

Global Centre for Pluralism

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# Evaluation Report

FINAL

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## PUBLICATION HISTORY

Version	Date	Description
DRAFT 1.0	November 1, 2017	For GCP review
FINAL	November 9, 2017	Final

Document Date: November 9, 2017  
File Name: Evaluation Report - FINAL  
Status & Version: FINAL

## ACRONYMS

AKDN	Aga Khan Development Network
AKFC	Aga Khan Foundation Canada
Centre	Global Centre for Pluralism
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
GCP	Global Centre for Pluralism
GoC	Government of Canada
IDRC	International Development Research Centre
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
ODA	Official Development Assistance

## EXECUTIVE SUMMARY

**Global Centre for Pluralism:** The Global Centre for Pluralism (GCP) is an independent, not-for-profit international research and education centre located in Ottawa, Canada. GCP works in partnership with the Government of Canada (GoC) to advance respect for diversity worldwide, believing that openness and understanding toward the cultures, social structures, values and faiths of other peoples are essential to the survival of an interdependent world.

**Five-year Evaluation:** The funding agreement between the GoC and the GCP requires GCP to carry out an external evaluation of its activities and projects at least once every five years.

**Evaluation Methodology:** The evaluation team used documents and website reviews and sought information in interviews with 18 individuals, and a staff focus group with 8 employees. This evaluation focused on the period from 2012 to 2016, and included significant results achieved during 2017.

**Issues:** The evaluation considered four evaluation issues:

1. **Mission:** Is there a demonstrable need for the work of the GCP?
2. **Mandate:** Is the GCP well-positioned to deliver on its mandate?
3. **Performance measurement:** Does the GCP have an appropriate performance measurement framework in place?
4. **Outcomes and impact:** What results have been achieved by the GCP over the past 5 years? What are the outcomes and impacts of the GCP's activities to date?

## Findings

**Relevance:** The continued relevance of the work of the GCP is confirmed.

**Mission:** According to its website, "Advancing respect for diversity as a new global ethic and foundation for inclusive citizenship" is the mission of the GCP. Considering the headlines in the media over the period under study with regard to ongoing conflicts, violence and disruptions to peace around the world, the evaluation has confirmed that there is a continuing demonstrable need for the work of GCP.

**Mandate:** GCP's funding agreement describes the mandate in the following manner: "... to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability and human development".

**Positioning:** Based on the interviews conducted for this evaluation, the GCP is well-positioned to deliver on its mandate. GCP is well-positioned from a financial perspective through its

Endowment Fund. GCP has a distinguished and committed Board of Directors. GCP has a significant physical presence in a historic building. GCP is well-positioned to deliver on its mandate, since it has engaged knowledgeable and dedicated staff, put into place the required administrative and accountability policies and practices, and designed and launched a set of high-quality ongoing programs.

Some interviewees noted that while the mission is broad, the capacity of GCP is limited by its available resources, i.e., the annual earnings from the Endowment Fund.

**Performance: The GCP has delivered significant results, fully-aligned with its mandate.**

GCP's Performance Measurement Framework is appropriate and suited to innovation and complexity.

The Annual Reports and Corporate Plans of the Centre provide a reliable record of achievements over the period under examination in this evaluation.

In addition to the reporting through the Annual Report and the Corporate Plan, the GCP has developed an appropriate performance management framework using the principles of design thinking and developmental evaluation.

**Outcomes:** The key outcomes achieved over the period under study are:

- Pluralism has been defined.
- GCP has started to establish its reputation in the field.
- Significant sets of research papers and case studies were produced and published to the website.
- GCP has established a presence on the internet.
- An impressive network of experts, from distinguished institutions, has been established.
- GCP delivered country programs in Kenya and Kyrgyzstan, addressing country-specific pluralism issues.

**Summary of Impacts:** Over the period under study, based on documentation and interviews, GCP has significantly increased awareness of its work, and documented and showcased the potential value inherent in pluralism. The key events that are now a part of the GCP's ongoing programming have become established. These events have become better known each year.

**Recommendations**

We have made recommendations with regard to internal performance measurement.

