



# Corporate Plan 2021



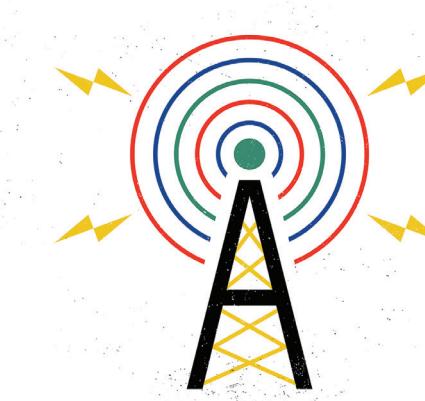
GLOBAL  
CENTRE FOR  
PLURALISM    CENTRE  
MONDIAL DU  
PLURALISME



“What I think is very interesting about a crisis is that it reveals what your society is. Each of our societies all over the world dealing with this pandemic is having their cracks revealed. It is not as though we are more fragile, we were always fragile. We are very imperfect human beings. What the pandemic has done is to make us understand that we have to look at certain fragilities in our own society.”

– Rt. Hon. Adrienne Clarkson, 26<sup>th</sup> Governor General of Canada and Global Centre for Pluralism Board member, in an interview for the *Pluralism and the Pandemic Portal*

Illustration for the *Pluralism and the Pandemic Portal*. Credit: Brandon Serbec



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Cover images: Illustrations from the *Pluralism and the Pandemic Portal*, including photos of contributors, The Rt. Hon. Joe Clark, former Prime Minister of Canada, and Vanessa Erogogbo, Chief of Sustainable and Inclusive Value Chains at the International Trade Centre.  
Illustrations by Brandon Serbec

## Secretary General's Message



# "When the world is divided, pluralism matters most"

The dramatic events of 2020 have amplified global awareness of inequality and heightened the critical importance of pluralism. When the world is divided, pluralism matters most. Although our ways of working and living have changed, we continue to push ahead, spurred on by the need to inform and influence more thoughtful responses to rising exclusion and marginalization.

We continue to advance pluralism 'on the ground' through our Global Pluralism Award, and successfully pivoted to a fully online format for this year's nominations process. The testing of our engagement on the Global Pluralism Index pilot findings in Canada also took place virtually and generated significant interest and demand across government. From our headquarters in Ottawa, we continued to be an active interlocutor in global conversations about building more inclusive, resilient societies. We contributed to over 20 online events and conferences with participants from around the world, arguing for how pluralism can strengthen approaches to peacebuilding, national security, education, human rights, governance, among many other topics.

As we look ahead to 2021, we will be taking many lessons from this year. We will continue to look for creative and impactful ways to further our core programs and expand into new areas. For example, during this crisis, we launched our *Pluralism and the Pandemic Portal* to share global expert analysis and dialogue on issues from inclusive economies to digital democracy. Our summer online course for Canadian teachers, "Talking about Racism in the Classroom", received an overwhelmingly positive response. Finally, despite travel restrictions, we have been developing new work to apply our pluralism lens in support of peace processes around the world.

The events of this year have complicated the path towards pluralist societies. The gravity of the situation only strengthens our commitment to advance pluralism in innovative ways. We are conscious that our work has never been more essential. Recognizing that societies around the world will be focused on recovering from this crisis and mending the fault lines that have been revealed, we will be guided by a new theme across the organization, *Beyond Recovery: The Power of Pluralism in a Divided Age*. We will be collaborating with global partners

to explore how communities worldwide can build bridges of understanding and respect in this particularly divisive time, making their recovery more meaningful, tangible and sustainable for all members of society.

For practitioners looking to apply the power of pluralism in their work, we will continue to offer unbiased, evidence-based resources that can be applied and adapted to different contexts. With new educational resources for teachers and Global Pluralism Index assessments launching next year, we will be putting pluralism tools in the hands of those on the frontlines of efforts to go 'beyond recovery'.

In response to an increasingly divided world, pluralism is such a powerful and timely tool for creating stronger, more compassionate societies. Our work is to build this commitment much more widely, through our programs, communications, analysis and dialogue. We are conscious of the enormity and importance of this task, and look forward to advancing this work in the coming year.

**MEREDITH PRESTON MCGHIE  
SECRETARY GENERAL**

# About the Centre



The Global Centre for Pluralism is an independent, charitable organization founded by His Highness the Aga Khan and the Government of Canada. The Centre works with policy leaders, educators and community builders around the world to amplify and implement the transformative power of pluralism.

## VISION

At the Global Centre for Pluralism, we believe that societies thrive when differences are valued.

## MISSION

To influence perspectives, inform policies and inspire pathways to advance pluralism.

