

# Corporate Plan 2022



GLOBAL  
CENTRE FOR  
PLURALISM

CENTRE  
MONDIAL DU  
PLURALISME



“I see you and I won’t forget.”

A mural in Kabul, Afghanistan painted by ArtLords, a 2021 Global Pluralism Award finalist.

Photo courtesy of ArtLords

“We have been taught for so long that an answer must always follow a question – that if we cannot point to a resolution then we have failed. But what if, in that space between knowing and confusion, is an entire landscape where something else beyond answers but equally vital exists? What if, cradled within each moment of encounter, is a force that can lead us towards real transformation? What if to be disturbed is just one step towards that journey? What if every step forward takes us not into the territory of comfort and certainty, but towards new disruptions and greater leaps?”

– 2021 Annual Pluralism Lecturer, author Maaza Mengiste, from her lecture “*The Moment of Encounter: History, Disruptions, and Transformations*”, delivered virtually May 2021



Still of Maaza Mengiste in conversation with Nahlah Ayed, host of CBC Radio's *Ideas*, from the 2021 Annual Pluralism Lecture.

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# Secretary General's Message

*“Advancing pluralism globally has never been so urgent”*



As we end our second year of programming in the pandemic, we are facing a global community that is more divided and troubled than we have seen in recent history. This period has witnessed the rise of movements around racial and social justice and equity; global divisions and polarization; failures to deliver peace (starkly, and tragically, in Afghanistan, Ethiopia, Myanmar, and in so many other places); and challenges to democracy and civic space across the world. In the face of these challenges, our work at the Centre has continued to grow, and we are aware that advancing pluralism globally has never been so urgent.

In 2021, we continued to build our global profile as an organisation, and importantly are expanding our resource base. We have developed and expanded our work on Peace and Conflict, and at the same time, we learned from and deepened the impact of our existing programs.

Through the difficulties of this year, the ten Finalists for the Global Pluralism Award inspire us to see where action is possible, even in challenging settings. Our International Jury selected ten outstanding Finalists from over 500 applications from 70 countries.

We will celebrate and champion their achievements in the coming months,

while also saying farewell to our extraordinary Jury Chair, the Rt. Hon Joe Clark, who has shepherded the Awards process since inception. We owe him a huge debt of gratitude for his commitment to the Award.

We have made great progress with our Global Pluralism Monitor, which will help societies around the world navigate the challenges that come from living with diversity. Our practical support to educators through our Educating for Pluralism program is more important than ever, as educators manage the challenges of teaching during Covid-19 while responding to the systemic global inequities the pandemic has surfaced and exacerbated. We continue to believe that a pluralist approach to education is one of the most impactful ways we can transform societies to genuinely embrace diversity and better grapple with the huge social challenges we are facing.

In 2022, we will continue to build high-quality programs that position pluralism as a powerful approach to current and emerging issues across a range of fields. Through partnerships developed in 2021, our ability to influence larger players to place pluralism as a core guiding lens of their work is taking shape. For example, through our role as co-convenor on pluralism for the Principles for Peace Global Platform, we are shaping thinking around transformation in peacemaking.

This year has the possibility to be a watershed in Canada. With the uncovering of the graves of Indigenous children at former Residential Schools, we hope that from this trauma the country will emerge on a more dedicated path towards truth and reconciliation.

The TRC Calls to Action towards reconciliation with Indigenous Peoples are central to Canada's pluralism journey, and the Centre is committed to playing a role to advance reconciliation. We believe firmly that concepts of pluralism, which have existed in societies throughout history, can contribute towards reconciliation here in Canada, as well as supporting advancement of Indigenous rights globally and we look forward to deepening our work in this area in the coming year.

Pluralism is, at its heart, a simple concept, but also one that can be misunderstood. For our work to be truly transformative, we will invest time with our collaborators and partners, discussing, co-creating, and learning from one another. We feel confident that this investment will result in programs that achieve a level of quality that will demonstrate the relevance and utility of our work across a range of contexts. We are conscious that other issues must be on our radar, including the power of the online space to divide – despite its potential to connect.

Building resilience to global crises requires an enduring commitment to inclusion across the entire spectrum of society. This long-term work demands sustained dedication, complicated conversations, and a careful look at the root causes of exclusion that lead to crises. In the face of rising marginalization, exclusion and inequality, we are more determined than ever to inspire pathways to pluralism around the world.

