

# Corporate Plan 2020



GLOBAL  
CENTRE FOR  
PLURALISM

CENTRE  
MONDIAL DU  
PLURALISME





“We can all take steps, in both our personal and professional lives, to foster a more positive and productive response to the changing diversity in our world. A more inclusive, understanding approach to diversity is needed more than ever today.”

– His Highness the Aga Khan,  
Global Pluralism Award ceremony, Ottawa, Canada,  
November 20, 2019

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# 1

## Secretary General's Message

**“The opportunity to lead an organization whose raison d’être is the most fundamental social issue of our time is very exciting. It is also an enormous responsibility.”**

Photo credit: Patrick Doyle



I joined the Global Centre for Pluralism at the beginning of October, taking on an organization with a very strong foundation laid by my predecessor, John McNee, and his team. With high quality, rigorous analysis, and a deep understanding of pluralism, the Centre is well-placed to move ahead with its mandate.

I would like to reflect briefly on some of the big issues that I feel are important for us to keep in view and that define the space which the Centre can, and must, occupy.

The notion of pluralism is under greater threat than it has been in recent history. As such, a more proactive approach to our communications and engagement in the public sphere, in Canada and abroad, is planned for 2020. We must increase our visibility in the public space, making the case for pluralism and demonstrating its practical benefit to all citizens.

Countries recovering from conflict face some of the hardest roads in managing diversity and reconciling their painful histories. With the Centre’s Global Pluralism Index and Education programs in 2020, we are developing unique tools that can help with prevention and recovery from conflict at a more profound social level.

Pluralism is most keenly felt in the various spaces where people connect – and come into conflict – on a daily basis. We must support those who are advancing pluralism ‘on the ground’. Targeted engagement with the recipients of the Global Pluralism Award is pivotal in this regard. This engagement may be in physical spaces – cities, schools and universities, in refugee camps, or through peace processes – but also in the virtual, online world we all increasingly inhabit.

When we speak of pluralism being under attack, I would argue that the basic tenets of dialogue and discourse are equally threatened. As an organization that convenes dialogue, we must consciously offer space for differing views to be respectfully heard.

The Centre has a great deal to do and room to grow. In 2020, securing funding and partners to support the growth and impact of core programs will be vital.

His Highness the Aga Khan said at the Annual Pluralism Lecture in Lisbon this year that,

“As a beacon of research, education and dialogue, the Centre is drawing lessons from the political, social and cultural dynamics in diverse and divided societies around the world...By learning from others’ successes, we may help our own societies to ‘inoculate’ themselves against the temptation to set various people against one another – including the temptation to exclude marginalized populations.”

The Centre heads into 2020 with this critical mandate in mind.

**Meredith Preston McGhie**  
Secretary General

# 2

## Vision and Mission



Leyner Palacios Asprilla, a 2017 Global Pluralism Award winner, with Colleen Duggan of the International Development Research Centre at an Ottawa screening of *Bojayá: Caught in the Crossfire*, a documentary about his work to promote peace and reconciliation in Colombia, October 30, 2019.

