

Corporate Plan 2019



GLOBAL
CENTRE FOR
PLURALISM CENTRE
MONDIAL DU
PLURALISME





“...one of the greatest challenges for the entire world will be finding ways in which we can all achieve a deeper understanding of the other, and what makes each of us distinct, as human beings and as communities.”

– His Highness the Aga Khan
Annual Pluralism Lecture, Aga Khan Centre, London, UK
October 4, 2018

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Cover image: The Global Pluralism Award sculptures were designed and handcrafted by the late internationally renowned German artist Karl Schlamming. The design integrates the trefoil motif from the GCP's historic headquarters building in Ottawa, Canada. The sculpture, made of stainless steel, bog oak and anodized aluminium, reflects GCP's global work.

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Secretary General's Message

In 2019, pluralism, or valuing diversity in society, will continue to be under threat in countries on all continents.

An unabating wave of populist discontent continues to roil Western societies. Governments with authoritarian tendencies and hostility to pluralism have been elected in the Americas, Europe and Asia. In the developing world, accommodating different ethnic, cultural or religious communities often leads to division and conflict. Neither are the emerging powers immune as they struggle to respect minorities or, at worst, try to oppress them.

But vigorous countervailing forces are emerging. Civil society is mobilizing around the world to confront prejudice and exclusion. The 10 recipients of the inaugural Global Pluralism Award are inspiring examples of pluralism in action. Countless organizations and individuals are striving to advance respectful responses to diversity in their own countries. On the international level, the underlying theme of the UN Sustainable Development Goals, adopted by all members of the United Nations, is inclusion, a concept that underpins pluralism.

The stakes are high because respecting and valuing diversity contribute to successful societies: pluralism makes for more peace and more prosperity.

Our mission is to generate awareness that there is a positive way to view diversity in society and to exchange knowledge of the building blocks of pluralism with experts, civil society activists, media, practitioners and policy-makers. We aim to expand understanding of how pluralistic societies work and for that understanding to inform the work of partners.

The Global Centre for Pluralism enters 2019 with a maturing program and a strong sense of forward momentum. Major goals for the year include expanding our partnerships to increase the reach and impact of our work, encouraging and supporting those outstanding individuals and organizations around the world that are fighting for pluralism and communicating to global audiences the importance of respect for diversity. Highlights will be the 2019 Global Pluralism Award, the Annual Pluralism Lecture in Lisbon, substantial progress in creating a Global Pluralism Index to help the international community to anticipate pluralism breakdown and development of tools to educate students worldwide on what pluralism means.

The death in late 2018 of Kofi Annan, a Director of the Centre since its inception, was a huge loss for the global community and for the Centre. His unique blend of wisdom, commitment and global experience will be sorely missed.

The Global Centre for Pluralism is delighted to welcome Justice Beverley McLachlin, former Chief Justice of Canada, to the Board. Further renewal of the Board is expected in 2019.

His Highness the Aga Khan has said that:

“The effective world of the future will be one of pluralism, a world that understands, appreciates and builds on diversity”.

The Centre’s work is designed to advance that global vision.

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.



Book Launch and Dialogue
with Alice Nderitu at GCP
Moderated by Mark Tschirgi
Photo credit: Patrick Doyle



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GLOBAL CENTRE FOR PLURAL



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.

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Results

“To live harmoniously in a diverse, pluralistic society demands great generosity of spirit and openness of mind, a willingness to accept difference and indeed to celebrate it.”

- The Right Honourable Beverley McLachlin, Director of GCP

2018 Highlights and Results

In 2018 the Global Centre for Pluralism successfully leveraged flagship programs – the *Global Pluralism Award* and *Annual Pluralism Lecture* – to broaden a constituency of support for advancing pluralism in the world.

At the same time, the Centre's publications informed important engagement efforts and new partnerships, demonstrating a growing demand for the Centre's content and unique 'lens' on diversity issues.

Following are some of the highlights of this work in 2018:



September 11, 2018, the Global Centre for Pluralism, UN and World Bank at the Kenyan launch of the joint UN/World Bank report *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*

Global Pluralism Award Program

Supporting and inspiring pluralism in action

Launch of the 2019 Award

- › Award promotional activities and outreach to the Centre's networks resulted in a total of **538 entries from 74 countries** (more than a twofold increase from the inaugural 2017 Award cycle).
- › **42 shortlisted candidates from 27 countries** were selected by an international selection committee. The International Award Jury, Chaired by the Right Honourable Joe Clark, will meet in February 2019 to choose the ten 2019 Awardees.
- › Selection process completed and final due diligence conducted for 2019 Award recipients.

