



GLOBAL
CENTRE FOR
PLURALISM

CENTRE
MONDIAL DU
PLURALISME

Corporate Plan 2015



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01

Secretary General's Message

The world needs more pluralism.

The successes of anti-immigration parties in recent European elections reveal the stresses and strains of societies unaccustomed to living with diversity. In the Middle East and North Africa, many historically diverse and often divided societies are trapped in a politics of retrenchment, leading some to open conflict. Conversely, in Tunisia – where political parties and civil society collaborated to draft and adopt a new inclusionary constitution and politics – we see the clear benefits of choosing pluralism.

Around the world, in far too many places, the cost of not choosing pluralism is paid, over and over, in the loss of human lives.

In 2015, the Global Centre for Pluralism will continue to develop our programs as we build toward the 2017 opening of the Centre's international headquarters at 330 Sussex Drive in Ottawa. Built to house the Dominion Archives of Canada, and most recently home to the Canadian War Museum, renovation of this Canadian federal heritage building commenced this year.

When located in its permanent home, the Centre will serve the global community as a destination for dialogue about the sources of cohesion and fracture in diverse societies and the pathways to pluralism.

As United Nations High Commissioner for Refugees António Guterres observed during his Annual Pluralism Lecture at the Centre in May 2014, "Diversity is not a threat. Diversity represents the richness of our communities. We must stand together against all forms of irrationality and manipulation that lead to hatred, be it political, populism, radical nationalism or religious fundamentalism."

John McNee
Secretary General

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Mission

Working with partners around the world, the Centre advances respect for diversity through knowledge exchange. Its programs:

- › Marshal local experience and global insights about the sources of cohesion and fracture in diverse and divided societies
- › Convene local and global change leaders to chart the pathways to pluralism in specific places and cases
- › Identify risk factors for a deterioration of pluralism and monitor emerging situations to raise awareness of the threat of breakdown



The Global Centre for Pluralism is a new international research and education centre located in Ottawa, Canada. Founded by His Highness the Aga Khan in partnership with the Government of Canada, the Centre is inspired by Canadian pluralism, which demonstrates what governments and citizens can achieve when human diversity is valued and recognized as a foundation for shared citizenship.



Pluralism

Every society is diverse in some way. And yet inclusive citizenship is still not the global norm.

In many places, the demonization of diversity erodes civic bonds and endangers peace. But an alternative exists. Divided societies can choose a different path.

Pluralism is an ethic of respect for human differences. In pluralist societies, every person is a valued member of the civic nation and an equal constituent of the state.

A commitment to pluralism often requires widening access to citizenship and to nationality – in practice as well as in law. Civil societies and governments must cooperate and lead.



03

Highlights 2014

Program implementation and development continued in 2014, in concert with planning for the Centre’s eventual move to its permanent quarters in 2017. Work proceeded in three main areas: knowledge exchange, global outreach and institution building.



Pluralism Forum on Kenya

Knowledge exchange

- › Work continued to elaborate a “Pluralism Lens” that the Centre and others can use to understand the enablers of pluralism and risk factors for breakdown in diverse societies. In October, the Centre convened an international group of scholars – representing Europe, Asia, Africa and the Americas – to assist in the development of the Lens.
- › The Centre continued to monitor developments for pluralism in Kyrgyzstan and Kenya, where the landscapes for pluralism have changed over the course of a year, with space opening in one society and closing in another. In both places, our work in 2014 revealed an appetite for comparative learning and dialogue about the foundations of civic identity.
- › In December, the Centre sponsored the participation of several Kenya civil society leaders in the Netherlands-based Kosmopolis Institute’s annual Pluralism Summer School. In 2014 the school is being held in South Africa, with participants from India, Indonesia, Uganda and South Africa as well as Kenya. In 2014, the Centre joined Aga Khan Foundation USA and the World Bank as a knowledge partner for a project focused on enabling approaches to social cohesion in Kyrgyzstan.

Global Outreach

- › The Centre’s spring Pluralism Forum featured a panel discussion in April co-sponsored by the International Development Research Centre (Canada) and the Katiba Institute (Kenya) on pluralism and public accountability in the early implementation of Kenya’s 2010 constitution. The panellists were Yash Ghai, Karuti Kanyinga and Patricia Kameri-Mbote (photo left), all of Kenya.
- › The fall Forum brought Charles Taylor (Canada) into conversation with Rajeev Bhargava (India) about the building blocks of pluralism in India and Canada. Jane Jenson of the Université de Montréal moderated the discussion.
- › In May, the Centre’s third Annual Pluralism Lecture featured United Nations High Commissioner for Refugees António Guterres, who elucidated the links between pluralism and the global refugee crisis. The Lecture was presented online in partnership with the Globe and Mail, drawing an international audience of over 1200 participants.



His Highness the Aga Khan greets guests, May 2014

Institution Building

- › Partners in 2014 included the Katiba Institute and the University of Nairobi (Kenya), the International Development Research Centre (Canada), Aga Khan Foundation USA and the World Bank (USA), the Centre for the Study of Developing Societies (India), and Kosmopolis Institute (Netherlands).
- › In 2014, the Centre launched its new logo – a quadrant of “talk boxes” that symbolizes the importance of dialogue and exchange to the institutions and practices of pluralism.