The Centre's programs include:

### **GLOBAL ANALYSIS**

Developing research and tools to measure societies' treatment of diversity and track trends to support the implementation of more inclusive policies and practices around the world

### **GLOBAL PLURALISM AWARD**

Celebrating and supporting the work of worldwide champions working to build more peaceful societies that respect differences

### **EDUCATING FOR PLURALISM**

Supporting educators to advance pluralism within the classroom as well as throughout educational systems and institutions

### **PEACE AND CONFLICT**

Applying a pluralism lens to support peace processes around the world

Above photo: Centre staff working remotely.



Panelists at the Centre's "Expert Roundtable on Global Peacemaking and Canada's Role", March 2020.

Clockwise from top-left:  
Katia Papagianni, HD Centre;  
Rasha Jarhum, Peace Track Initiative;  
Marie-Joëlle Zahar, Université de Montréal;  
Gwyn Kutz, Global Affairs Canada.

Credit: Patrick Doyle

#### WHAT IS PLURALISM AND WHY DOES IT MATTER?

Diversity in society is a universal fact; how societies respond to diversity is a choice. Pluralism is a positive response to diversity. Pluralism involves taking decisions and actions, as individuals and societies, which are grounded in respect for diversity.

We are living an historic moment of urgency for pluralism. Societies worldwide are being challenged to address issues of injustice, inequality and exclusion. When societies commit to becoming more just, peaceful and prosperous by respecting diversity and addressing systemic inequality, the impacts can be transformational. When the dignity of every individual is recognized, everyone feels they belong. We are all better off, for generations to come.

#### 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 (term ended in 2020).



In October, we welcomed James Irungu Mwangi of Kenya to the Board.

*"The pandemic has underscored that coordinated, collaborative global action is required to enact positive change. I look forward to supporting the Centre as it continues its crucial work of championing equity, inclusion and peace throughout the world, in the face of this current crisis and the many challenges that lie ahead."*

– James Irungu Mwangi

## Highlights and Results of 2020

International jurors announced for the third cycle of the Global Pluralism Award.

Clockwise from top left:  
The Rt. Hon. Joe Clark,  
Paula Gaviria Betancur,  
Kim Ghattas,  
The Hon. Ratna Omidvar,  
Siva Kumari,  
Bishop Precious Omukuru,  
Ambassador Annika Söder

