



GLOBAL CENTRE FOR PLURALISM CENTRE MONDIAL DU PLURALISME

Corporate Plan 2018



“Pluralism does not mean the elimination of difference, but the embrace of difference. Genuine pluralism understands that diversity does not weaken a society, it strengthens it.”

– His Highness the Aga Khan,
Inauguration of the Global Centre for Pluralism in Ottawa,
May 16, 2017

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Secretary
General's
Message

In the 21st century, living with diversity is a global challenge that has become even more pressing with the rising tide of global migration, refugee flows and displacement. Today, diverse societies are the norm rather than the exception. Yet, acceptance, respect and accommodation of this diversity have proven elusive.

Often, the response to increasing diversity in society is fear and anxiety. At the very worst, forced displacement, violent conflict and genocide are the result. A recent example is Myanmar where Rohingya Muslims are being cruelly persecuted. The civil war raging in South Sudan among ethnic groups has been called ethnic cleansing by the United Nations Commission on Human Rights in South Sudan. In the West, the rise of populism, extreme nationalism and xenophobia has demonstrated that industrialized countries are not immune from hate-filled rhetoric and hostility toward those who are different.

When a society's diversity is respected and citizenship is widened to include everyone, the outcomes are positive – economies benefit, peace agreements are sustained and immigrants succeed, just to mention a few.

Choosing pluralism may not be easy, but it is imperative that the global community changes its response to diversity. A new response is required that sees diversity as a potential asset rather than an automatic liability.

Such a shift demands not only changes to the “hardware” of pluralism – the institutions of law and politics – but also to the “software” of pluralism – the perceptions and attitudes that inform how societies function.

In 2017, the Global Centre for Pluralism inaugurated its international headquarters in Ottawa, Canada in a year rich in programming and events that culminated with the first Global Pluralism Award ceremony in November. In the next three-year phase, the Centre will continue to develop its core strengths as a catalyst for knowledge exchange and a platform for shaping the global conversation about diversity. As well as a major new publication, *Through a Pluralism Lens: Toward a Global Response to Diversity*, to be published in 2018, the Centre will continue to develop learning resources to help practitioners in different fields apply a pluralism perspective to their work. A program of engagement with the Centre's 2017 Award winners will bring concrete examples of “pluralism in action” to global audiences. Work to develop a global set of indicators for pluralism will continue.

At the official opening of the Centre's headquarters in May, His Highness the Aga Khan said,

“Connection does not necessarily mean agreement. It does not mean that we want to eliminate our differences or erase our distinctions. Far from it. What it does mean is that we connect with one another in order to learn from one another, and to build our future together.”

Building these connections is the work of pluralism and the mission of the Centre.