## **Performance Audit Issues**

### **Controls; Value-for-money; Economy, Efficiency and Cost-Effectiveness:**

Three issues were considered for the Performance Audit related to controls, value-for-money and economy, efficiency and effectiveness. Our detailed performance audit results are described in a separate report.

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## 1.0 BACKGROUND

### 1.1 Introduction

Interis | BDO Consulting was engaged to prepare an evaluation and a performance audit of the Global Centre for Pluralism (GCP), focused on the period 2012 to 2016. This is the evaluation report. The performance audit results are reported in a separate report.

### 1.2 Overview of the Global Centre for Pluralism

Founded by His Highness the Aga Khan in partnership with the Government of Canada (GoC), the Global Centre for Pluralism (GCP) is an independent, charitable organization. Inspired by Canada's experience as a diverse and inclusive country, GCP was created to advance positive responses to the challenge of living peacefully and productively together in diverse societies.

GCP is governed by a Board of Directors composed of distinguished Canadian and international leaders.

The Centre received letters patent in March 2004 and in October 2006, a funding agreement (FA) was signed with the GoC. Under the FA, the GoC provided a grant of \$30 million and His Highness the Aga Khan, through the Aga Khan Development Network (AKDN), provided \$10 million to constitute a joint endowment fund of \$40 million. In addition, His Highness agreed to spend at least \$20 million renovating the former Canadian War Museum as the Centre's international headquarters. According to the 2016 Annual Report, the balance of the Endowment Fund at the end of 2016 was \$62.7 million. The Fund is invested pursuant to an investment policy objective to generate a total annual real return of 4 percent of the Endowment on average over the long-term, before investment management fees, to support operations.

Recognizing the value of the GCP mission and results, and the alignment with GoC Official Development Assistance and GoC's commitment to supporting the implementation of the 2030 Agenda for Sustainable Development, in August 2016, GoC provided an additional grant of \$15 million to GCP, payable over two fiscal years. The purpose of the grant was to provide institutional support for the GCP initiatives to support the advancement of stable, prosperous, inclusive (pluralistic) societies in selected Official Development Assistance (ODA) eligible countries of the developing world.

In response to a need to understand pluralism in the world and promote it through engaged scholarship, the GCP aims to answer the following questions:

- Why do some diverse societies thrive while others fragment or fracture?
- Why do some societies pivot between inclusion and exclusion, either improving or deteriorating?
- What value does pluralism add to existing understandings of diversity and vice versa?



The primary programs of the GCP during the period under evaluation were:

1. Kenya country program
2. Kyrgyzstan country program
3. Public Affairs
4. Education for Pluralism Program
5. Global Analysis Program
6. Pluralism Award Program

Over the period of focus for this evaluation, the Centre's work has included:

- Conducting and commissioning research aimed at defining pluralism; examining how countries have changed their approaches to diversity; planning and delivering events, workshops and seminars with experts to deepen understanding of pluralism;
- Identifying experts in the field of pluralism and related fields;
- Publishing papers and case studies describing aspects of pluralism<sup>1</sup> and considering the intersections between pluralism and other lenses on diversity such as social cohesion, human rights, peacebuilding and international development;
- Publishing a set of case studies<sup>2</sup> focused on moments of change in diverse societies when the approach to diversity became either more pluralistic or more exclusionary; supporting the preparation of educational tools to help teach the values underpinning pluralism;
- Organizing and delivering the Annual Pluralism Lecture, featuring international leaders who have dedicated their lives to advancing respect for diversity; and
- Creating and designing, for launch in 2017, the Global Pluralism Award, a bi-annual award that celebrates extraordinary examples of pluralism in action (The Pluralism Annual Award recognizes individuals and organizations working to promote more diverse, inclusive societies around the world. Three award winners are selected bi-annually by an independent, international jury, chaired by the Rt. Hon. Joe Clark, former Prime Minister of Canada. Each recipient is awarded \$50,000 CAD to further their work in support of pluralism);
- On completion of renovations at 330 Sussex Drive, moving operations to its new permanent location, and opening the new location in May, 2017; and,
- Implementing a number of events globally with partners.

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<sup>1</sup> GCP's Pluralism Papers series launched in January 2012. The papers can be accessed at: <http://www.pluralism.ca/en/resources/pluralismpapers.html>.