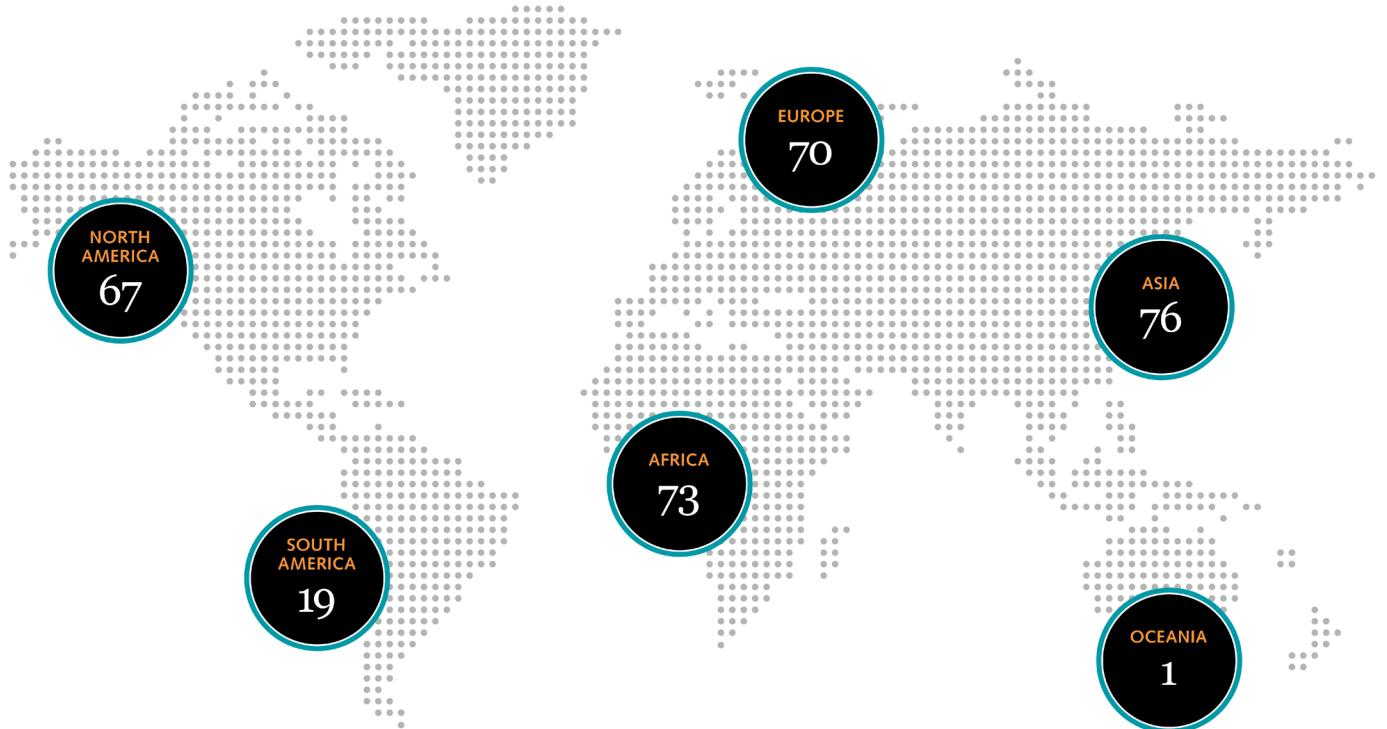


In 2020, the Centre made significant progress across all programs, demonstrating pluralism's deep relevance during times of upheaval and crisis. **The Global Pluralism Award** launched its third cycle and saw past laureates make significant achievements despite the many challenges created by the pandemic. The **Educating for Pluralism** program offered timely professional development on anti-Black racism and developed tools to support educators as they advance pluralism in their schools. Following a careful revision

of the **Global Pluralism Index** framework, the Centre launched assessments in more countries, which will generate a better understanding of the power of pluralism and inform stronger policymaking around the world. To address the urgent threats to pluralism intensified by the pandemic, the Centre expanded its digital presence with new initiatives, including the highly successful **Pluralism and the Pandemic Portal**. The Centre has also deepened its involvement in new fields of practice, including **peacebuilding and conflict prevention**.

### 3 / Highlights and Results of 2020

#### Global Pluralism Award



Out of a Total of 306 Eligible Submissions

Champions of pluralism tackle the daily challenges of bridging divides and building societies that respect and value diversity. Many of these challenges were intensified this year by the pandemic, rising poverty and insecurity, and yet Award laureates were incredibly resilient and creative.

The Global Pluralism Award recognizes the achievements of organizations, individuals and governments who are putting pluralism in action. By highlighting exceptional examples, the Award seeks to inspire actions worldwide

towards pluralism. Award recipients are chosen by an independent, international Jury chaired by the Rt. Hon. Joe Clark, former Prime Minister of Canada.

#### IN 2020, THE AWARD SUCCESSFULLY LAUNCHED ITS THIRD CYCLE

- A global online call for nominations resulted in nearly 500 high-quality submissions from 74 countries, covering a diverse range of initiatives

- Renewed the Jury, with new jurors bringing a wealth of insights. Joining the Jury are: **Bishop Precious Omuku**, Archbishop of Canterbury's Special Representative on Conflict in Sub-Saharan Africa; **The Hon. Ratna Omidvar**, Canadian Senator; **Ambassador Annika Söder**, Chair, European Institute of Peace and former Deputy Minister of Foreign Affairs of Sweden; and **Kim Ghattas**, Non-Resident Senior Fellow, Carnegie Endowment for International Peace
- Began pre-screening, selection and due diligence of shortlisted candidates

#### AWARD LAUREATES RESPONDED CREATIVELY TO PIVOT THEIR OPERATIONS IN THE PANDEMIC

Initiatives supported by Award grants:

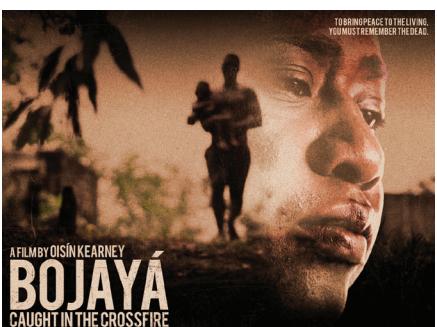
- Deborah Ahenkorah** (2019 winner) expanded her publishing team and developed a new business-to-business approach for distributing her books. As a result, several companies have made large orders of the books, which they will be giving to their employees for the holidays. Deborah also designed a reusable book-bag and African Bureau Stories, her social enterprise, has three new stories in production, to be published in 2021.
- Learning History that is not yet History** (2019 winner) put

together a multinational team of authors, editors and researchers to develop educational resources to teach the history of the Balkans. The team pivoted to working virtually to develop lessons about multi-perspective approaches to the history, horrors and perspectives of war, which are now being peer-reviewed.

- Center for Social Integrity** (2019 winner) continued to foster pluralism in conflict-affected regions in Myanmar and added new elements to their programming, including hygiene kit distribution and COVID-19 awareness sessions. They also organized an online panel about the impacts of the pandemic on social cohesion and pluralism in Southeast Asia and safeguarding communities from hate speech and misinformation online. Prior to the pandemic, CSI conducted a youth pluralism study trip in Indonesia. This included training on promoting pluralism through storytelling and the arts.