**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. We work with policy leaders, educators, peacemakers 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 teachers to advance pluralism in their classrooms and through their curricula.

#### **PEACE AND CONFLICT**

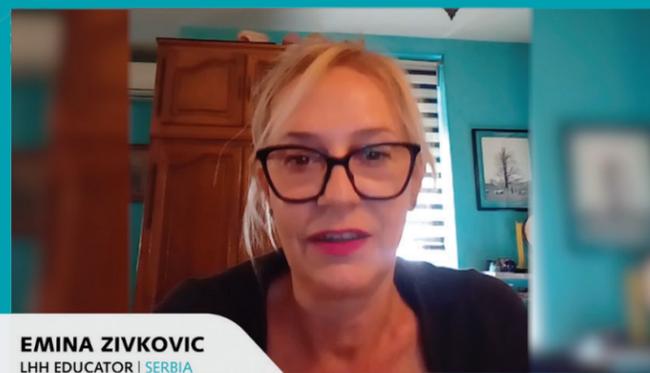
Applying a pluralism lens to support and transform peace processes around the world.

*Above photo: Staff at the Centre's global headquarters in Ottawa, with Andrew Lyght's Universal Picture 3 in the background. The piece is part of the Centre's new collection from the Canada Council Art Bank.*

## STILLS FROM THE PLURALISM IN PRACTICE IMPACT CAMPAIGN



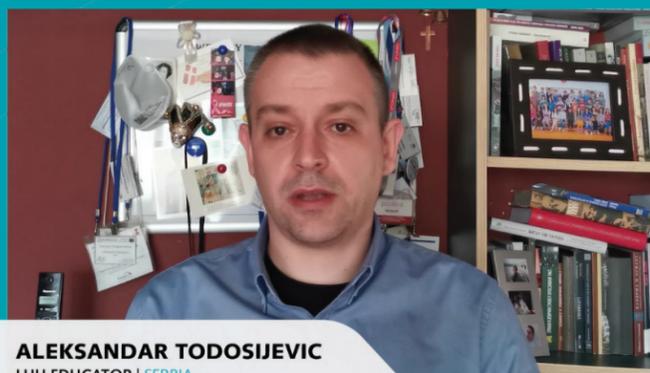
**MIRE MLADENOSKI**  
LHH EDUCATOR | NORTH MACEDONIA



**EMINA ZIVKOVIC**  
LHH EDUCATOR | SERBIA



**MELISA FORIC**  
LHH EDUCATOR | BOSNIA



**ALEKSANDAR TODOSIJEVIC**  
LHH EDUCATOR | SERBIA



**IGOR JOVANOVIC**  
LHH EDUCATOR | CROATIA

Stills from the Pluralism in Practice impact campaign featuring 2019 Global Pluralism Award winners, Learning History that is Not Yet History, June 2021.

Clockwise from top left:  
Mire Mladenoski,  
Emina Zivkovic,  
Aleksandar Todosijevic,  
Igor Jovanovic,  
Melisa Foric

## 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. While diversity and how it is expressed in every country, community and nation will have its own character, the need to engage with diversity exists in all societies.

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.

*“The pandemic, and the inequalities it has magnified, are a stark reminder of the urgency with which we must come together across our differences to build a more inclusive society.”*

– Princess Zahra Aga Khan

## 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  
James Mwangi

Azim Nanji  
Dr. Marty Natalegawa  
Margaret Ogilvie  
Khalil Shariff

# Highlights and Results of 2021

## HIGHLIGHTS AND RESULTS OF 2021

In 2021, the Centre's existing programs continued to advance while making exciting progress in new areas. While championing the work of **Global Pluralism Award** alumni, the 2021 Award cycle has produced 10 exceptional finalists from an unprecedented number of high-quality submissions. The **Global Pluralism Monitor** has made great strides, nearing completion of 18 in-depth country assessments and developing a strategic engagement approach for the Monitor findings

that will ensure better understanding of diversity and inform policymaking and interventions around the world. Our **Educating for Pluralism** program produced and launched the *Pluralism Reflection Tool for Schools* to produce valuable and timely tools and resources to help educators advance pluralism in their classrooms. The Centre also expanded its contributions to the field of **Peace and Conflict** with the publication of a foundational paper on pluralism and peace processes.