Engaging with our 2017 Award winners

Award funds enabled winners to achieve several goals:

- › **Leyner Palacios** re-built a "Peace and Pluralism" community and training centre in the village of Bojayá and has enhanced the knowledge of 52 Indigenous and Afro-Colombian community leaders on their constitutional and legal rights.
- › **Daniel Webb** worked with a cross-disciplinary team of experts to produce and disseminate a report, entitled *Ripped Apart: The Permanent Separation of Refugee Families in Australia* that is receiving important media coverage.
- › **Alice Nderitu** developed and will soon launch a manual for women community mediators of armed conflict in Africa. The manual is the first step in the development of a network of African women community mediators with a pluralism focus.

Analysis and Publications

Content and resources to inform practice

- › The Centre published two new case studies, as well as two thematic overviews exploring the role of Constitutions and Democratization Processes in advancing pluralism.
- › The Centre also published two intersections papers, exploring the added value of Pluralism to the critical fields of Human Rights and Democracy Promotion.

Global Pluralism Index

Assessing and monitoring the state of pluralism in societies

- › The Centre advanced work on the design of a new Global Pluralism Index to enable assessment of the state of pluralism and tracking of trends related to inclusion and exclusion in societies around the world.
- › With the help of an international advisory group of leading academic and practitioner experts, a methodology and implementation plan was developed for piloting in selected geographies in 2019.

Global Engagement

Informing policy and practice

In 2018, the Centre engaged policymakers and practitioners in the application of pluralism to a wide range of fields, including conflict prevention, peacebuilding and the private sector:

- › The Centre partnered with the World Bank on events in Nairobi and Ottawa to showcase a new UN/World Bank report, *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict* which aligns with the Centre's emphasis on "upstream" pluralism to prevent conflict.
- › In partnership with the University of Victoria and Global Affairs Canada, the Centre launched the report of the inaugural 2017 Victoria Forum, formed to stimulate new approaches for promoting diversity and inclusion.
- › In partnership with Simon Fraser University, the Centre hosted the launch of Alice Nderitu's new book *Bridging Ethnic Divides and Building Peace: Lessons from Kenya's Experience*.
- › Working with the Kenya-based Institute for Economic Affairs, the Centre hosted a series of events across Kenya to launch a report on the private sector's engagement with pluralism in Kenya. Events in Nairobi, Mombasa and Kisumu included keynote addresses by distinguished speakers such as Professor Yash Pal Ghai and representatives from the Kenya Private Sector Alliance and the Kenyan Association of Manufacturers.
- › The Centre contributed to a new Grand Challenge to address inequality and exclusion, convened by the Pathfinders Initiative, a multi-stakeholder initiative working to advance implementation of 2030 Agenda targets for peace, justice and inclusion. The Centre co-convened events in Ottawa and contributed to a working session in New York.
- › The Centre developed and piloted a workshop on pluralism for mid-to senior-level practitioners to build understanding of the practical application of pluralism to their work.

Education

Advancing pluralism in and through education

In 2018, the Centre continued to promote understanding of the critical role of education in advancing pluralism through contributions to strategic policy-level discussions in Canada and around the world:

- › The Centre supported a high-level meeting for history education reform in Kyrgyzstan and delivered a Master Class for Educators in Osh, Kyrgyzstan, in partnership with EUROCLIO (European Association of History Educators), Aga Khan Foundation (AKF) and the Ministry of Education.
- › Centre staff led an interactive workshop on “History and memory through a pluralism lens” at EUROCLIO’s annual conference in Marseille.
- › The Centre partnered with AKF and the University of Oxford to deliver a symposium that engaged 200+ practitioners, academics and donors, with a keynote address by Global Pluralism Award winner, Alice Nderitu.
- › The Centre continued to work with the International Baccalaureate Organization to pilot two teaching case studies, based on the Centre’s change cases (Bolivia and Nigeria), for the grade 11 / 12 IB Global Politics class. The case studies will be published on the Centre’s website in 2019.
- › The Centre worked with AKF to develop a multi-day teacher training course on values-based education, with a focus on pluralism, for piloting in Kenya in 2019.