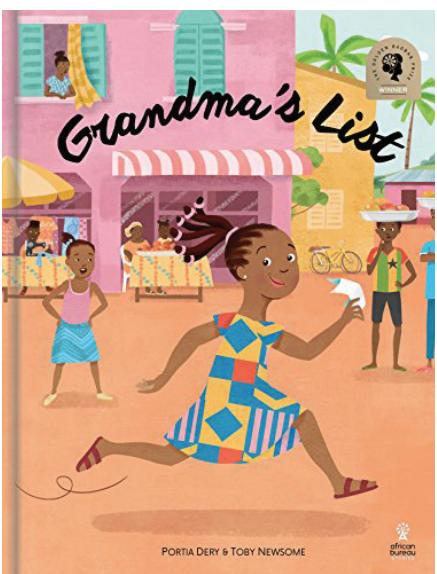
#### AWARD ALUMNI MADE SIGNIFICANT ACHIEVEMENTS

- Leyner Palacios Asprilla** (2017 winner) was named Truth Commissioner for Colombia and a documentary profiling his work, and featuring the Award, was broadcast nationally on one of Colombia's top TV networks
- Alice Wairimu Nderitu** (2017 winner) was appointed UN Special Adviser on the Prevention of Genocide



Poster for the documentary, *Bojayá: Caught in the Crossfire*, about 2017 Award winner, Leyner Palacios Asprilla.

Credit: Fine Point Films



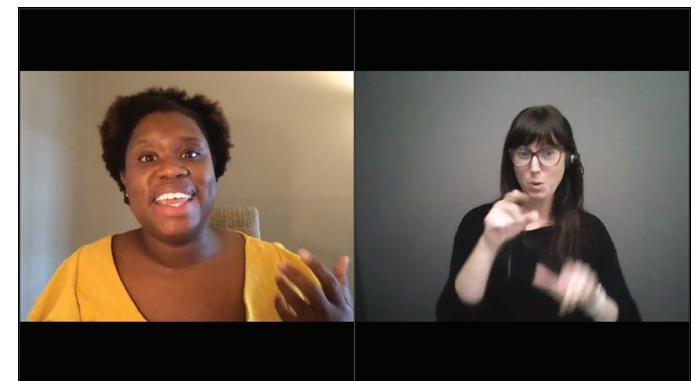
*Grandma's List*, one of the titles published by 2019 Award winner Deborah Ahenkorah's social enterprise, African Bureau Stories.

Photo courtesy of Deborah Ahenkorah

### 3 / Highlights and Results of 2020



**"TALKING ABOUT RACISM IN THE CLASSROOM"  
PROFESSIONAL DEVELOPMENT SESSIONS**



Anti-racism consultant Destine Lord (left) delivered the webinar, "Talking About Racism in the Classroom", with sign language interpretation provided by the Sign Language Interpreting Associates of Ottawa.

### Educating for Pluralism

Founded on the belief that schools are incubators for inclusive and equitable societies, the Educating for Pluralism program equips educators with the knowledge, skills, strategies and resources to advance pluralism in their classrooms and across broader educational environments.

With increased isolation and fewer opportunities for students to engage on issues of difference, delivering pluralistic education became especially difficult this year. Facing these challenges and with the Black Lives Matter movement against racial injustice gathering strength, Educating for Pluralism took on a heightened importance.

#### IN 2020, THE EDUCATION TEAM INITIATED CRITICAL CONVERSATIONS ON ANTI-BLACK RACISM

- Presented 38 professional development sessions for teachers virtually on "Talking About Racism in the Classroom", in partnership with the Canadian Commission for UNESCO, and facilitated by inclusion consultants, Destine Lord and Elsa Mondésir Villefort
- Created a publicly available webinar, viewed over 1,200 times, and accompanying resources on anti-Black racism
- Produced a policy paper, including recommendations to Canadian ministries and faculties of education on how to better equip teachers to address anti-Black racism – dialogue on the recommendations to continue in 2021

#### PRESENTED WORKSHOPS AND DEVELOPED NEW CONTENT FOR EDUCATORS

- Delivered two virtual interactive workshops: "Personal Identity and Pluralism" at University of Central Asia's summer training and "The Limits of Multiple Perspectives: Building Resilience to Hate-Based Narratives" at the 27<sup>th</sup> EuroClio Annual Conference
- Completed content for six online professional development training modules, ready for piloting in 2021

#### IN 2020, THE INDEX TEAM LAUNCHED SEVERAL NEW COUNTRY ASSESSMENTS

- Developed the *Pluralism Reflection Tool for Schools*, a strategic planning tool to equip school leaders and educators to identify and address exclusion in their schools, ready for piloting in 2021

### Global Pluralism Index

This year has increased awareness that addressing inequality and strengthening pluralism are necessary for societies to move beyond recovery and be resilient. Taking concrete action is difficult without trusted data and nuanced analysis about diversity. The Global Pluralism Index responds to this need. An evidence-based, analytical tool, the Index measures countries' treatment of diversity, tracks trends and informs policy. It is holistic, examining pluralism at all levels, from legal frameworks to narratives about who belongs, while remaining specific to each country's circumstances. It aims to build understanding of different approaches to diversity, offer insights into possible gaps and support more inclusive policymaking.