Puja Kapai, a 2021 Global Pluralism Award finalist, in conversation with Secretary General Meredith Preston McGhie at *Celebrating Pluralism in Action: Spotlight on the 2021 Global Pluralism Awards Finalists* at the Canada Pavilion at Expo 2020 Dubai, November 2021.



### 3 / Highlights and Results of 2021

#### INTERNATIONAL JURORS FOR THE THIRD CYCLE OF THE GLOBAL PLURALISM AWARD



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

Right: Bahiya, the Little Zebra, one of the titles from African Bureau Stories, 2019 Award winner Deborah Ahenkorah's social enterprise. In collaboration with the Centre, African Bureau Stories launched the print edition of this title, June 2021.

Photo courtesy of Deborah Ahenkorah

#### GLOBAL PLURALISM AWARD

The Global Pluralism Award recognizes pluralism in action by celebrating and supporting the achievements of organizations, individuals, governments and businesses of any nationality who are building more inclusive societies worldwide. By highlighting exceptional examples, the Award seeks to inspire actions worldwide towards pluralism. Award recipients are selected by an independent, international jury chaired by the Rt. Hon. Joe Clark, the former Prime Minister of Canada. In 2021, following a rigorous due diligence and jury review process, the jury selected ten outstanding finalists for the Award, with the three winners expected to be announced at a virtual ceremony in February 2022.

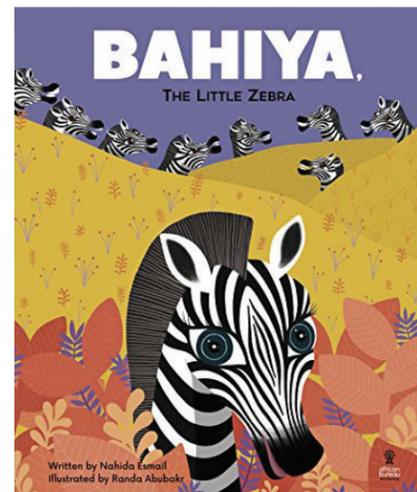
#### Showcased the work of 2021 Finalists and award alumni to global audiences

In 2021, the Centre championed the work of this year's Award finalists and maintained commitment to supporting the work of our alumni. To that end, the Centre held a series of communications and outreach activities throughout the year:

- The Award finalists from the current cycle were showcased through a global media campaign that received significant local and international media coverage, reaching an estimated audience of 1.7 million.
- The work of the 2021 Global Pluralism Award finalists was featured at high-visibility

international events, including an online panel discussion *Reimagining Civic Space: Putting Pluralism at the Centre* at the 2021 Paris Peace Forum and a hybrid event *Celebrating Pluralism in Action: Spotlight on the 2021 Global Pluralism Awards Finalists* at the Canada Pavilion at Expo 2020 Dubai, organised in partnership with the Canadian Mission to the United Arab Emirates.

- The Centre hosted an online book launch with Deborah Ahenkorah, children's book publisher and 2019 Award winner. The conversation during the launch explored the critical need for representation in children's literature worldwide, the de-colonization of the arts, and how Ahenkorah's work contributes to building pluralistic societies.
- An online impact campaign featuring the 2019 Global Pluralism Award winners further promoted the exceptional and inspiring work of our alumni.



#### IN 2021, THE AWARD SELECTED AND ANNOUNCED 10 FINALISTS

In early November, the following ten finalists were selected from a pool of nearly 500 high-quality submissions from 74 countries:



#### ALL OUT Global

All Out is a global LGBTQ+ movement committed to creating a world where nobody has to sacrifice their family, freedom, safety or dignity because of who they are or who they love.



#### ARTLORDS Afghanistan

ArtLords combines street art and activism to facilitate social transformation and trauma healing, in Afghanistan and around the world.



#### CAROLINA CONTRERAS, MISS RIZOS, Dominican Republic/USA

Carolina Contreras is a social entrepreneur who empowers Afro-Latinas by redefining beauty standards through Miss Rizos, her curly-hair salons in the Dominican Republic and the US.



#### COMMUNITY BUILDING MITROVICA Kosovo

Community Building Mitrovica creates safe spaces for dialogue and relationship-building across ethnic divides in northern Kosovo.



#### HAND IN HAND: CENTER FOR JEWISH-ARAB EDUCATION IN ISRAEL, Israel

Hand in Hand: Center for Jewish-Arab Education in Israel is a network of integrated, bilingual and multicultural schools equipping a new generation to live together in cooperation and respect.