<sup>2</sup> GCP's Accounting for Change in Diverse Societies series of publications focused on six world regions, each "change case" examines a specific moment in time when a country altered its approach to diversity, either expanding or eroding the foundations of inclusive citizenship. The papers can be accessed at: <http://www.pluralism.ca/en/resources/accounting-for-change-in-diverse-societies.html>

## 1.3 Five-year Evaluation

### Funding Agreement Requirement

The Funding Agreement (Section 6.20) between the GoC and GCP requires GCP to carry out an external evaluation of its activities and projects at least once every five years to measure the overall performance of the GCP in achieving the outcomes set out in the Agreement.

The outcomes set out in the funding agreement are:

2.3. “The Centre shall use the Fund to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability and human development.” This includes:

2.3.1. Fostering an international policy dialogue

2.3.2. Supporting academic and professional development

2.3.3. Providing advisory services

2.3.4. Supporting research and learning

2.4. “The Centre shall use the revenues generated by the Fund only for operating and administrative costs associated with activities outlined in section 2.3.”

The Agreement also requires (Section 6.21) the GCP to carry out an independent performance (value-for-money) audit to assess the economy, efficiency and effectiveness with which the Fund (constituted by the two founding partners) has been used.

The first five-year evaluation was a formative evaluation and was completed in September 2012. It covered the period from 2006 to 2012. The evaluation assessed the progress that the Centre had made in strategic planning, governance, investment management, programs and activities, facilities, human resources, management and administration and accountability. The 2012 evaluation concluded that the Centre was well positioned it to achieve its objectives.

This is the second evaluation of the GCP. This evaluation, and the accompanying performance audit, covered the period from 2012 to 2016. This is the startup phase of the GCP.

This evaluation reviewed the following four issues<sup>3</sup>:

<sup>3</sup> The performance audit, reported separately, examined three additional issues. The issues examined and reported in the performance audit were: 1 **Controls**: Does the Centre have in place appropriate governance, financial and administrative controls; 2 **Strategic Vision**: Is the Centre’s strategic vision well-defined? [With regard to this question, the Interis | BDO team understands that the GCP has articulated a strategic vision to begin to fulfil the mandate described in the funding agreement. This work has been an iterative and emergent process and at this stage of the GCP’s development, the work is still an on-going process]; and, 3 **Value for money**: Is the Centre delivering value for money? Does the Centre operate with due regard for economy, efficiency and effectiveness?

1. **Mission:** Is there a demonstrable need for the work of the GCP?
2. **Mandate:** Is the GCP well-positioned to deliver on its mandate?
3. **Performance measurement:** Does the GCP have an appropriate performance measurement framework in place?
4. **Outcomes and impact:** What results have been achieved by the GCP over the past 5 years? What are the outcomes and impacts of the GCP's activities to date?

## 1.4 Evaluation Methodology

This section outlines the approach and methodology to the conduct of this evaluation.

The evaluation was carried out over the period from September to November 2017. The methodologies used were documents and websites review and a set of key informant interviews.

### Documents and Websites Review

The evaluation team reviewed relevant documentation and websites. GCP representatives provided our evaluation team with documentation at the start-up meeting which was augmented through our own web research. The document review provided important background documentation, aiding in an understanding of the context for the work, initiatives and programs of CGP, as well as contributing to responding to most evaluation questions.

### Key Informant Interviews

Key informant interviews offer the advantages of providing informed opinion and observations on the evaluation questions as well as assisting in the interpretation and understanding of qualitative and quantitative data regarding the work of GCP.

Our team interviewed GCP management and staff, members of the Board of Directors, officials from GoC, members of the Corporation, and experts with knowledge of the work of GCP.

Our interview guide included open-ended questions related to the evaluation issues. Interviewees were assured that the results of the interviews would be reported only in the aggregate. Completed interviews are described through two categories:

Categories of Internal and External Key Informants	# of Interviewees
GCP managers and staff	13 (includes a focus group with 8 staff)
External to GCP(Board, government, partners, consultants)	13
<b>Total</b>	<b>26</b>

The relative weight of responses is reported in this evaluation report using the following scale.