John McNee
Secretary General

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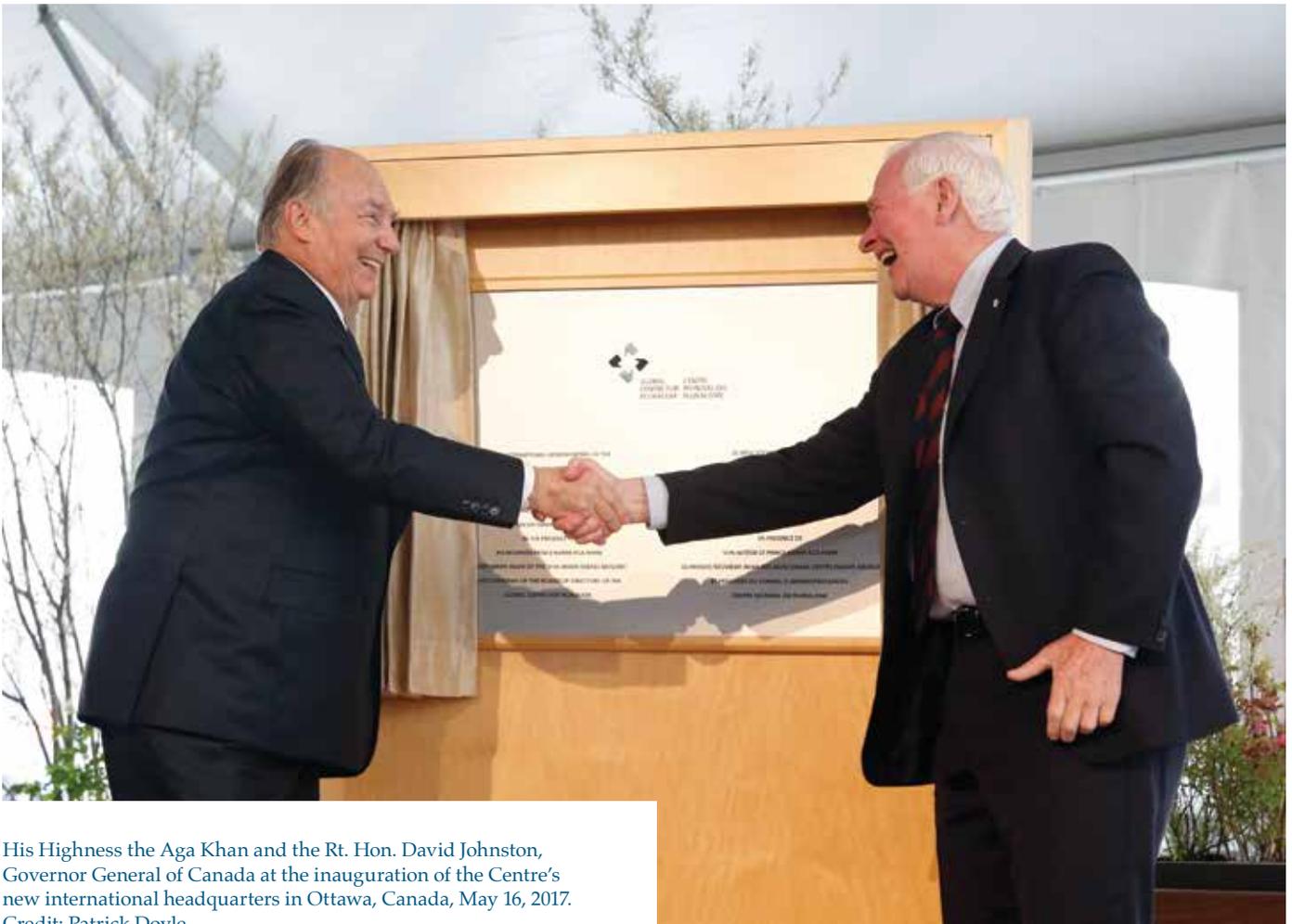
Vision and Mission

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:

- › Deepen understanding about 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
- › Build awareness of the benefits of inclusive societies



His Highness the Aga Khan and the Rt. Hon. David Johnston, Governor General of Canada at the inauguration of the Centre's new international headquarters in Ottawa, Canada, May 16, 2017. Credit: Patrick Doyle

CENTRE MONDIAL DU PLURALISME



About the Centre

Founded in Ottawa by His Highness the Aga Khan in partnership with the Government of Canada, the Global Centre for Pluralism is an international research and education centre.

Inspired by Canada's experience as a diverse and inclusive country, the Centre was created to understand the dynamics of pluralism and 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

Pluralism is a positive response to diversity, grounded in mutual respect.

Whereas diversity in society is a fact, how societies respond to diversity is a choice. Pluralism results from the daily decisions taken by state institutions, civil society associations and individuals to recognize and value human differences. The goal of pluralism is belonging so that every individual is valued and enabled to contribute as a full member of society.

Image: The Pluralism Forum on "Reducing Group Inequalities: Pathways to Pluralism in Malaysia, Brazil and Nigeria," March 30, 2017.

From left to right: Frances Stewart (University of Oxford), Hwok-Aun Lee (Institute for Southeast Asian Studies), Daniela Ikawa (Columbia University) and Daniel Agbibo (University of Pennsylvania). Credit: Andrea Cardin

GLOBAL
CENTRE FOR
PLURALISM



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Results

“Canada has an opportunity — a responsibility, perhaps — to demonstrate how pluralism is a viable, and perhaps the only, path to lasting peace and prosperity.”

– The Rt. Hon. David Johnston, Governor General of Canada,
Inauguration of the Global Centre for Pluralism in Ottawa,
May 16, 2017





Strong Foundation for Growth

Over the past five years, the Centre has established a strong foundation for growth moving into its next phase of development.

Results include:

- › A deepened capacity to define the challenges facing diverse societies around the world and to frame issues through the lens of pluralism and the notion of “hardware” and “software” (see opposite page)
- › A critical mass of publications and content produced, which will be used to develop tools and resources for global audiences including practitioners, thought leaders, educators, academics and students
- › Demonstrated demand for the Centre’s content and approach in the fields of peacebuilding, education, international development and global migration
- › A successful track record of awareness programs, including the Annual Pluralism Lecture and the Global Pluralism Award
- › A growing global network of aligned practitioners, academics, thought leaders and invested partners
- › A tested, world-class facility in North America for convening critical conversations about the dynamics of pluralism

The Hardware and Software of Pluralism

“I have mentioned both social institutions and cultural habits – each dimension is critical. In a sense, one concerns the hardware and one concerns the software of the pluralism experience.”