Workshop attendees, EUROCLIO—European Association of History Educators' 25th Annual Conference in Marseille, France

Communication and Public Affairs

Increasing global awareness of pluralism

2018 Annual Pluralism Lecture

- › Organized in London at the new Aga Khan Centre, in partnership with the Canadian High Commission, the Centre's Annual Pluralism Lecture attracted key target audiences: civil society, media, government (including UK ministers), academics and influencers.
- › The livestream of the Lecture was watched by 4,300+, and the online edited video version was viewed 4,500+ times on YouTube; through Facebook the lecture reached an audience of over 6,000 and another 10,000+ on Twitter.

Media Coverage

- › Significant media profile with 45 unique media stories (as of October 30th, 2018) that mentioned the Centre or the Centre's programs.
- › *The East African* published Alice Nderitu's speech from the Centre's partnership event at Oxford University and a further article on pluralism, *Why are 300,000 Icelanders a nation but 30 million Nigerian Igbos are a tribe?*.
- › Daniel Webb has received high profile coverage of his work in the *Washington Post*, CNN and four articles in *The Guardian*, amongst others.

Social Media and Online Presence

- › The Centre gained 1,623 new followers on social media (Twitter and Facebook); 39,855 visitors to the website (as of October 30th, 2018).
- › The 2019 Award applications announcement was supported with a small ad campaign that reached an impressive 249,188 users on Twitter and Facebook.



Lyse Doucet and Karen Armstrong, 2018
Annual Pluralism Lecture, London, UK
Photo credit: Anya Campbell

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Plans and Priorities

Analysis and Publications

Generating content and resources to inform practice

- › Strengthen the Centre's thought leadership by publishing a pipeline of knowledge products, including new papers on the intersection of pluralism with the fields of Conflict Prevention, Migration and Refugee Integration, for dissemination at major global events.
- › Finalize the Centre's *Pluralism Lens on Diversity* publication for use as a foundational paper for broader engagement of partners and donors.

Global Pluralism Index

Assessing and monitoring the state of pluralism

- › Advance design and pilot a Global Pluralism Index, to enable assessment of the state of pluralism and tracking of trends related to inclusion and exclusion in societies around the world.
- › Secure funding and partners for expansion and implementation.

Global Engagement

Informing policy and practice

- › Expand and deepen engagement with partners in key sectors and fields, including conflict prevention, peacebuilding, democratic transition and migration/refugee integration.
- › Disseminate and leverage the Centre's knowledge products and content (Lens, publications) through a robust program of events to increase intellectual and resource partnerships with like-minded organizations in Canada and globally.

Education Program

Advancing pluralism in and through education

- › Continue to grow a network of global education partners through contributions to policy-level discussions on education in Canada and globally.
- › Finalize design and identify partners for a new, multi-year initiative to support, test and learn from approaches in a range of global contexts.

Communications & Public Affairs

Increasing global awareness of pluralism

- › Continue to expand the Centre’s visibility among Canadian and international audiences by cultivating new media partnerships and actively engaging with audiences online.
- › Deliver the 2019 events program, including the Annual Pluralism Lecture in Lisbon, and enhance learning opportunities for visitors of the Centre’s global headquarters at 330 Sussex Drive.

Global Pluralism Award

Supporting and inspiring ‘pluralism in action’

- › Promote 2019 Award winners and honorable mention recipients in Canada and globally.
- › Celebrate Awardees at 2019 Award Ceremony in Ottawa (November 2019).

Members of the 2019 Global Pluralism Award Jury



Left to Right: Paula Gaviria Betancur, (Colombia), the Rt. Hon. Joe Clark, (Canada), Siva Kumari, (USA), Tarek Mitri, (Lebanon), Naheed Nenshi, (Canada), Ory Okolloh, (Kenya), Pascale Thumerelle, (France)

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Projected Outcomes 2019-2021

For the coming three years, the Centre's programs will focus on **building awareness** and **informing practice** to advance pluralism in societies around the world. To expand programs and impact, the Centre will seek to increase its partnerships and funding.

In 2019

Analysis and Publications

- › The Centre's thought leadership strengthened through publication of knowledge products, disseminated through targeted outreach to engage practitioners in relevant fields of practice.
- › Funding and partners secured for expanded work on publications to continue to build a knowledge base on pluralism in different world contexts.

Global Engagement

- › Expanded and deepened engagement with partners in key sectors and fields, including conflict prevention, peacebuilding, democratic transition and migration and refugee integration.

- › The Centre's publications and content disseminated and leveraged through events to increase intellectual and resource partnerships with like-minded organizations in Canada and globally.
- › Funding and partners secured for a multi-year program to strengthen the ability of practitioners, policy-makers and donors to integrate a pluralism lens into conflict prevention and peacebuilding efforts.