#### LENIN RAGHUVANSHI, PEOPLE'S VIGILANCE COMMITTEE ON HUMAN RIGHTS India

Lenin Raghuvanshi is a human rights defender working to challenge caste discrimination and advance the rights of India's most marginalized communities.



#### NAMATI KENYA Kenya

Through a network of community paralegals, Namati Kenya provides free legal aid to historically excluded communities who lack legal documentation – national identity cards they need to access even the most basic services.



#### PUJA KAPAI, THE UNIVERSITY OF HONG KONG Hong Kong

Puja Kapai is a researcher, lawyer, professor and social justice advocate who challenges gendered and racialized cultural norms and champions equal rights for Hong Kong's ethnic minorities.



#### ROSE LEMAY, INDIGENOUS RECONCILIATION GROUP Canada

Rose LeMay is Tlingit First Nation and CEO of Indigenous Reconciliation Group, an organization that through education is changing the mindset of non-indigenous Canadians, encouraging them to take their first steps towards reconciliation.



#### TRÉSOR NZENGU MPAUNI, TUMAINI LETU Malawi

Trésor Nzengu Mpauni is a Congolese hip-hop artist, slam poet and founder of Tumaini Festival, an international arts and music festival hosted in the Malawian refugee camp he calls home.

### 3 / Highlights and Results of 2021

#### GLOBAL ANALYSIS

As levels of inequality, marginalization and division rise, the task of building peaceful and inclusive societies has become ever more urgent and critical for countries' future success. Vulnerable groups, including religious and ethno-cultural minorities, Indigenous groups, women and girls and others are subject to various forms of exclusion in political, economic and social domains. Fostering more just, peaceful and prosperous societies requires that these exclusions be addressed. A holistic and measured understanding of how these issues play out in a given context is necessary if policymakers and practitioners are to take action.

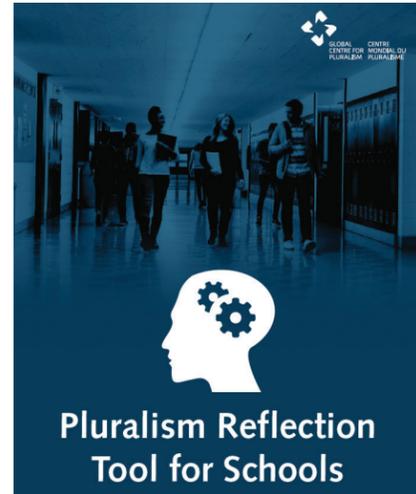
In response to this need, this year the Centre launched implementation of the Global Pluralism Monitor (formerly, the Global Pluralism Index). The Monitor will provide policymakers, practitioners and changemakers around the world with high-quality data and analysis to be able to identify the gaps in their country's treatment of diversity across economic, political and cultural spheres, and to track trends towards inclusion or exclusion over time.

#### In 2021, the Global Analysis team scaled up the work of the Global Pluralism Monitor

- Expanded the Centre's network of pluralism experts and related organizations in the process of developing country assessment

teams for the Global Pluralism Monitor in 18 countries

- Completed draft Global Pluralism Monitor assessments for 12 countries, with six more due in early 2022. Scaling up the work of the Monitor increases understanding of different countries' unique treatment of diversity and supports policymaking in a wider range of contexts.
- Implemented the Monitor's Pluralism Perceptions Survey in 12 countries outside of Africa and more focused perceptions surveys across +30 countries in Africa. The Pluralism Perceptions Survey is unique national-level survey built into the Monitor's methodology capable of capturing new data about popular perceptions of belonging and inclusion in a society.
- Developed a multitrack engagement strategy to guide outreach to national and international stakeholders on Monitor findings and recommendations. International engagement will bring important findings on global trends to relevant international policy fora to support policy and programming in a wide array of contexts, while national engagement is designed to enable optimal use of Monitor reports for in-country processes led by in-country stakeholders.



Cover of the "Pluralism Reflection Tool for School" from the education program. This tool equips school leaders and educators to identify and address exclusion in their schools.

#### EDUCATING FOR PLURALISM

Education is critical to building inclusive societies that are resilient to fear and hate. Grounded in the belief that schools are incubators for inclusive and equitable societies, the Educating for Pluralism program equips educators and educational professionals with the knowledge, skills, strategies and resources to advance pluralism in their classrooms and across broader educational environments. This year, the education team worked closely with partners on piloting our tools and educator professional development.