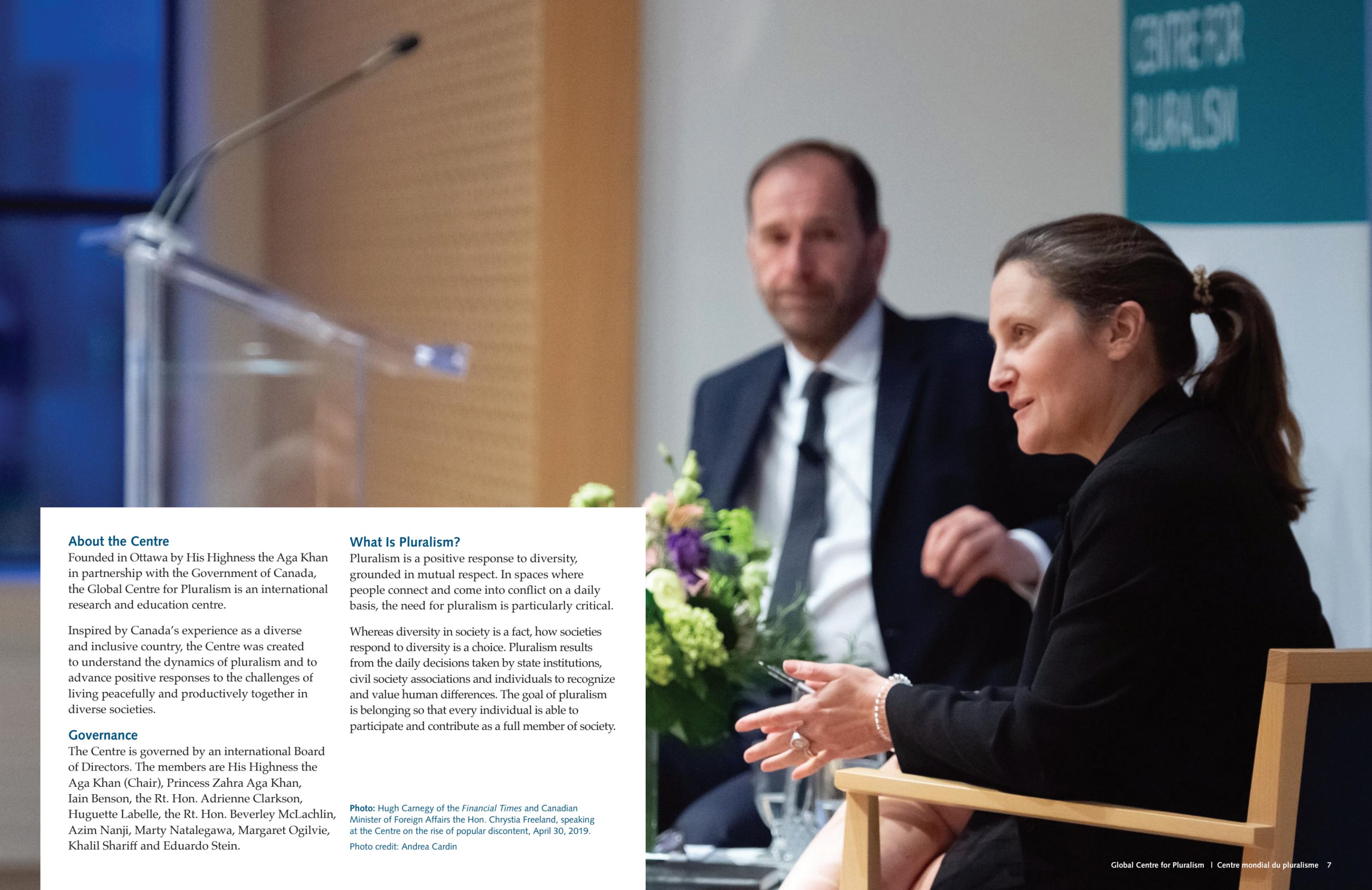
Photo credit: Patrick Doyle

**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.**

The Centre's programs:

- › Deepen understanding about the sources of inclusion and exclusion in Canada and around the world and offer ways forward
- › Catalyze dialogue and learning about the policies and practices that support pluralism
- › Chart pathways to pluralism in specific places and cases
- › Build a commitment to inclusive societies that respect differences



### 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 challenges of living peacefully and productively together in diverse societies.

### Governance

The Centre is governed by an international Board of Directors. The members are His Highness the Aga Khan (Chair), Princess Zahra Aga Khan, Iain Benson, the Rt. Hon. Adrienne Clarkson, Huguette Labelle, the Rt. Hon. Beverley McLachlin, Azim Nanji, Marty Natalegawa, Margaret Ogilvie, Khalil Shariff and Eduardo Stein.

### What Is Pluralism?

Pluralism is a positive response to diversity, grounded in mutual respect. In spaces where people connect and come into conflict on a daily basis, the need for pluralism is particularly critical.

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 able to participate and contribute as a full member of society.

**Photo:** Hugh Carnegy of the *Financial Times* and Canadian Minister of Foreign Affairs the Hon. Chrystia Freeland, speaking at the Centre on the rise of popular discontent, April 30, 2019.  
Photo credit: Andrea Cardin

# 3

## Highlights and Results of 2019

“No society is perfect. Most, if not all, nations have forged their borders through war or conquest, leaving a set of historical injustices that really do challenge our identities. It is how these challenges are confronted that makes clear its values.”