– His Highness the Aga Khan, LaFontaine-Baldwin Lecture,
October 15, 2012

The “hardware” of pluralism: institutions, such as constitutions, legislatures, courts, schools and the media. These institutions define the legal and political space within which members of society act.

The “software” of pluralism: cultural habits or a public mindset, such as conceptions of national identity and historic narratives, which shape perceptions of who belongs and who contributes, and influence how we interact on an everyday basis with others.

Both dimensions are critical to pluralism.

(Source: Will Kymlicka, “The Hardware and Software of Pluralism,” March 2017)

Highlights from the 2017 Launch Year

Opening of the New Global Headquarters at 330 Sussex Drive

Destination for dialogue

- › Delivered a greatly expanded program of events, reaching targeted audiences of 1,600+ people and 15,000+ more online and helping to establish 330 Sussex Drive as a destination for dialogue.
- › Inauguration of the headquarters by His Highness the Aga Khan and the Rt. Hon. David Johnston, Governor General of Canada with 250 guests and 10,000+ watching online.

Global Pluralism Award

Celebrating pluralism in action

- › Presented the inaugural awards to 10 impressive recipients (three winners and seven honourable mentions) at a ceremony attended by 300 guests, broadcast live around the world to 4,700 people in 56 countries.
- › Raised the international profile of recipients' work at press conferences, in 150 media stories and with a suite of videos which have been viewed over 130,000 times.



The Rt. Hon. Joe Clark, former Prime Minister of Canada and Chair of the international Jury of the Global Pluralism Award speaking at a reception, April 6, 2017.
Credit: Patrick Doyle

Global Engagement

Pluralism through history and memory

- › Awarded grants to eight local researchers in Kyrgyzstan with work underway to produce research papers deepening understanding about inclusion and exclusion throughout the country's history, to be published in a new "Global Voices" series.

Peacebuilding and pluralism

- › Published recommendations for Canadian policymakers for promoting pluralism in peace processes, in collaboration with the Centre for Humanitarian Dialogue of Geneva.

Economic dimensions of pluralism

- › Launched new research commissioned by the Pierre Elliott Trudeau Foundation on the economic impact of pluralism in Canada, *The Diversity Dividend: Canada's Global Advantage*, in collaboration with the Centre for International Governance Innovation (CIGI).



The Global Pluralism Award trophy designed by German artist, Karl Schlamming. Credit: Patrick Doyle

Highlights from the 2017 Launch Year

Education for Pluralism

- › Delivered a master class for 50 educators in Kyrgyzstan on promoting belonging and inclusion through learning, to be expanded to new geographies in 2018 as part of a two-year partnership with EUROCLIO (European Association of History Educators).
- › Contributed to international panel discussions and symposia about the need to embed pluralism principles in curriculum and teacher training, establishing the Centre as a global education actor.

Analysis and Publications

- › Launched two major publication series: *Accounting for Change in Diverse Societies*, which builds understanding of the sources of inclusion and exclusion in diverse societies and *Intersections: Practicing Pluralism*, focussed on how existing fields of practice intersect with pluralism.
- › Development of the Centre's contextual and comparative Pluralism Lens framework for living peacefully with diversity. This work involved convening global experts for the second annual Pluralism Think Tank, a public Pluralism Forum event and three workshops.



Participants in the master class in Kyrgyzstan promoting belonging and inclusion through learning in October 2017.

Communications and Public Affairs

- › Developed new multi-media communications products to explain pluralism to a range of audiences, including videos, exhibits and brochures.
- › Launched a volunteer-run visitor program at 330 Sussex Drive and participated as one of the 2017 National Capital Commission's Confederation Pavilions.
- › Expanded the Centre's online presence with 3,000 new followers and active engagement on social media.
- › Widened the Centre's profile in the international media with 200 unique media stories mentioning the Centre with geographic dispersal across all continents.

Monitoring, Evaluation and Learning

- › Commissioned an external five-year performance evaluation and value-for-money audit of the Centre's programs for submission to the Government of Canada. The report concluded the Centre is "well-positioned to deliver on its global mandate."



Winner of the Global Pluralism Award, Leyner Palacios of Colombia at a live interview on CNN en Español in November 2017.

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Plans and Priorities

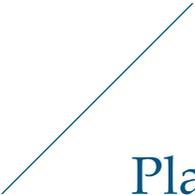
In 2018, the Centre's programs will focus on putting pluralism into practice by developing resources and tools to help global practitioners apply a pluralism perspective to their work.