- To expand the collection of perception data on belonging, finalized a partnership agreement with Afrobarometer, a pan-African research institute, to collect survey data across 34 countries

diversity, such as how gender intersects with other aspects of identity to compound inequality

- Launched assessments in six countries (Afghanistan, Australia, Canada, Colombia, Germany and Kenya) as the first phase of a roll-out of 12 to 18 countries

Developed online training to prepare expert teams to implement in-country assessments – each country is assessed by two national experts and reviewed by a third, all specialists in pluralism, diversity and human rights in their societies

- To expand the collection of perception data on belonging, finalized a partnership agreement with Afrobarometer, a pan-African research institute, to collect survey data across 34 countries

#### GENERATED INTEREST AND DEMAND FOR PLURALISM ANALYSIS IN CANADA AND INTERNATIONALLY

- Presentations of the Index pilot findings to senior government officials, multilateral agencies, including the World Bank and United Nations, and civil society stakeholders generated significant interest and demand for future analysis

### 3 / Highlights and Results of 2020

"The changing nature of conflicts and peacemaking offers an opportunity to focus on how a pluralism approach can strengthen peace processes. [...]

Canada's role globally and domestically will be determined by trends in peace and conflict around the world. It is incumbent on Canada to be an engaged, innovative leader in the field."

- From the Centre's publication, "Pluralism and Peacebuilding", March 2020

An illustration from Meredith Preston McGhie's presentation at the Asian Peace Practitioners' Research Conference, November 2020.  
Credit: Chan Wai

## Peacebuilding and Conflict Prevention

In an age of increased division, global disruptions and entrenched long-term conflicts, the sustainable resolution of conflicts continues to elude peacemakers around the world. Many of these conflicts stem from marginalization, exclusion, inequality – essentially, from negative responses to diversity in

society. Pluralism must therefore be at the root of peacemaking. A commitment to pluralism has the potential to transform peacemaking. Building peace agreements that lead to changes at the levels of 'hardware' (institutional change) and 'software' (behavioural change) will engender more durable agreements and prevent future conflict. The Centre is thus focusing its efforts on supporting peace practitioners to place pluralism at the centre of all peace processes.



#### IN 2020, THE CENTRE DEEPENED ITS INVOLVEMENT IN THIS FIELD BY CONVENING EXPERTS, PRESENTING AT INTERNATIONAL EVENTS AND PUBLISHING NEW RESEARCH

- Hosted an expert roundtable and published key recommendations on the state of peacemaking globally and the role Canada can play
- Convened a virtual book launch of *Diversity, Violence and Recognition: How Recognizing Ethnic Identity Promotes Peace* by Elisabeth King and Cyrus Samii of New York University. In a discussion moderated by Obi Anyadike, Senior Africa Editor at *The New Humanitarian*, the authors emphasized the importance of formal recognition of ethnic identity as a strategy for building peace
- Published a paper by Stefan Wolff of Birmingham University entitled, "Intersections: Pluralism and Conflict Prevention", exploring how to take a pluralistic approach to conflict prevention
- Contributed to international dialogue about peacemaking with presentations at the Asian Peace Practitioners' Research Conference, the European Institute of Peace and several others
- Joined an international network of over 15 universities, think tanks and civil society organizations, "Indigenous and Afrodescendants in Colombia: Peace, Territory and Transformation", that seeks support for the implementation of the Ethnic Chapter of the

Peace Accords, and convened a virtual roundtable for Canadian government officials and the diplomatic community in Colombia to explore how the international community can support this effort

• Demonstrated the relevance of pluralism through content spanning seven themes, including peacebuilding, education, media and technology, migration and inclusive economies

including the Rt. Hon. Adrienne Clarkson, the Rt. Hon. Joe Clark, Eduardo Stein, Justice Albie Sachs, Nanjala Nyabola and Jean-Marie Guéhenno

- Demonstrated the relevance of pluralism through content spanning seven themes, including peacebuilding, education, media and technology, migration and inclusive economies

#### INCREASED SOCIAL MEDIA ENGAGEMENT AND ONLINE PRESENCE

- Produced a short video in four languages promoting the call for nominations for the Global Pluralism Award that was viewed over 1.1 million times
- Reached 53,000 viewers with a "pluralism shout-out" social media campaign, which engaged champions of pluralism from the Centre's networks
- Gained 1,689 new followers on social media (Facebook, Twitter and LinkedIn) and increased new users to the website by 12% compared to 2019, with 31,937 new users as of December 7<sup>th</sup>

## Digital Communications

With the onset of the pandemic and new restrictions to travel and public gatherings, the Centre intensified its online communications activities. The focus turned to original content creation and digital engagement. The Centre quickly and successfully expanded its digital presence and reached audiences around the world with curated, unique analysis about addressing the inequality and exclusion surfaced by the pandemic. New approaches to delivering online content, outreach and events were tested in 2020, increasing the Centre's visibility and virtual convening power.