- Amina J. Mohammed, Deputy Secretary-General of the United Nations, Annual Pluralism Lecture, Lisbon, Portugal



Ms. Mohammed in conversation with Ricardo Costa, Director of News with Portugal's Impresa Media Group, at the Annual Pluralism Lecture, June 11, 2019. Photo credit: Sérgio Garcia

**Significant progress was made across all programs in 2019.** The Centre successfully increased visibility and awareness of its work through media coverage and an active digital presence, targeted engagement with practitioners and policymakers, and global dissemination of resources and analysis.

In June, the **Annual Pluralism Lecture** in Lisbon, Portugal, reinforced the message that pluralism is central to sustainable development. The **Global Pluralism Award** ceremony

in November inspired global conversations about taking concrete actions for pluralism.

The **Global Pluralism Index** was piloted in Canada, Germany and Kenya, and is **on track to scale up over the coming years.**

**Board renewal continued**, with the Centre welcoming a new Director, Marty Natalegawa, former Foreign Minister of Indonesia (2009-2014) and Permanent Representative of Indonesia to the United Nations (2007-2009).

# Global Pluralism Award

The impacts of the work of the Award laureates offer proof that building more richly diverse, peaceful and inclusive societies is possible. The Award is presented every two years following rigorous screening and due diligence, with final selection by a distinguished international jury, chaired by former Canadian Prime Minister, the Rt. Hon. Joe Clark.

## International Jury for the 2019 Global Pluralism Award



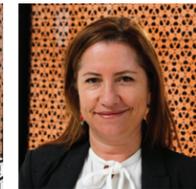
Rt. Hon. Joe Clark,  
former Prime Minister of  
Canada, Jury Chair



Naheed Nenshi,  
Mayor of Calgary, Canada



Ory Okolloh,  
Director of Investments,  
Omidyar Network, Kenya



Paula Gaviria Betancur  
Director General, COMPAZ  
Foundation, Colombia



Pascale Thumerelle,  
Founder, Respethica,  
France



Siva Kumari,  
Director General,  
International  
Baccalaureate,  
United States



Tarek Mitri, Director,  
Fares Institute on Public  
Policy and International  
Affairs at the American  
University of Beirut,  
Lebanon

## 2019 Award Laureates Recognized for Their Work to Champion Pluralism

- › From a competitive field of over 500 submissions from 74 countries, the 2019 laureates were selected by an international jury, who bring a diverse range of expertise and regional perspectives to the selection process
- › International press conferences with laureates resulted in strong media coverage
- › Four short films, produced by the Centre, increased visibility of the exceptional stories of the Award winners
- › Curated events in Paris, Berlin, Ottawa, Toronto and New York – including the Award ceremony and the Aga Khan Museum's Annual Lecture – provided opportunities to amplify the laureates' work to global audiences



Deborah Ahenkorah, a 2019  
Award winner, delivered the Aga  
Khan Museum's Annual Lecture in  
Toronto, Canada in November.  
Photo credit: Connie Tsang

## Alumni of the Award Expanded Awareness and Impact of Their Work Around the World

- › With Centre support, a feature-length documentary about 2017 Award winner Leyner Palacios Asprilla's work on peace and reconciliation screened in Bogotá and Ottawa, accompanied by post-film discussions
- › Alice Wairimu Nderitu, a 2017 Award winner, launched her *Companion for Women Mediators of Armed Conflict – Peace through Pluralism* in Nigeria and Kenya
- › A global Migration Communications Hub was developed in partnership with Canada-based Refugee 613 and Welcoming International (2017 honourable mention) to support civil society to communicate more effectively and shape public narratives and attitudes about migrants and refugees

## Global Pluralism Index

Building on a four-year research program, the Global Pluralism Index measures societies' treatment of diversity and tracks trends over time to support the development of policies and practices that respect differences.