- “All/almost all” – findings reflect the views and opinions of 90% or more of the key informants;
- “Large majority/most” – findings reflect the views and opinions of at least 75% but less than 90% of key informants;
- “Majority” - findings reflect the views and opinions of at least 50% but less than 75% of key informants;
- “Some” - findings reflect the views and opinions of at least 25% but less than 50% of key informants; and
- “A few” - findings reflect the views and opinions of less than 25% of key informants.

The interview guide used for this evaluation is included in Appendix A of this report.

## 1.5 Limitations

The following limitation should be considered when reading this evaluation report:

As outlined in this section, the evaluation involved interviews with 26 key informants during a relatively compressed timeframe. It is possible that a larger number of interviewees could have provided additional or differing information. However, based on the high degree of consensus demonstrated during the interviews, the evaluation team has a high level of confidence that the data is valid and reliable for the purposes of this evaluation.

## 2.0 EVALUATION FINDINGS AND RECOMMENDATIONS

### 2.1 Findings

#### Relevance

The continued relevance of the work of the GCP is confirmed.

**Mission:** According to its website, “Advancing respect for diversity as a new global ethic and foundation for inclusive citizenship” is the mission of the GCP. The 2017 Corporate Plan notes that the Centre aims to serve as a global platform for comparative analysis, education and dialogue about the choices and actions that advance and sustain pluralism.

Over the period under study in this evaluation, there is much evidence of the challenges around the world to people living in peace together. Considering the evidence from the documentation and interviews, and considering the headlines in the media over the period under study with regard to the ongoing conflicts, violence, migration of large numbers of refugees, and disruptions to peace around the world, the evaluation has confirmed that there is a clear and continuing demonstrable need for the work of GCP.

**Mandate:** The Centre’s funding agreement describes the Centre’s mandate in the following manner: “... to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability and human development”.

The funding agreement notes that this purpose includes: fostering an international policy dialogue; supporting academic and professional development; providing advisory services; and, supporting research and learning.”

Based on the interviews with stakeholders that were conducted for this evaluation, the GCP is well-positioned to deliver on its mandate.

**Positioning:** The GCP is well-positioned from a financial perspective from the significant support it has received for the establishment of its Endowment Fund from its founding partners. The income earned by the Endowment Fund covers the operating costs of the GCP. A second grant was received from the GoC in 2016 to provide additional institutional support to GCP.

A few interviewees noted that while the mission is broad, GCP is constrained by the resources available from the earnings of the Endowment Fund. Most interviewees noted that the expenditure policies have been adhered to with rigour and as long as this practice continues, this ensures funds will be available in perpetuity. To enhance its reach, GCP has formed partnerships, and sought additional resources in order to lever the capacity available to advance its mission.

The Centre is well-positioned since it has a prominent and distinguished Board of Directors who are committed to GCP’s work.

The Centre has a significant and prestigious physical presence. In February 2017, it moved into 330 Sussex Drive, a prominent location between Canada's Mint and Canada's National Art Gallery, in its own building in a prestigious and ceremonial location in the heart of Ottawa.

The Centre has a well-designed web site with unique content that provides it a high-quality presence on the internet, widely accessible around the world.

GCP has worked with partners to advance its mandate and has completed a limited number of global initiatives.

While the GCP is well-positioned to deliver on its global mandate, to enhance its reach, GCP has formed partnerships in order to lever the resources available to pursue its set of current and future initiatives. GCP has identified and worked with viable and expert partners to deliver workshops, research, and events in Kenya and Kyrgyzstan. It has partnered with UNDP and International IDEA in Tunis, the Centre for Humanitarian Dialogue, the Trudeau Foundation, the International Baccalaureate, UNESCO, and the *Organisation internationale de la Francophonie*. In addition, GCP contributed to global conferences regarding values-based education in Delhi, Paris, Toronto and Seoul.

To promote continued growth and continuous improvement, and to build support for its work, advancing its ambitious and global mandate, GCP has gained experience and is well-positioned to effectively develop and maintain working relationships with partners.

## Performance

### Performance Measurement

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

The Annual Reports and Corporate Plans of the Centre are published to the website and provide an accurate and complete description of the planned activities, the results achieved, and the risks that were identified and monitored year-by-year. Based on the interviews and documentation reviewed for this evaluation, these Annual Reports and Corporate Plans provide a reliable record of achievements over the period under examination in this evaluation.