#### IN 2020, THE CENTRE LAUNCHED A NEW DIGITAL PUBLISHING PLATFORM - PLURALISM AND THE PANDEMIC PORTAL

- Published analysis and interviews from 37 thought leaders and practitioners from 16 countries,



Illustration from the *Pluralism and the Pandemic Portal*.  
Credit: Brandon Serbec

# Plans and Priorities 2021

A winner of the 2019 Award, the Center for Social Integrity (CSI), based in Myanmar, is one of the many community organizations that has had to adapt its operations due to COVID-19. CSI offers a food security workshop in Northern Rakhine State (top photo). CSI has now also included the distribution of hygiene kits and COVID-19 awareness sessions into its programming (bottom photo).

Photo courtesy of CSI

## BEYOND RECOVERY: THE POWER OF PLURALISM IN A DIVIDED AGE

The challenges of 2020 have emphasized the importance of advancing pluralism around the world. In 2021, as societies start looking to recover, the Centre's work will seek to address the important question, how do we go beyond recovery to fully embrace the power of pluralism to mend divisions and build our common humanity?

The Centre will continue to work with a broad constituency of partners, thought leaders and practitioners to demonstrate the relevance of pluralism in the post-pandemic context. The Centre's programs will launch practical tools and analysis to inform a pluralistic recovery. In addition, the Centre will expand into new areas of work and increase its impact globally as societies work to rebuild.



## 4 / Plans and Priorities 2020

### Global Pluralism Award

*Recognizing, supporting and inspiring positive responses to diversity*

The 2021 Award cycle offers opportunities to inspire and inform by bringing to light exceptional examples of pluralism in action. The Centre will continue its practice of careful due diligence and working closely with Award laureates to bring their initiatives to a wider audience.

This program aims to:

- **Raise awareness**  
Amplify the exceptional achievements of the 2019 Award recipients with multi-media communications
- **Share stories**  
Announce the finalists for the third cycle of the Award and share their stories of impact, following

a rigorous selection process and final due diligence

- **Improve long-term engagement**

Develop new strategies to support alumni of the Award and involve them in the ongoing work of the Centre

### Educating for Pluralism

*Advancing pluralism through education*

While education will continue to be under strain as societies emerge from the pandemic, pluralistic education will be ever more important to support the full development of students' critical thinking skills and positive engagement with difference. The Centre will build on its commitment to offer practical tools for educators as the Education team pilots new resources in 2021.

This program aims to:

- **Pilot new resources**

Facilitate the implementation of the *Pluralism Reflection Tool* for Schools and six new professional development modules for teachers (pilot phase)

- **Reach new audiences**

Develop institutional partnerships and facilitator training to allow for the expansion of these resources to new global contexts and educators

- **Build on success**

Following the impactful online professional development program on anti-Black racism, develop an annual summer program on a range of themes to be delivered to educators around the world

### Global Pluralism Index

*Assessing and monitoring the health of pluralism around the world*

Understanding pluralism and identifying practical policy responses to address marginalization and inequality will be core governance challenges in the coming years. The Global Pluralism Index will expand its analysis to offer analytical, evidence-based support to this effort. This program aims to:

- **Expand knowledge base**

Complete assessments in up to 18 countries (exact number pending funding approval)

- **Strengthen governance**

Establish an international steering committee of eminent persons

- **Advance partnerships**

Deepen partnerships with large-scale data collection organizations, such as Afrobarometer and World Values Survey, and secure additional institutional partners to ground the Index in local contexts, support implementation and facilitate engagement with in-country stakeholders, such as policymakers and the media

### Analysis and Publications

*Content, resources and tools to inform practice*

To move beyond recovery and think more widely about how societies can address grave challenges to pluralism, collective spaces to think and reflect are urgently needed. The Centre will continue to contribute to

these global reflections by publishing research and analysis, and convening dialogue. This work aims to:

- **Shape a new research agenda**

Develop a plan to inform the Centre's analytical work on emerging global issues and trends

- **Address knowledge gaps**

Use the Global Pluralism Index findings to focus future content and practitioner engagement, with the goal of filling key gaps in policy and practice

- **Publish content**

Publish the *Pluralism Lens on Diversity*, a synthesis of the Centre's research and analytical approach which frames the country-level analysis of the Global Pluralism Index

### Building Peace and Preventing Conflict

*Program in Development*

Building on discussions with experts in peace and conflict over the past two years, the Centre continues to improve its understanding of how pluralism can contribute to durable peace and support conflict prevention.