### Index Framework and Methodology Developed and Piloted

- › Developed an assessment framework peer-reviewed by global experts and a methodology informed by research and consultations with peer organizations
- › Piloted framework and methodology in Canada, Germany and Kenya
- › Established partnerships to collect original perception data in Canada (with the Consortium on Electoral Democracy, a pan-Canadian network of 50+ partners) and in Kenya and Ghana (with Afrobarometer) to measure levels of belonging
- › Developed plan to implement the Index starting in 2020, scaling up over time

### Shared Knowledge and Expertise With Global Audiences

- › Hosted a panel discussion at the International Metropolis Conference (June 2019) on measuring pluralism and migrant integration, featuring the Centre's Index, Bertelsmann Stiftung's Diversity Monitor and the Canadian Index for Measuring Integration



Global experts gather at the Aga Khan Centre in London, UK to discuss the findings of and learning from the Global Pluralism Index's pilot phase.

Photo credit: GCP



Nicole Fournier-Sylvester, the Centre's Education Manager, speaking at the AFS Global Conference in Montréal, Canada.  
Photo credit: AFS Global Conference

## Education

The Education program is founded on a commitment to foster positive understanding of and engagement with difference. Rather than “teaching pluralism”, the program is dedicated to supporting teachers in advancing pluralism in all areas and within the scope of any curriculum.

### Developed Framework and Tools for Educating for Pluralism

- › Published foundational documents outlining key principles and a Learning Framework for the Education program, reviewed by experts in the field
- › Initiated an interactive online platform to connect educators to resources and to one another
- › Began development of professional development tools and a school reflection tool, which are up for expert review and piloting beginning in 2020

### Shared Knowledge and Expertise With Global Education Practitioners

- › Piloted the workshop, “Beyond Tolerance: Applying a Pluralism Lens to Assess Inclusion in Schools”, at the AFS Global Conference, attended by 400+ leaders from around the world
- › Contributed to expert meetings, including: OECD's Working Committee on Education, the OSCE High Commissioner on National Minorities' consultation on contested histories and inter-ethnic relations and the UNESCO/APCEIU Europe and North America Regional Global Citizenship Education Network meeting
- › Delivered the “Advancing Pluralism through Education” presentation to school principals and educators in Ottawa, resulting in the adoption of pluralism as a central theme for one school's new strategic plan
- › Published teaching units for secondary school students based on case studies of Nigeria and Bolivia
- › Published case studies on ‘pluralism in action’ in educational settings with Aga Khan Foundation Portugal and Aga Khan Academy Mombasa

## Global Engagement and Dissemination

The Centre hosted targeted events and engagements to improve application of its research and content to the work of practitioners in the fields of peacebuilding and development.

### Informed Work of Peacebuilding and Sustainable Development Practitioners

- › Hosted the Canadian launch of *Justice for All*, the latest report of the Task Force on Justice, featuring Mary Robinson, former President of Ireland and Chair of The Elders, and Nathalie Drouin, Canada's Deputy Minister of Justice
- › Contributed to conflict prevention dialogues at the Paris Peace Forum with two panels, the first, featuring 2019 Global Pluralism Award winners from Myanmar and the Balkans, and the other, the Centre's Secretary General exploring how diverse societies can support the belonging and participation of minority groups
- › Convened a dialogue with Canada's Minister of Foreign Affairs, Chrystia Freeland, and Hugh Carnegie, senior editor at the *Financial Times*, on managing the rise of populism



2019 Award winners at the Paris Peace Forum on November 12, 2019. From left to right, Aung Kyaw Moe, Center for Social Integrity; Meredith Preston McGhie, Global Centre for Pluralism; Bojana Dujković Blagojević, 'Learning History that is not yet History' network.

Photo credit: Cécile Genest/AKDN



A roundtable discussion and Canadian citizenship ceremony at the Centre, hosted in partnership with the Institute for Canadian Citizenship, March 27, 2019.

Photo credit: Patrick Doyle

## Communications and Public Affairs

Giving international profile to the work of the Centre and to the critical importance of pluralism in today's world is at the core of the Centre's communications and public affairs.