Analysis and Publications

- › Strengthen the Centre's thought leadership by publishing a steady pipeline of knowledge products, including the Pluralism Lens framework, which will become a centrepiece of the Centre's global engagement programs
- › Expand the Centre's ability to diagnose pluralism challenges by developing indicators for assessing global pluralism and a strategy for testing them
- › Develop partnerships to support the indicator work

Global Engagement

- › Generate global awareness about the Centre's analysis by disseminating knowledge products through events and workshops targeted at practitioners and influencers
- › Develop training to introduce practitioners from a range of fields to the Centre's approach to pluralism
- › Establish new partnerships to expand the Centre's reach and impact



Plans and Priorities

Education for Pluralism

- › Develop a comprehensive strategy to guide the Centre's work in the education sector
- › Expand the Centre's capacity to promote pluralism through education by participating in international conferences and events to inform and influence the global dialogue on values-based education
- › Reinforce the education program's growth by initiating discussions with prospective donors

Global Pluralism Award

- › Highlight the work of the inaugural Award winners and their contributions to pluralism with events in Australia, Kenya and Colombia
- › Launch the 2019 Award with a global call for nominations
- › Initiate discussions with prospective funders and sponsors for the 2019 Award

Communications and Public Affairs

- › Expand the Centre's visibility among international audiences by cultivating new media partnerships and actively engaging with audiences online
- › Launch new multi-media content and resources - including video content and new web products - to global audiences
- › Deliver the 2018 events program, including the Annual Pluralism Lecture, and enhance learning opportunities for visitors of the Centre's headquarters at 330 Sussex Drive

The 10 finalists of the 2017 Global Pluralism Award and members of the international Jury



Credit: Patrick Doyle

From left to right, standing: Thadeu Luz of Hand Talk (Brazil), Virginie Michel of Wapikoni (Canada), Daanish Masood of BeAnotherLab (Spain), Rouba Mhaissen of Sawa for Development and Aid (Lebanon), David Lubell of Welcoming America (USA), Frédérique Pasturel of ATD Quart Monde (France) and Marco Mendoza of Fundación Construir (Bolivia).

From left to right, sitting: Alice Nderitu (Kenya), Daniel Webb (Australia), Pascale Thumerelle of the Jury (France), the Rt. Hon. Joe Clark of the Jury (Canada), Bience Gawanas of the Jury (Namibia), Naheed Nenshi of the Jury (Canada) and Leyner Palacios (Colombia).

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Projected Outcomes 2018-2020

Building on its successful launch year, the Centre will work to inform and influence key organizations and practitioners from a range of fields to become leaders of pluralism at the local, regional and global levels.

In 2018

Analysis and Publications

- › Strengthened thought leadership and ability to communicate about pluralism
- › Improved diagnostic capability to support development of a pluralism index and other tools for practitioners
- › Progress in expanding partnerships

Global Engagement

- › Increased awareness and understanding of the application of pluralism to key fields of practice and current issues (e.g. in peace-building and conflict prevention, international development, migration and refugee integration)
- › Enhanced resources to engage and influence global and local practitioners
- › Developed partnerships to expand the Centre's impact and networks



Launch of the Pierre Elliott Trudeau Foundation's research report, *Diversity Dividend: Canada's Global Advantage*, about the link between pluralism and economic prosperity.

From left to right: Paul Davidson (President & CEO, Universities Canada), Kamal Al-Solaylee (Associate Professor, Ryerson University), Zabeen Hirji (Chief Human Resources Officer, Royal Bank of Canada) and Omar Sachedina (Correspondent, CTV News). Credit: Patrick Doyle

Education for Pluralism

- › Increased understanding of education for pluralism among donors, policy-makers, educators, teacher training institutions and civil society organizations
- › Strategic plan developed for the Centre's work in education
- › Partners and donors identified to support program growth; funding discussions initiated

Global Pluralism Award

- › Program results from 2017 publicized and awareness raised about the Award winners' contributions to building more inclusive societies
- › 2019 Award cycle launched and promoted
- › Donors identified to support the Award; funding discussions initiated

Communications and Public Affairs

- › Reach of global communications expanded with new media partnerships
- › Communications support provided to core programs
- › Reputation as a global destination for dialogue strengthened

By 2020

- › A growing network of Canadian and international researchers, experts, award winners and program partners understand pluralism and apply it to their work in a range of fields
- › Education partners around the world are making use of the Centre's resources and tools to promote pluralism through education
- › The Centre is widely known as a global destination and platform for dialogue and learning about pluralism through its headquarters, robust events and virtual presence
- › A methodology is established for a Pluralism Index with a plan for implementation supported by Canadian and international partners
- › A pipeline of external funding is secured to support program growth
- › High-quality communications assets support all of the Centre's programs and objectives

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Fund Management

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

Guided by a professional investment advisor, portfolio manager and custodian, the Fund is invested according to the Statement of Investment Policy adopted by the Board of Directors in 2012.