In 2021, the Centre aims to develop the capacities, resources and tools to support a range of actors advancing peace processes around the world. As these actors begin to see the value and practical benefit of applying a pluralism lens to their work, the Centre's aim is to have pluralism emerge as a central feature of peace processes and a substantive outcome of peace agreements.

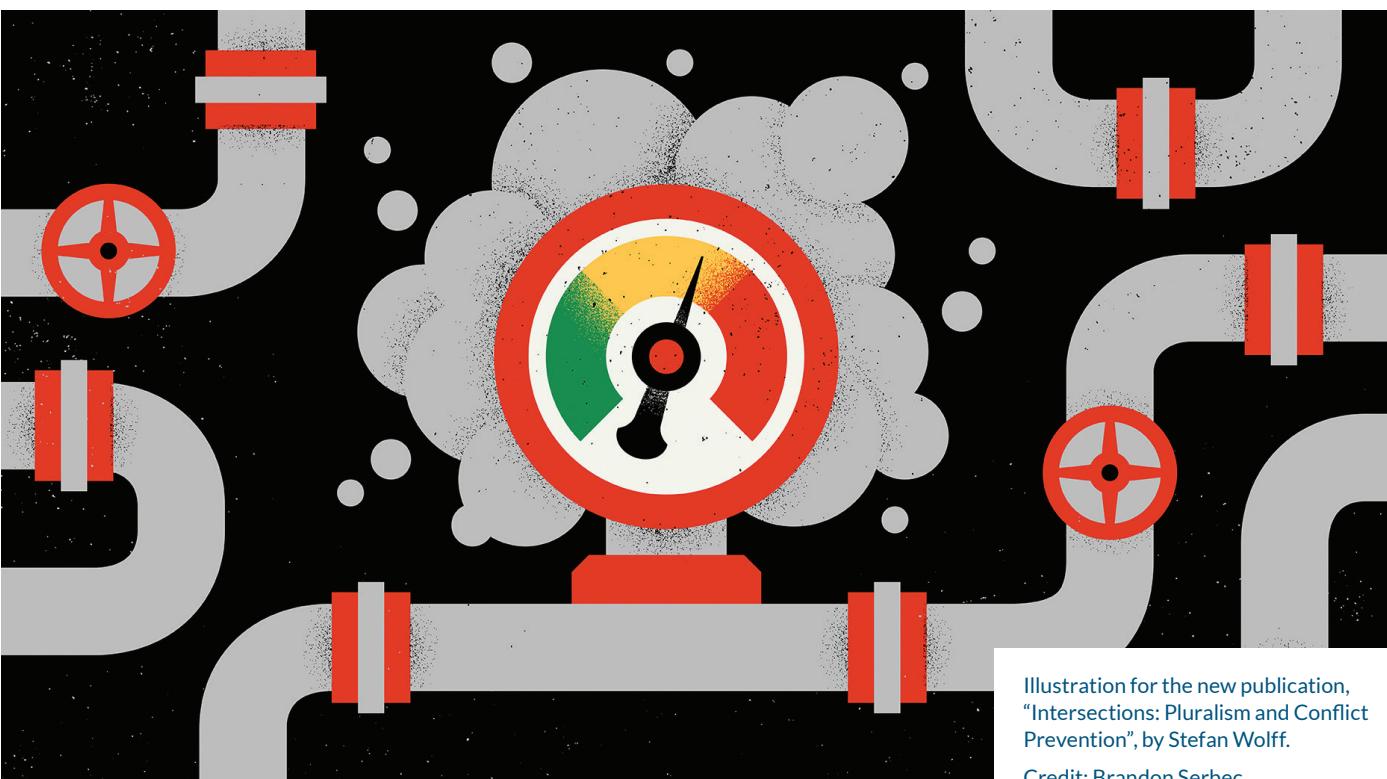


Illustration for the new publication,  
"Intersections: Pluralism and Conflict  
Prevention", by Stefan Wolff.

Credit: Brandon Serbec

# Projected Outcomes 2021-2023

## Building a global commitment to pluralism

In the coming three years, the Centre's core programs will broaden awareness of and a global commitment to pluralism. By offering the tools and analysis to inform practical action and decision-making, and by supporting exemplary actors, the Centre will help to advance pluralism in societies around the world. The Centre will seek to scale up existing programs and expand into new areas of work, and will increase its partnerships and funding to this end.