In addition to the reporting through the Annual Report and the Corporate Plan, the GCP has developed a performance management framework using the principles of design thinking and developmental evaluation. Developmental evaluation is a type of evaluation that applies complexity concepts to enhance innovation and support evaluation use. It is a type of evaluation most suited for developing or emerging initiatives such as the ones that are underway at the Centre.

Based on a review of the performance measurement framework, and interviews conducted with stakeholders, the evaluation team has concluded that the framework itself is an appropriate and potentially useful internal document to guide internal staff reporting on the results achieved by the programs, activities and initiatives being advanced by GCP. However we note that the framework is rather lengthy (56 pages) and some staff may have only limited interest (or time) for the review of these materials. Since the document covers all the programs of the GCP, part of the contents of the document would likely not apply to the specific work for which any one

staff member is responsible. In short, the document is not reader-friendly to internal staff working to tight timelines on urgent initiatives.

A few of the staff who were consulted for this evaluation who had reviewed the framework were generally familiar with the concepts presented. However, some staff have limited familiarity or understanding of the framework. A few interviewees had not read the framework. Based on interviews, we conclude that the framework is a new internal tool, and has had limited actual use, due to time constraints, lack of training regarding use of the framework, or lack of demand for some of this information within the organization.

GCP is an innovative organization, implementing new, emergent, and relatively complex programs and activities to advance its ambitious mandate. During interviews, staff and members of governance committees noted the high potential value and the importance of monitoring and reporting performance of the activities and initiatives undertaken by GCP. Continuous improvement of the Centre's innovative programming, and reviewing the lessons learned from the activities undertaken, are built into the corporate culture and the current operations of CGP. The Board meetings twice per year provide an interested and attentive audience for practical progress monitoring and results reporting.

To implement the content of this framework, the evaluation team has made recommendations in order to focus and streamline the performance measurement efforts of GCP staff. The recommendations aim to focus performance reporting to inform the priorities of the governance committees for decision-making. Our recommendation recognizes the complex and innovative nature of the GCP programs, and the time-constraints faced by staff, and aims to obtain maximum efficiency and effectiveness from the limited resources available to be used for measuring and reporting results.

## 2.2 Outcomes and Impact

**A solid foundation is in place for the continued work of the Centre:** The first five-year evaluation found strengths related to strategic planning, governance, facilities, human resources and management and administration.

This evaluation has found that the Centre has continued to put in place the elements of a strong foundation and continued to advance its start-up phase in a thoughtful and careful manner. Significant continued progress has been made since 2012 putting into place the basic foundations for the Centre's work.

Our overall conclusion is that the Centre now has in place a solid foundation for future work and the next stage of its growth and implementation of its mandate.

The key outcomes achieved over the period under study are:

- **Pluralism has been defined:** Pluralism has been defined clearly, and in a manner that is readily understood by stakeholders. The Centre defines pluralism as a set of values

and actions, founded on respect for diversity, which support and sustain inclusive societies.<sup>4</sup>

During the period under review, the Centre has taken important initial steps to establish itself and to become recognized in the pluralism field as a new global platform for comparative analysis, education and dialogue. The Centre has created programming for an important set of ongoing and periodic events, has created important networks, and has published research papers which give form and substance to the advancement of its mission.

- **Pluralism concepts have been explained and the benefits of implementing pluralism concepts have been discussed:** Significant sets of research papers were produced and published to the website.

One series of papers<sup>5</sup> focused on moments of change in diverse societies when the approach to diversity became either more pluralistic or more exclusionary. The series features 18 “change cases” focused on six regions of the world supplemented by thematic overviews that examine some of the larger questions underpinning the cases. The publication series was published on the Centre’s website in 2017.

Another series of papers, the Pluralism Papers<sup>6</sup>, considered the intersections between pluralism and other lenses on diversity such as social cohesion, human rights, peacebuilding and international development. The studies demonstrated how a pluralism lens adds value to established areas of practice and suggests how these fields contribute to pluralism. The series was published on the Centre’s website in 2017.

Speeches, other research and descriptions of events were published to the website to provide additional information, views of experts, and research regarding pluralism.