### 2019 Annual Pluralism Lecture Featured Amina J. Mohammed, UN Deputy Secretary-General

- › Ms. Mohammed delivered the Annual Lecture, "How Does Pluralism Advance the Sustainable Development Agenda?," in Lisbon, Portugal, to key audiences in government, the diplomatic community, civil society, media and academia
- › The Lecture was viewed via livestream by 5,900+, this represented a 36% increase from the 2018 Lecture. The Lecture video reached over 18,290 people on social media, a 40% increase from 2018
- › Communications following the Lecture reinforced the centrality of pluralism to the Sustainable Development Goals, reaching over 6,800 people

### Increased Visibility of Pluralism in the Media and Online

- › Significant media coverage was received with 50 unique media stories that mentioned the Centre (as of October 24<sup>th</sup>), a 10% increase from 2018
- › Coverage of the Annual Lecture included 20 articles online and in print, ranging from the *Times of India*, to the *East Africa Standard* and Portugal's *Publico*. An interview with Portuguese news wire service *Lusa* was picked up by several national news outlets
- › Press release announcing the Global Pluralism Award winners was reprinted in 83 outlets with a total potential audience of 39,506,304
- › An op-ed in the *Globe and Mail* announced the winners, penned by Siva Kumari, an Award juror and Director General of the International Baccalaureate
- › Global Pluralism Award winners Deborah Ahenkorah and the Center for Social Integrity received local and regional coverage in Ghana and Myanmar
- › Social media posts about the 2019 Award winners and corresponding short films reached 71,354 people on social media in the first three weeks after they were posted

# 4

## Plans and Priorities



Recipients of the 2019  
Global Pluralism Award,  
Ottawa, Canada,  
November 20, 2019.

Top row, left to right:  
Alice Barbe (SINGA, France);  
Anna Vegh (Artemisszió  
Foundation, Hungary),  
His Highness the Aga Khan,  
Meredith Preston McGhie,  
Waidehi Gokhale (Soliya, USA),  
Ayman Mhanna  
(Adyan Foundation, Lebanon)

Bottom row, left to right:  
Rafiqul Khokan (Rupantar, Bangladesh),  
Elaine Lam (onBoard Canada),  
Ahmad Sarmast  
(Afghanistan National Institute of Music),  
Aung Kyaw Moe  
(Center for Social Integrity, Myanmar),  
Deborah Ahenkorah,  
Igor Radulović ('Learning History that  
is not yet History' network).

Photo credit: Patrick Doyle

In 2020, the Centre's programs will build on the strong foundation of our research and analysis to raise awareness about how to strengthen pluralism around the world.

Engagement with the **Global Pluralism Award** laureates and the **Annual Pluralism Lecture** will showcase leading examples of pluralism in action. Development of the **Global Pluralism Index** and resources in **Education** will support the work of putting pluralism into practice.

The growth and expansion of the Centre's programs will be enhanced by securing new resources and partners.

## Global Pluralism Award

Recognizing, supporting and inspiring pluralism in action

- › Engage with the 2019 Award winners to scale up their work
- › Continue engagement with the 2017 alumni and 2019 winners to expand the impact of their work through targeted events and activities
- › Launch 2021 Award nomination and selection processes
- › Develop strategy to increase the scale and reach of the Award program and secure funding to support future cycles
- › Implement a Canadian pilot of the Migration Communications Hub to support civil society organizations to communicate more effectively and shape public narratives and attitudes about migrants and refugees

## Global Pluralism Index

Assessing and monitoring the state of pluralism

- › Refine the Pluralism Index assessment framework and methodology
- › Develop network of institutional partners in three regions to ground the index in local contexts, support implementation and facilitate engagement
- › Establish data collection partnerships to secure original perception survey data
- › Complete Pluralism Index assessments in six countries
- › Disseminate findings from the pilot phase through meetings and events
- › Engage with donors to secure funding to scale the Index



A roundtable on multi-perspectivity in education held at the Centre as part of the Global Pluralism Award week.

Photo credit: GCP

## Education

Advancing pluralism in and through education

Aimed at building the capacity of youth to engage respectfully with differences on and offline, equipping teachers with the knowledge, skills and confidence to address issues related to diversity, and empowering education leaders to strengthen respect for diversity in schools, the Centre will pilot and assess the following initiatives:

- › Professional development for international educators
- › School reflection tool that takes a holistic approach to pluralism in education
- › Interactive online education platform to connect educators to resources and to one another

## Analysis and Engagement

Content, resources and tools to inform practice

- › Present targeted events based on the Centre's preliminary Index findings in Canada and internationally
- › Expand and deepen engagement with selected partners in the fields of peacebuilding, mediation and conflict prevention
- › Develop strategy outlining long-term approach to applied research, publication and practitioner engagement