04

Plans and Priorities 2015

In 2015, the Global Centre for Pluralism will continue to deliver its strategic program, focusing on:

- › applied research to develop a “pluralism lens”;
- › existing and new country cases to pilot engagement approaches;
- › public dialogue about pluralism through established event series;
- › communications and development of an award to build global awareness of pluralism;
- › the Sussex Drive property renovation project; and
- › programming the Centre’s international headquarters in 2017 and beyond.

To support this work, the Centre will expand both its budget and staff complement in 2015.

Pluralism Lens: applying the drivers of pluralism

In 2015, the Centre will launch a multi-year global research program to elaborate the content and form of a set of applicable tools we are calling the Pluralism Lens. Using our “pluralism drivers” framework (see Box 1) as the starting point, and with the widest possible global vision, we will commission and publish a series of case studies and thematic overviews of selected core questions to help us illuminate the drivers.

In this preliminary stage of work, the Centre does not seek to categorize or rank the experiences of states. Our first aim is to understand why some diverse societies cohere while others fracture and fragment. A second aim is to delineate the risk factors for deterioration and breakdown – with a view to finding a practical way to help societies, risking or actually experiencing division, to alter these trajectories. Options for developing the Lens as a tool for situation forecasting will also be explored in 2015.

Box 1: The drivers of pluralism

Livelihoods and Well-being

How and whether citizens (male and female) access and benefit from state resources equitably and are able to participate in the market to achieve economic security and well-being

Law and Politics

The governance of diversity in terms of both content (values, laws, policies, programs) and process (institutional mechanisms)

Citizens and Civil Society

Foundations of collective civic identity and the role of civil society in the governance of diversity (i.e., citizens, organizations, institutions, faith institutions, business, media, academia)

Education and Culture

The social/cultural meanings attached to difference (identity) and diversity (the other) and their transmission between and among generations through formal and informal education and other means

History and Memory

The practice of history in a society and the role of inclusive modes of collective remembering and reconciliation as routes to shared citizenship

Regional Influences

Neighbourhood influences and transnational identities as well as the impact of place (urban, rural) on the governance of diversity and the impact of multicultural cities within diverse societies



Kyrgyzstan is one of the Centre's initial cases.

Country Cases: emerging lessons and forward directions

Although the Centre is working to define pluralism on a global basis, our work to date in Kenya and Kyrgyzstan suggests that leaving room for local partners to interpret the aims and define the means of pluralism is vital. Working with local partners to develop highly contextual pluralism definitions and strategies is emerging as a critical first step.

- › In 2015, the Centre will work with partners in Kenya and Kyrgyzstan to develop indigenous definitions of pluralism and analyses of the current situation.

Both Kenya and Kyrgyzstan have experienced at least one violent episode of inter-ethnic conflict. Although both countries have experimented with approaches to ethnic reconciliation, neither has, as yet, attempted to delineate the foundations of shared citizenship.

- › In 2015, the Centre will work with local partners to convene at least one national dialogue event in Kyrgyzstan and explore options for taking this work forward in Kenya.

Similarly, we are encountering a real appetite for comparative learning about the practices of pluralism. Providing global access to local change leaders in government and civil society is an emerging niche for the Centre.

- › In 2015, the Centre will explore emerging opportunities in Kyrgyzstan for comparative learning programs in education.

Another aim of the country work is to systematize the Centre's capacity to monitor and respond to volatile situations.

- › In 2015, working in concert with the Pluralism Lens program, the Centre will test approaches to country monitoring in Kenya and Kyrgyzstan.

To deepen understanding of the foundations of inclusive citizenship, we need to engage with the experiences of countries where the ethic and practices of pluralism have been the applied – with varying results – over the longer term.

- › In 2015, the Centre will expand the number of country cases focused on learning from the experiences of Canada and India. What has worked and why? What has not worked and why? Where are the gaps?

Finding ways to disseminate the Centre's Pluralism Lens for practical effect is another priority of the Centre.

- › In 2015, the Centre will develop the terms of reference for a week-long "summer institute" for practitioners in civil society and government focused on the precepts and practices of pluralism. The institute will launch in 2017.



Credit: Andrew Balfour Photography
Supreme Court of Canada Collection

Global Outreach: Event Program and a new Pluralism Award

In 2015, the Centre's event program will continue with two Pluralism Forums and the Annual Lecture. One Forum will focus on the case for pluralism in the Middle East and North Africa. The featured speaker is Dr. Marwan Muasher, a former Foreign Minister of Jordan who is now Vice-president for Studies at the Carnegie Endowment for International Peace. The Annual Pluralism Lecture 2015, scheduled for May, will feature The Right Hon. Beverley McLachlin, Chief Justice of Canada (photo left).

In 2015, work will continue to develop and launch the Centre's new Pluralism Award Program. Planned for launch in 2017, the Award will contribute to the Centre's efforts to raise awareness of successful approaches to pluralism at both the global and local levels.