- **GCP has established a virtual presence on the internet:** The GCP website, itself, is a significant and valuable result with a continuous potential impact. It contains significant and unique content related to the work of the Centre and pluralism. It extends the reach of the Centre since it is accessible from anywhere on the globe through the internet. The website presents a wealth of information about the Centre, publications, events, speeches, and workshops.
- **GCP has established an impressive network of experts:** A valuable network has been established. Over the period under study, through its events, awards, and publications, the Centre has identified experts, practitioners, researchers, and other stakeholders and has created important networks for the advancement of the elements of its mandate. Expert advisors are available to inform the Centre’s research program. In addition, many of these individuals have institutional roles or connections. These

<sup>4</sup> GCP Corporate Plan 2017, p. 6.

<sup>5</sup> The title of this set of papers is “Accounting for Change in Diverse Societies: Cases and Themes”. <http://www.pluralism.ca/en/resources/accounting-for-change-in-diverse-societies.html>

<sup>6</sup> <http://www.pluralism.ca/en/resources/pluralismpapers.html>.



connections can facilitate future institutional collaboration on events and initiatives around the globe.

- **GCP delivered country programs in Kenya and Kyrgyzstan:** Through these programs, GCP has gained valuable experience dealing with country-specific issues related to pluralism that can be applied in future initiatives of this nature in other countries.

## Summary of impacts

Over the period under study, based on documentation and interviews, we have concluded that the Centre has significantly increased understanding about pluralism, and increased awareness of GCP itself, and its work.

GCP has provided a definition of pluralism, and established pluralism as a field for scholarly research. GCP has documented and showcased the potential value inherent in pluralism.

The key events that are now a solid part of the Centre's programming have become established and become better known each year. These events include the Pluralism Annual Lecture, the Pluralism Forum (a series of moderated Question & Answer discussions with leading international authorities on the policies and practices that support desirable societal outcomes), other workshops and events, and the Pluralism Annual Awards which were launched during 2017.

## 2.3 Performance Audit Issues

### **Controls; Value-for-money; Economy, Efficiency and Cost-Effectiveness:**

Three issues were considered for the Performance Audit related to controls, value-for-money and economy, efficiency and effectiveness. As a brief summary of these issues, our findings are generally quite positive. Overall, controls are in place and working well. CGP is delivering value-for-money and operating with due regard to economy, efficiency and effectiveness. Our detailed performance audit results are reported in a separate report.

## 2.4 Recommendations

We have made three recommendations with regard to performance measurement.

Our recommendations aim to improve internal understanding of the specific contents of the framework and to encourage actual use. The recommendations aim for streamlined and practical results monitoring and reporting.

**Recommendation 1:**

**Break up the current framework document into a set of short, focused guides, one for each specific CGP program.** In each short guide, identify the highest priority performance measure(s), and a very short summary template for measuring the performance of a program, event, or initiative.

**Recommendation 2:**

**Improve staff understanding of the part of the Centre's performance measurement framework that applies to them.** We recommend that staff receive one-half day internal training on the Centre's performance measurement framework (or, pursuant to our first recommendation, the guide specific to the program(s) where they have responsibilities) and how it is to be applied in a practical manner for their specific role and responsibilities.

**Recommendation 3:**

**Signal high interest by management regarding staff views of results achieved and lessons learned.** Recognizing the time constraints on staff, we recommend that GCP adopt a management policy for performance measurement / continuous improvement.

The policy should require that upon completion of a significant event or initiative, staff should prepare a one-page report, for discussion with the appropriate manager, outlining the results achieved, how these results contribute to intended outcomes of the program, and lessons learned or factors to consider for the next time this type of initiative is planned.

These one-page reports would serve as data for an annual performance report on each program to be prepared by the manager of each of the GCP programs, for eventual presentation to the Board, e.g., one program performance / continuous improvement presentation per board meeting.

## APPENDIX A: INTERVIEW GUIDE

<b>Interviewee:</b>		<b>Interviewer:</b>	
<b>Phone #:</b>		<b>Location:</b>	
<b>Date:</b>		<b>Time:</b>	

### Overview

The Centre has engaged Interis | BDO to conduct both a program evaluation and a performance audit and we are collecting information for both reports from one set of interviews, using one interview guide. It is expected that most interviews will be conducted by telephone and will require about 30 minutes each.