Global Pluralism Award

- › 2019 Award winners and honorable mention recipients promoted in media in Canada and globally, building awareness of pluralism "in action".
- › 2019 Award Ceremony and associated events implemented, including expert roundtables and public events showcasing the work of Awardees to Canadian and international audiences.

Global Pluralism Index

- › Index design piloted, implementation approach refined for launch in new geographies.
- › Partners for onward implementation identified and funding secured for larger scale implementation in 2020.

Photo credit: Anya Campbell



October 4 2018, Annual Pluralism Lecture at the Aga Khan Centre in London, UK

Education for Pluralism

- › Increased understanding of opportunities and challenges for advancing pluralism in and through education among practitioners, policy-makers, civil society organizations and donors.
- › The Centre's network of partners in education expanded.
- › Design finalized and partners identified for a new, multi-year initiative to support, test and learn from approaches in a range of global contexts.
- › Donors engaged and funding discussions advanced to support the Centre's work in education.

Communications and Public Affairs

- › Increased visibility for the Centre among targeted Canadian and international audiences by promoting all programs, including the 2019 Annual Lecture in Lisbon.
- › New media and communications partnerships developed to expand the Centre's global reach.

- › The Centre's program and building objectives supported with production of high-quality communications materials, dissemination, website and social media.

By 2021

- › A growing network of Canadian and international practitioners, policy-makers and program partners committed to advancing pluralism through their work in a wide range of fields, including peacebuilding, conflict prevention, education, international development, journalism, migration and refugee integration.
- › The Centre's Global Pluralism Index will have been launched to catalyze debate, inspire action and inform policy and practice in an expanded number of countries.
- › Education partners will be utilizing the Centre's resources and content to promote pluralism through education.
- › High quality communications assets and outreach will be supporting the Centre's programs and objectives.
- › The Centre will be widely known as a global destination and platform for dialogue and learning about pluralism through its headquarters, robust events program and virtual presence.
- › A pipeline of external funding will be secured to support program growth and impact.

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Fund Management

The Endowment Fund constituted by the two founding partners, His Highness the Aga Khan and the Government of Canada, 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.

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 of September 30th , 2018, was \$68.2 million. Gross growth of the Fund since inception was \$24.1 million, comprised of \$10.9 million in interest, dividends and fund distributions; \$9.2 million in realized capital gains; and \$4.0 million in unrealized capital gains.

GCP Endowment Fund (\$'000)	Q1 2018	Q2 2018	Q3 2018	YTD 2018
Portfolio Value at Beginning of the Period	69,822	67,830	68,482	69,822
Transfer of Funds from RBC in October 2013	-	-	-	-
Grant from Global Affairs Canada	-	-	-	-
Interest, Dividends and Fund Distributions	504	628	525	1,657
Realized Capital Gains	325	623	970	1,918
Unrealized Capital Gains / (Losses)	(1,770)	301	(893)	(2,363)
Portfolio Value before Withdrawals	68,880	69,382	69,084	71,034
Withdrawals for Operating Expenditures	(1,050)	(900)	(900)	(2,850)
Portfolio Value at the End of the Period	67,830	68,482	68,184	68,184

Performance (% return) Period ending September 30, 2018	YTD 2018		
	Fund (Net)	Benchmark	Median
Overall Portfolio	1.1	1.8	
Underlying Funds:			
Canadian Equity	1.4	1.4	2.1
Foreign Equity	5.8	9.2	7.3
Fixed Income	0.2	0.0	-0.2
Commercial Mortgages	2.9	0.5	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 2019, remains a key priority for the coming year. In November 2018, the Board of Directors approved an annual budget for 2019 of up to \$3.86 million. This total amount includes the annual draw of 4% permitted by the Centre's Spending Policy and a special draw on the accumulated gains of the Fund to continue the momentum of the program.

In 2019, program spending is projected to account for 90% of the Centre's total expenditures.



The Minister of Foreign Affairs of the Republic of Tunisia, His Excellency Khemaies Jhinaoui discusses how the local elections that took place on May 6, 2018, a first in the modern-day history of Tunisia, will affirm the principles of local governance and decentralization

Photo credit: Patrick Doyle

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Risk Mitigation

In November 2018, the Board of Directors reviewed and updated the Risk Management Framework, which includes targeted risk mitigations strategies, 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.

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 managers 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 Audit and Investment Management Committees with a non-Board member with professional audit and investment experience to assist in the Committees' 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 is implementing 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 2017 evaluation and audit covered 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 “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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