

New analytical tools

Pluralism Lens framework developed

Global Engagement

Education and Training

Consultations and assessments conducted and key partnerships initiated to advance the Centre's engagement in the education sector

Global Pluralism Award

Communications and outreach strategies finalized; nomination process launched and shortlist produced

Kyrgyzstan

Call for papers launched and knowledge exchange events on history and identity delivered

Kenya

Research produced and disseminated; audiences for pluralism in Kenya expanded

Tunisia and the Middle East and North Africa region

Country networks broadened; research and analysis launched on the lessons from Tunisia's democratic transition

Public Affairs

Public programs

Local and global audiences expanded; event partnerships broadened and 2017 calendar finalized

New communications vehicles

New communications vehicles developed to increase access to the Centre's work online, in print and through events

Media engagement

Partnerships with international media established

330 Sussex Drive

Building operations and management

Centre's operations for 330 Sussex Drive planned and executed

Monitoring Evaluation and Learning (MEL)

Develop framework

MEL framework and tools developed to support accountability and show impact

06.

Fund Management

The \$40 million Endowment Fund constituted by the two founding partners in March 2007 provides a strong base on which to grow the Global Centre for Pluralism. The Centre uses the income generated by the Fund to support its operations.

The Fund is invested with an investment policy objective to generate a total annual return of 4 percent of the Endowment on average over the long-term, before investment management fees, to support operations. The Centre has engaged Proteus Performance as Investment Advisor, Lincluden Investment Management as Portfolio Manager and CIBC Mellon as Custodian.

The Fund is invested within the asset allocation limits and other requirements of the Centre's Board-approved Statement of Investment Policy. In 2015, the Fund earned \$1.0 million despite the turbulence in the markets. The defensive positioning by the portfolio manager limited the downsides and the portfolio outperformed the market in relative terms. The Fund balance as at September 30, 2015 was \$52.9 million after draws of \$1.4 million for the Centre's nine months of operational expenses.

The portfolio manager is maintaining its disciplined approach and the portfolio is still in a defensive position, including a higher cash balance. The portfolio is structured to provide the required returns over the longer term in accordance with the Statement of Investment Policy, and we continue to carefully monitor near-term performance.

| GCP Endowment Fund (\$'000) | Q1 2015 | Q2 2015 | Q3 2015 | YTD 2015 |
|---|----------------|----------------|----------------|-----------------|
| Portfolio Value at Beginning of the Period | 53,408 | 54,839 | 53,902 | 53,408 |
| Interest, Dividends and Fund Distributions | 407 | 429 | 513 | 1,349 |
| Realized Capital Gains | 539 | 277 | 315 | 1,131 |
| Unrealized Capital Gains/ (Losses) | 860 | (1,193) | (1,190) | (1,523) |
| Portfolio Value before Withdrawals | 55,214 | 54,352 | 53,540 | 54,365 |
| Withdrawals for Operating Expenditures | (375) | (450) | (600) | (1,425) |
| Portfolio Value at the end of the Period | 54,839 | 53,902 | 52,940 | 52,940 |

| Performance (% return) 12 Months ending September 30, 2015 | Fund | Benchmark | Median | Quartile |
|---|-------------|------------------|---------------|-----------------|
| Overall Portfolio | 4.5 | 2.5 | | |
| <u>Underlying Funds:</u> | | | | |
| Canadian Equity | (1.5) | (8.4) | (4.8) | 1 st |
| Foreign Equity | 12.0 | 14.5 | 14.2 | 3 rd |
| Fixed Income | 4.1 | 4.8 | 5.0 | 4 th |

07.

Projected Expenditures and Revenues



330 Sussex Drive, Ottawa

The prudent management of the Centre's operating costs, while supporting the ambitious program results for 2016, remain key priorities for the coming year. At the November 2015 Board of Directors meeting, the Board approved an annual budget for 2016 of up to \$3.15 million. This total amount includes a special draw on the accumulated income of the Fund to accelerate programming and prepare for the Centre's public launch in 2017 at 330 Sussex Drive.

Expenditures include staff salaries and associated benefits; fees and expenses associated with office administration, governance and investment management; and core programs. Program spending accounts for 82% of the Centre's budget expenditures.

08.

Risk Mitigation

The following actions have been taken to mitigate and manage risks:

- › The Members of the Corporation, made up of representatives of the Centre's two founding partners, meet annually to appoint the auditors, receive a report from the Board of Directors and review and fill any Board vacancies.
- › The Board meets twice a year, providing strategic guidance and stewardship to the Centre. The Board reviews and approves the annual budget and the annual audited financial statements. It appoints and supervises the work of three mandated Board sub-committees. The Board has adopted a self-assessment system.
- › The Board's Executive, Audit, and Investment Management Sub-Committees meet regularly and provide oversight to the Centre's affairs.
- › The Secretary General, who is accountable to the Board for the overall effectiveness of the institution, is responsible for the management and performance of the Centre. The Executive Committee conducts an annual performance review and the Board approves the Secretary General's objectives.
- › The Board approved both a Statement of Investment Policy and a Statement of Spending Policy at its November 2011 meeting and continues to review these policies annually with the assistance of the Investment Management Committee.
- › In 2012, the Centre participated in a five-year formative evaluation of its start-up phase conducted by Arpent Associates, which concluded that the Centre is "well positioned to achieve its objectives."
- › A professional investment advisor, portfolio manager and custodian have been appointed by the Board to manage the Fund. Their actions are guided by the Statement of Investment Policy and overseen by the Board's Investment Management Committee. The Board augmented membership of the Investment Management Committee with a non-Board member with professional investment experience to assist in the Committee's work.
- › In November 2014, the Board approved a Risk Management Framework for the Centre and reviewed the framework's application in November 2015. In November 2015, the Board also approved a Code of Ethics and Conduct for the Centre.

09.

Performance Monitoring Strategies

Capturing the impact of our work and continuous learning are priorities for the Centre. Our multi-dimensional work requires an innovative and creative approach to monitoring, evaluation and learning. Since 2013, the Centre has engaged leading monitoring and evaluation experts to help us identify an approach suited to our needs.

In 2016, the Centre will synthesize this thinking with the creation of a systematic monitoring, evaluation and learning framework. Our approach will be built into our programs to provide accountability to stakeholders, to demonstrate impact by capturing the results, and to grow through emerging learning.

The Funding Agreement requires the Centre to conduct, once every five years, an external independent evaluation of its programs and activities, and a performance audit. The next evaluation, for the period 2012-2016, will be conducted in 2017.

199 Sussex Drive
Ottawa, Ontario Canada
K1N 1K6

Tel: +1 613 241 2532
Fax: +1 613 241 2533
www.pluralism.ca



GLOBAL
CENTRE FOR
PLURALISM CENTRE
MONDIAL DU
PLURALISME