The portfolio manager continues to follow a disciplined approach in maintaining the investment portfolio. The portfolio aims to provide the required returns over the longer term in accordance with the Statement of Investment Policy, though short term performance is monitored against benchmarks. The Fund balance as at September 30, 2017 was \$69 million.

GCP Endowment Fund (\$'000)	Q1 2017	Q2 2017	Q3 2017	YTD 2017	Since Inception
Portfolio Value at Beginning of the Period	62,678	62,515	61,908	62,678	43,000
Transfer of Funds from RBC in October 2013	-	-	-	-	350
Grant from Global Affairs Canada	-	500	7,000	7,500	15,000
Interest, Dividends and Fund Distributions	439	542	477	1,458	8,752
Realized Capital Gains	621	72	(144)	548	7,154
Unrealized Capital Gains/ (Losses)	(323)	(1,121)	354	(1,089)	5,564
Portfolio Value before Withdrawals	63,415	62,508	69,595	71,095	79,820
Withdrawals for Operating Expenditures	(900)	(600)	(600)	(2,100)	(10,825)
Portfolio Value at the End of the Period	62,515	61,908	68,995	68,995	68,995

Performance (% return) Period ending September 30, 2017	YTD 2017		
	Fund (Net)	Benchmark	Median
Overall Portfolio	1.1	3.0	
<u>Underlying Funds:</u>			
Canadian Equity	2.2	4.4	4.4
Foreign Equity	3.8	8.7	8.8
Fixed Income	0.0	-0.2	0.7

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Projected Expenditures and Revenues

The prudent management of the Centre's operating costs, while supporting the ambitious plans for 2018, remain key priorities for the coming year. In November 2017, the Board of Directors approved an annual budget for 2018 of up to \$3.85 million. This total amount includes the routine annual draw of 4% permitted by the Centre's Spending Policy and a special draw on the accumulated income of the Fund to capitalize on the launch year's momentum.

In 2018, program spending is projected to account for 90% of the Centre's total expenditures.



Global Pluralism Award winner Alice Nderitu from Kenya receives her trophy from His Highness the Aga Khan and the Rt. Hon. Beverley McLachlin, Chief Justice of Canada, November 15, 2017. Credit: Patrick Doyle

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Risk Mitigation

In November 2017, the Board of Directors reviewed and updated the Risk Management Framework established by the Centre in 2014. The Code of Ethics and Conduct, approved by the Board in 2015, was also reviewed by the Board and staff. The Code is appended to all contracts for the information and action of contractors, including the Centre's investment advisors.

In 2017, in consultation with the Department of Canadian Heritage and in fulfillment of the requirements of the 2006 Funding Agreement with the Government of Canada, the Centre engaged an outside consultant, BDO Interis to undertake an external performance evaluation and value-for-money audit for the period 2012-2016, which concluded the Centre is well-positioned to undertake its globally relevant mandate.

On a routine basis, the following actions are taken by the Centre to mitigate and manage risks:

- › The Members of the Corporation meet annually to appoint the auditors, receive a report from the Board of Directors and fill any Board vacancies.
- › The Board meets twice a year, providing strategic guidance and financial 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 between Board meetings 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.
- › An 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.

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Performance Monitoring Strategies

Capturing the impacts of our work is a priority for the Centre. The Centre has developed and started to implement an evaluation and learning framework for staff. The framework supports continuous learning about the work needed to foster pluralism in the world.

The Funding Agreement with the Government of Canada requires the Centre to carry out an external evaluation of its activities and projects at least once every five years. This includes an evaluation of progress toward achieving the outcomes set out in the Funding Agreement and a value-for-money audit to assess the economy, efficiency and effectiveness with which funds have been used. The evaluation and audit cover the period between 2012 and 2016.

“The GCP has delivered significant results, fully aligned with its mandate as specified in the funding agreement.”

- Evaluation Report from BDO Interis, 2017

The external evaluation concluded that “there is a clear and continuing demonstrable need for the work of GCP.” The report stated that the Centre is “well-positioned to deliver on its mandate.” The evaluators found that the Centre has already delivered significant results, including “increased understanding about pluralism, and increased awareness of GCP itself and its work.”

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