## Communications and Public Affairs

Increasing the international profile of the Centre

- › Deliver the 2020 Annual Pluralism Lecture, supported by a significant media partnership to increase the visibility of the Centre and pluralism
- › Develop event partnerships to foster use of the Centre's headquarters at 330 Sussex Drive for a variety of events targeting a wider range of audiences
- › Support production, dissemination and promotion of the Centre's resources and analysis
- › Produce communications strategy
- › Strengthen internal staff capacity to communicate to a range of audiences about the Centre's work

# 5

## Projected Outcomes 2020-2022

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 2020

#### Global Pluralism Award

- › Amplified achievements of the 2019 Award recipients and 2017 alumni to foster greater awareness of pluralism in action
- › Launched 2021 Award cycle with global promotion, new jurors appointed, and selection and initial due diligence completed on submissions received
- › Designed and launched an Award alumni program, outlining ongoing engagement with Award laureates

#### Global Pluralism Index

- › Refined the assessment framework and methodology of the Index, based on findings of the pilot phase

- › Structures, capacities and partnerships established to scale implementation in the coming years

#### Education

- › Professional development, school reflection tool and online platform piloted and assessed, to be launched in 2021
- › Five-year plan developed based on pilot to help reach new participants, identify program partners and assess the Centre's education tools
- › Donors identified and funding discussions advanced to scale education program to achieve global reach

#### Communications and Public Affairs

- › Increased visibility for the Centre's issue and programs in the media and online
- › Expanded event partnerships
- › Widened reach and impact of the Centre's resources and analysis
- › Developed communications strategy

### By 2022

- › A growing network of Canadian and international practitioners, policy-makers and partners are using the Centre's resources and analysis to advance pluralism through their work
- › The Global Pluralism Index is being readily accessed and consulted to inspire action and inform policy and practice in an expanded number of countries
- › Teachers and education leaders are engaging with the Centre's resources and content to address diversity in the classroom and strengthen mutual respect in schools
- › High-quality communications assets and media partnerships are supporting the Centre's programs and objectives, and advancing public discourse on pluralism
- › The Centre is widely known as a global destination and platform for dialogue and learning about pluralism through its headquarters, events and virtual presence
- › New funding is secured to support program growth, expansion and impact



Dr. Ahmad Sarmast of the Afghanistan National Institute of Music (2019 Honourable Mention) with Youth Rapporteur, Megan Barkey.

Photo credit: GCP

# 6

## 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 core 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 at September 30<sup>th</sup>, 2019, was \$68.3 million. Gross growth of the Fund since inception was \$27.9 million, comprised of \$13.5 million in interest, dividends and fund distributions; \$10.9 million in realized capital gains; and \$3.5 million in unrealized capital gains.

GCP Endowment Fund (\$'000)	Q1 2019	Q2 2019	Q3 2019	YTD 2019
Portfolio Value at Beginning of the Period	65,133	68,134	67,883	65,133
Interest, Dividends and Fund Distributions	567	792	587	1,946
Realized Capital Gains	478	544	350	1,372
Unrealized Capital Gains/ (Losses)	2,856	(687)	363	2,532
Portfolio Value before Withdrawals	69,034	68,783	69,183	70,983
Withdrawals for Operating Expenditures	(900)	(900)	(900)	(2,700)
Portfolio Value at the End of the Period	68,134	67,883	68,283	68,283

Performance (% return) Period ending September 30, 2019	YTD 2019		
	Fund (Net)	Benchmark	Median
Overall Portfolio	9.1	12.1	
<u>Underlying Funds:</u>			
Canadian Equity	17.6	19.1	18.4
Foreign Equity	8.6	14.5	13.6
Bonds	5.0	4.9	7.8
Commercial Mortgages	4.5	3.0	3.3

# 7

## Projected Expenditures and Revenues

The prudent management of the Centre's operating costs, while supporting the ambitious plans for 2020, remains a key priority for the coming year. In November 2019, the Board of Directors approved an annual budget for 2020 of up to \$3.93 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 2020, program spending is projected to account for 91% of the Centre's total expenditures.

# 8

## Risk Mitigation

In November 2019, 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.

# 9

## 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 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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