We aim to tailor each interview to the knowledge and experience of the interviewee. According to your expertise, you are invited to comment on the high level issues presented in this questionnaire. More-detailed considerations for each of these high level questions are provided, and you may wish to address one or more of these considerations in your answers. The considerations are provided as guidance only. It is not intended that all of the considerations be discussed one-by-one.

If there are questions in this interview guide where you are not familiar with the issue, or where you are not comfortable with the question being asked, please simply indicate that you do not wish to reply to this question, and we will skip to the next one.

### Questions

**1. Please explain your role and your key responsibilities as they relate to the Centre**

**2. Mission: Is there a demonstrable need for the work of the Centre?**

Considerations:

According to its website, “advancing respect for diversity as a new global ethic and foundation for inclusive citizenship” is the mission of the Global Centre for Pluralism.

- In your view, to what extent does the Centre’s mission address a demonstrable need?

**3. Mandate: Is the Centre well-positioned to deliver on its mandate?**

Considerations:

The Centre’s funding agreement describes the Centre’s mandate in the following manner: “... to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability and human development”.

The funding agreement notes that this purpose includes: fostering an international policy dialogue; supporting academic and professional development; providing advisory services; and, supporting research and learning.” For your ease of reference, we have attached additional details regarding this part of the text of the funding agreement in an attachment to this questionnaire.

- In your view, how well is the Centre positioned to deliver on this mandate? Please explain.

- Looking at the elements of this mandate, where is the Centre's greatest strength? Please explain.
- In your view, are there elements of its mandate where the Centre is not positioned well? Please explain.
- How could the Centre improve its positioning to deliver on its mandate?

**4. Performance measurement: Does the Centre have an appropriate performance measurement framework in place?**

Considerations:

- Are you aware of the performance measurement framework in place at the Centre?
- If so, in your view, is the performance measurement framework in place appropriate to capture results and emerging lessons from the Centre's programs and activities?
- Have you recently reviewed any reports of the results of the Centre's programs or activities? Did you make use of the results information that was reported in your ongoing work or interactions with the Centre?
- Do you have any suggestions for improvement to the Centre's performance measurement framework or reporting of its achievements and results?

**5. Outcomes and impact: What results have been achieved by the Centre over the past 5 years? What are the outcomes and impacts of the Centre's activities to date?**

Considerations:

- Thinking about the programs and activities with which you are most familiar, in your view, over the past 5 years, what are the most significant outcomes and impacts of the Centre's programs and activities?
- Depending on your knowledge and experience, please consider the outcomes and impacts of each of the programs or activities:
  - Fostering an international policy dialogue:
  - Supporting academic and professional development:
  - Providing advisory services:
  - Supporting research and learning:
  - Kenya Program:
  - Kyrgyzstan Program:
  - Public Affairs:
  - Education for Pluralism:
  - Global Analysis:
  - Award Program:

**6. Controls: Does the Centre have in place appropriate governance, financial and administrative controls?**

(This question is for interviewees with a detailed knowledge of or experience with the Centre's controls, governance, financial management practices and administrative controls)

**Considerations:**

We define internal control as “a process, effected by an entity’s board of directors, management and other personnel, designed to provide reasonable assurance of the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations.

In an “effective” internal control system, the following five components work to support the achievement of an entity’s mission, strategies and related business objectives:

1. Control Environment (Integrity and Ethical Values, Commitment to Competence, Board of Directors and Audit Committee, Management’s Philosophy and Operating Style, Organizational Structure, Assignment of Authority and Responsibility, Human Resource Policies and Procedures)

2. Risk Assessment (Organization-wide Objectives, Process-level Objectives, Risk Identification and Analysis Managing Change)

3. Control Activities (Policies and Procedures, Security (Application and Network), Application Change Management, Operational Continuity/Backups, Outsourcing)

4. Information and Communication (Quality of Information, Effectiveness of Communication)

5. Monitoring (Ongoing Monitoring, Evaluations of Results Achieved by Key Programs, Reporting Deficiencies)

- In your view, does the Centre have in place the right amount of controls with regard to: governance, financial management, and administrative controls?
- In your view, are the controls in place working?
- Are there areas where controls are missing or where additional controls are required?
- Have you noticed any control weaknesses that the Centre should address right away?
- Do you have any suggestions for improvements to the Centre’s internal controls?
- Please explain your comments with regard to:
  - Governance arrangements:
  - Financial management:
  - Other administrative controls:

## 7. **Strategic Vision: Is the Centre’s strategic vision well-defined?**

**Considerations:**

According to the 2016 Corporate Plan, the Centre’s vision is described as: “a world where human differences are valued and diverse societies thrive.” The Corporate Plan states that the Centre’s mission is to serve as a global platform for comparative analysis, education and dialogue about the choices and actions that advance and sustain pluralism. Development of this vision has been and continues to be an iterative and emergent process.

- To what extent do you consider that the Centre’s strategic vision is well-defined? Please explain:
- In your view, do the Centre’s programs and activities support the realization of the strategic vision? Please explain:
- In your view, which of the Centre’s programs and activities make the greatest contribution towards achieving the elements of the strategic vision? Please explain:
- In your view, which of the Centre’s programs make the smallest contribution? Please explain:

## 8. Value for money: Is the Centre delivering value for money? Does the Centre operate with due regard for economy, efficiency and effectiveness?

### Considerations:

- Program design: Based on your knowledge of the Centre's programs, and your experience in your interactions with the Centre, in your view, are the Centre's programs designed with due regard to the principles of economy, efficiency and effectiveness? Please explain:
- Program delivery: In your view, are the Centre's programs delivered with due regard to the principles of economy, efficiency and effectiveness? Please explain:

### Annex to the interview guide – extract from the Centre's funding agreement

2.3 The Centre shall use the Fund to promote pluralism within and between nations as a fundamental value and cornerstone of peace, stability and human development. Without limiting the generality of the foregoing, this purpose includes:

2.3.1 Fostering an international policy dialogue: Encouraging governments, multilateral institutions and civil society organizations to foster pluralism as a core human value and practice; sharing knowledge, practical tools and policy advice, drawn from existing Canadian and international organizations and from the Centre's own programs, with a broad range of policy forums organized by the Centre and by other international bodies.

2.3.2 Supporting academic and professional development: Enhancing the understanding of pluralism and its practice by legislators, jurists, educationalists, development experts, journalists, bankers, financiers, and policy- and opinion-makers in "developing" and "developed" countries; offering professional development programs; fostering multi-national communities of professionals; organizing related peer exchanges and job-shadowing programs; supporting local partners around the globe to incorporate pluralist practices within their educational systems; and developing degree programs in support of pluralism at the graduate level.

2.3.3 Providing advisory services: Building the capacity of "developed" and "developing" country governments, civil society organizations, donors and other potential champions, to promote pluralism within their own societies, drawing upon Canadian and global expertise.

2.3.4 Supporting research and learning: Deepening the global understanding of pluralism through innovative, applied research and learning programs; strengthening the research capacity of governments and civil society organizations; undertaking and support research of Canadian and international bodies; and, providing on-going and systematic access to theoretical and practical information on pluralism.

### Invitation to interviewees

Dear Sir/Madam,

The Global Centre for Pluralism (the Centre) would much appreciate your participation in an interview for a program evaluation and performance audit. These independent external reviews are required pursuant to our funding agreement with Canada every five years. The interview is an invitation for you to share your knowledge regarding the Centre and its mandate and activities. A copy of the interview guide for our proposed discussion is attached.

Your participation is completely voluntary. The information that you would provide is important as it would help inform the Centre's approach over the long term in developing its activities and operational practices. The comments you provide will be reported in the aggregate.

The Centre has retained the services of Interis | BDO, an independent consulting firm, to conduct the analysis. If you accept to participate, we are asking that you indicate whether you would be available for about 30 minutes during the period October 5 to October 13. If you would like to participate, please indicate a date and time that would be convenient, and confirm a telephone number we can use to contact you. If one of these dates are not convenient, in your reply to this email, please indicate alternative dates and times (over the period from October 16 to 25) that would work from your perspective.

We welcome your participation. If you have any questions about this initiative, please contact [...] at [...] or by telephone at [...] or, [...] at [...], or by telephone at [...].

Sincerely,

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