#### In 2021, the Education Program continued to support critical conversations on anti-Black racism

- In partnership with the Canadian Commission for UNESCO (CCUNESCO), the Centre published a policy brief, *From Reflection to Action: Addressing Anti-Black Racism in Canadian Schools*, based on the recommendations made by participants of the "Talking about Racism in the Classroom" professional development series
- The Centre co-hosted a webinar with CCUNESCO for over two hundred school leaders and policy makers from across Canada to discuss implementing the recommendations in the *From Reflection to Action* policy brief
- Through the newly launched online educator platform, MOZAIKO, the Education team created an online group with participants from the "Talking About Racism in the Classroom" summer 2020 professional development series, to encourage participants to continue the discussions started in the training, and forge deeper connections

#### Developed and tested new content for educators

- The Centre's education team facilitated webinars for over 100 educators, administrators and board members of the Canadian Accredited Independent Schools
- Piloting of the *Pluralism Reflection Tool for Schools* was formally launched in five schools and two school boards (British Columbia and Quebec) across Canada.

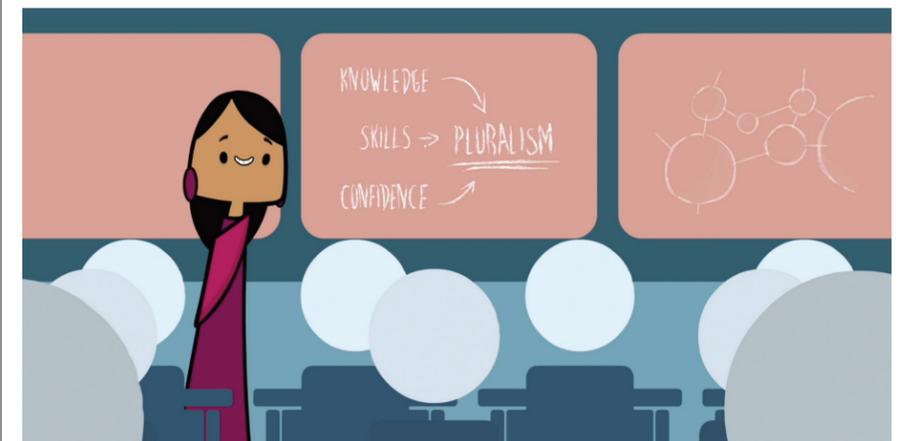
The Reflection Tool is a strategic planning resource that equips school leaders and educators to identify and address exclusion in their schools.

- The Pluralism Reflection Tool for Schools was adapted for use by universities and other higher education institutions
- The global pilot of the Centre's professional development training program for educators was launched with implementing partner, EUROCLIO (European Association of History Educators). The team developed animated videos and an assessment framework for the six-module, online professional development course, to be piloted with 40 educators drawn from countries in Europe, Africa, Asia, and the Americas.
- With funding from the Konrad Adenauer Stiftung, the Education team developed a new *Pluralism in Education Systems Assessment Framework* that was piloted in

Germany. This country-level assessment facilitates a deeper understanding of the structures and policies around the education sector and their treatment of diversity.

- The Centre signed a memorandum of understanding (MOU) with the University of Calgary and the Aga Khan University to enhance collaboration among the three institutions in the areas of research, knowledge production and exchange related to pluralism. Some initial collaborations include work on a Pluralism and Global Citizenship Education Symposium and advice and input on the University of Calgary's new Embedded Certificate in Pluralism and Global Citizenship.

Still photo from one of the Educating for Pluralism professional development videos. This program equips educators with the knowledge, skills and confidence to advance pluralism in their schools.



### 3 / Highlights and Results of 2021



Panellists at the Centre's event, *Beyond Recovery: The Power of Pluralism in a Divided Age*, April 2021.

Clockwise from top left: Dr. Comfort Ero, International Crisis Group; Ms. Kim Ghattas, Carnegie Endowment for International Peace and Global Pluralism Award Juror; Dr. Wendell Nii Laryea Adjetei, McGill University.