330 Sussex Drive: a global destination for dialogue

330 Sussex Drive in Ottawa is being refurbished as the international headquarters of the Global Centre for Pluralism. As the third institution to occupy this landmark facility, the Centre is mindful of its responsibilities as a custodian of this major public asset and as a global destination for dialogue serving both Canada and the world. Planning to integrate the building into the mission of the Centre has already commenced and will accelerate in 2015.

Our aim is to bring the building back to life as a dynamic centre for learning and exchange that models and amplifies the precepts of pluralism, all within a responsible financial framework that provides for the sustainability of this heritage structure. Planning and design work are now nearing completion and removal/containment of hazardous materials (asbestos) from the building has commenced. Construction is expected to commence in mid-2015 with a target occupancy date of late 2016. In addition, discussions with the National Capital Commission (NCC) and adjacent

neighbours will continue to identify near- and longer-term opportunities to improve the overall area around the building, including seeking a formal approval of an area master plan.



Projected Outcomes 2015

Knowledge Exchange

Country Programs

Application and assessment of knowledge-based engagement approach focused on deep analysis, comparative learning, dialogue and monitoring

Kyrgyzstan and Kenya

Broadened country networks, research and analysis to support local elaborations of pluralism, initial national dialogue process, and monitoring strategies

Canada and India

Broadened country networks, research and analysis to identify lessons and program

Pluralism Lens Program

A series of high quality, peer-reviewed publications; expanded global vision and knowledge networks; first iteration of Pluralism Lens

Global Outreach

Event Program

Expanded local and global audiences; awareness of issue heightened

Virtual Centre Program

Expanded local and global audiences; widened global communications platform

Award Development Program

Aims, design and resourcing requirements defined

330 Sussex Drive

330 Sussex Drive Program

Programmatic definition of the Centre as a global destination for dialogue advanced; planning for building rehabilitation advanced and construction launched

05

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 an annual income 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 2014, the Fund continued to grow in the first nine months of the year. The Fund balance as at September 30, 2014 was \$52.5 million after draws of \$1.1 million for nine months of operational expenses of the Centre.

GCP Endowment Fund (\$'000)	Q1 2014	Q2 2014	Q3 2014	YTD 2014
Portfolio Value at Beginning of the Period	50,373	51,635	52,349	50,373
Interest, Dividends and Fund Distributions	451	497	399	1,347
Realized Capital Gains	219	153	732	1,104
Unrealized Capital Gains	967	440	(578)	829
Portfolio Value before Withdrawals	52,010	52,725	52,902	53,653
Withdrawals for Operating Expenditures	(375)	(376)	(375)	(1,126)
Portfolio Value at the end of the Period	51,635	52,349	52,527	52,527

After outperforming the benchmarks throughout 2013, the Fund lagged against the benchmarks in 2014. The Portfolio Manager has taken a slightly more defensive position, including a higher cash balance. As a result, the Fund did not take part in the rally in certain equity sectors

that performed strongly in the first eight months of the year. Correspondingly, the Fund avoided the full hit of the market downturn in September. Interest, Dividends and Fund Distributions at \$1.3 million have been sufficient to cover the draws.

Performance (% return)

12 Months ending September 30, 2014

	Fund	Benchmark	Median	Quartile
Overall Portfolio	12.5	12.8		
<u>Underlying Funds:</u>				
Canadian Equity	20.8	20.4	20.9	3
Foreign Equity	21.5	22.6	20.5	2
Fixed Income	4.4	4.8	6.5	4

06

Projected Expenditures and Revenues



Growing the Centre's programmatic capacities, while containing the administrative costs associated with a start-up, remains a continued priority for the coming year. At the November 2014 Board of Directors meeting, the Board approved an annual budget for 2015 of up to \$2,223,000 drawn from income generated by the Fund. Expenditures include staff salaries and associated benefits; fees and expenses associated with office administration, governance, and investment management; and core programs.

Additional revenue sources

GCP is participating as a knowledge partner in a joint Aga Khan Foundation USA and World Bank project that seeks to pilot approaches to enhancing social cohesion through community-driven development. The collaboration is funded by an AKF-USA and World Bank sub-grant totaling USD \$75,000.

Expanding the Centre's portfolio of program partnerships is a priority.

07

Risk Mitigation

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

- › The Members of the Corporation, comprised 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 of Directors meets twice a year, providing strategic guidance and stewardship to the Centre. The Board reviews and approves the annual budget and the audited annual 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 Committees are constituted, meet regularly and provide oversight to the Centre's affairs.
- › The Secretary General, who is accountable to the Board of Directors for the overall effectiveness of the institution, assumed responsibility for the management and performance of the institution in September 2011. The Executive Committee conducts an annual performance review and the Board approves the Secretary General's objectives.
- › The Board of Directors 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 Investment Management Committee of the Board of Directors. In November 2013, the Board agreed to augment 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 of Directors approved a Risk Management Framework for the organization. A code of ethics for the organization will be developed in 2015.
- › Work to develop a developmental evaluation system is underway to support and enhance organizational learning and programmatic growth.

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