### In 2021

#### Global Pluralism Award will

- Increase awareness of pluralism by amplifying the achievements of Award recipients, alumni and jurors with targeted communications
- Expand the Award's impact and reach by completing the third Award selection process and announcing the finalists
- Strengthen ongoing collaboration and connections with the Award alumni by designing and launching an alumni engagement strategy

#### Educating for Pluralism will

- Support educators with new professional development modules and the summer workshop series

- Equip institutions to address exclusion through the implementation of the *Pluralism Reflection Tool for Schools*
- Develop institutional partnerships and collaborations to expand the program's impact across a range of contexts and educator audiences

#### Global Pluralism Index will

- Expand knowledge and data about pluralism with new findings from a range of different country contexts
- Test engagement with key government and non-governmental actors in select contexts
- Strengthen governance structures and partnerships to continue scaling implementation over the coming years

#### Analysis and Publications will

- Position the Centre to be responsive to new global trends and address knowledge gaps with the creation of a new research agenda and publications
- Convene discussions among practitioners to disseminate research and contribute to wider thinking on pluralism

#### Communications and Public Affairs will

- Increase global awareness of the currency of pluralism and create new opportunities for dialogue through thought leadership initiatives, communications campaigns and the Annual Pluralism Lecture
- New funding is secured to support program growth, expansion and impact

#### Building Peace and Preventing Conflict will

- Strategically orient the Centre to be a partner to a range of actors advancing peace processes around the world

### By 2023

- 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 widely accessed and consulted to inspire action and inform policy and practice in an expanded number of countries and sectors
- Teachers and education leaders are engaging with the Centre's resources and content to address diversity in the classroom and strengthen pluralism in their school environments
- Highly respected thought leaders are engaging in public discourse and writing on pluralism, bringing awareness of the Centre's work to a growing global audience
- The Centre is widely viewed as a global destination and platform for dialogue and learning about pluralism through its rigorous analysis, timely resources, high-quality events and thought-provoking commentary
- New funding is secured to support program growth, expansion and impact

# Endowment 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 managers and custodian, the Fund is invested according to the Statement of Investment Policy adopted by the

Board of Directors. The portfolio managers continue 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's performance reflects the volatile year on the markets due to the pandemic. From January to

September 2020, the Fund's value dropped by 2.0% (or \$1.4m), resulting in a gross deficit of \$3.9 million after covering the monthly draws of \$2.5 million.

The Fund balance as of September 30, 2020, was \$64.9 million. Gross growth of the Fund since inception was \$27.8 million, comprised of \$15.6 million in interest, dividends, and fund distributions, with \$11.2 million in realized capital gains, and \$1.0 million in unrealized capital gains.

GCP Endowment Fund (\$'000)	Jan - Mar 2020	Apr-Jun 2020	July-Sep 2020	YTD 2020
Portfolio Value at Beginning of the Period	68,811	60,038	63,958	68,811
Interest, Dividends and Fund Distributions	556	545	511	1,612
Realized Capital Gains	680	(267)	(906)	(493)
Unrealized Capital Gains/ (Losses)	(9,109)	4,492	2,052	(2,565)
Portfolio Value before Withdrawals	60,938	64,808	65,615	67,365
Withdrawals for Operating Expenditures	(900)	(850)	(750)	(2,500)
Portfolio Value at the End of the Period	60,038	63,958	64,865	64,865

Performance (% return) Period ending September 30, 2020	YTD 2020		
	Fund (Net)	Benchmark	Median
Overall Portfolio	-2.0	4.1	
<u>Underlying Funds:</u>			
Canadian Equity	-17.3	-3.1	-3.5
Foreign Equity	-4.9	5.2	2.7
Bonds	7.1	7.1	8.2
Commercial Mortgages	3.7	4.8	5.3

# 7

## Projected Expenditures and Revenues

The prudent management of the Centre's operating costs remains a key priority for the coming years.

In October 2020, the Board of Directors approved an annual budget for 2021 of up to \$3.71 million. This total amount includes the annual draw from the Endowment as specified by the Centre's Spending Policy, a carry-forward from 2020, and external funding from the IDRC and individual donations.

In 2021, program spending is projected to account for 91% of the Centre's total expenditures.

# 8

## Risk Mitigation

In October 2020, the Board of Directors reviewed and updated the Risk Management Framework, which includes targeted risk mitigation strategies, including new considerations due to the COVID-19 crisis. 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
- 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

mandated Board sub-committees. The Board has adopted a self-assessment system.

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.

### NEW CONSIDERATIONS ADDED IN 2020:

**Transparency:** As the Centre's engagements with Canadian government officials on fundraising and policy reform increase, the Centre has registered under the federal Lobbying Act. Guidelines have been developed to explain obligations and to guide staff in reporting on eligible activities. The registration is in effect as of October 15, 2020.

**COVID-19:** To effectively respond to the current crisis, a business continuity plan is in place, including COVID-19 work-from-home policies, cost savings and budgeting processes.

# 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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