Credit: Karen Ng-Hem

#### PEACE AND CONFLICT PROGRAM

With the global disruptions that have occurred in the past decade, the international community is more entrenched in long-term conflicts than ever before. New approaches and tools of peacemaking are urgently needed to address conflicts stemming from marginalization, exclusion and inequality. Based on a conviction that pluralism could be the foundation for lasting peace, the Centre's emerging Peace and Conflict Program focuses on supporting a wide range of peace practitioners and stakeholders seeking to place pluralism at the centre of peace processes and conflict prevention efforts.

#### In 2021, the Centre engaged in the international peace and conflict field through research, conferences, and partnership.

- The Centre published a foundational paper, *Pluralism in Peace Processes*, which presents pluralism as an urgent, transformative approach to peacemaking. This paper is being used to inform a range of discussions with peace practitioners and stakeholders.
- In partnership with the Centre for Humanitarian Dialogue, the Centre commissioned thematic papers that apply a pluralism lens to different elements of the peace process, including security sector reform and refugees and displacement
- The Centre joined Interpeace's *Principles for Peace Global Platform* initiative as a co-convenor on pluralism to re-frame traditional

Graphic for the Centre's first virtual Annual Pluralism Lecture. Livestreamed to over 2000 people, this new format allowed for wider reach than our in-person Lecture and presented new possibilities for this flagship event in the future.

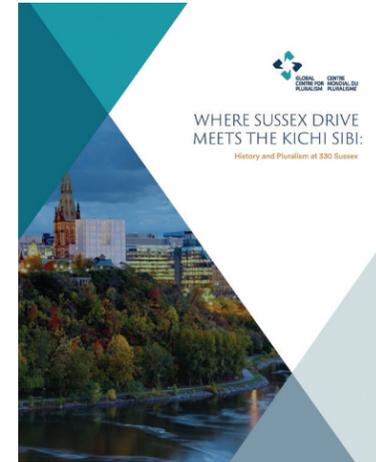


approaches to peace processes rooted in a principle that respect for diversity, at the core of peacemaking will lead to more sustainable peace

- The Centre partnered with the Compaz Foundation for the project *Peace Process Open Library*, to apply a pluralism lens to a digital archive of the peace talks in Colombia

#### COMMUNICATIONS AND PUBLIC AFFAIRS

This year, the Communication and Public Affairs team continued to expand the Centre's digital presence and reach new audiences around the world while planning ahead for a return to in-person convening when possible. As always, efforts were guided by the goals of engaging thought leaders across different sectors and regions; generating dialogue about pluralism; amplifying our programs; and delivering the flagship Annual Pluralism Lecture.



Cover page of "Where Sussex Drive Meets the Kichi Sibi", an Indigenous historical report on the site of the Centre's headquarters at 330 Sussex Drive.

Credit: Karen Ng-Hem

In addition to supporting program events and resources across the organization, in 2021 the Communications team:

- Presented the 8th Annual Pluralism Lecture in partnership with the University of British Columbia. Ethiopian novelist and 2020 Booker Prize finalist Maaza Mengiste delivered the lecture, called *The Moment of Encounter: History, Disruptions, and Transformations*. The event, which included a conversation between Mengiste and Nahlah Ayed, host of CBC Radio's *Ideas*, was livestreamed and has been viewed over 7,000 times, and received both Canadian and international media coverage.
- The Centre partnered with Global Affairs Canada to create a toolkit using the 2021 Lecture

for Canadian missions abroad to engage with the content of the Lecture and repurpose the video for their own events, widening the Lecture's reach

- Several online events were produced in line with the year's communications theme, *Beyond Recovery: The Power of Pluralism in a Divided Age*. In partnership with the International Crisis Group, the Centre launched this series of events with a virtual panel discussion in which leading experts in conflict prevention, history and politics examined how societies worldwide can take concrete steps towards a recovery that is more meaningful, tangible and sustainable for all. A video was produced featuring pluralism champions, including Award laureates, to accompany the event.
- Secretary General Meredith Preston McGhie delivered remarks or moderated discussions at 20 events, increasing the Centre's global reach. Events included sessions with the diplomatic corps in Ottawa, the Finnish Ministry of Foreign Affairs and collaborations with Universities in Canada and abroad. Ms. Preston McGhie gave remarks on peacemaking to a range of audiences, including Women Mediators across the Commonwealth.
- The Centre collaborated with Archipel Research and Consulting, an Indigenous-owned, women-led research firm, to complete an Indigenous historical report on the site of the Centre's headquarters at 330 Sussex Drive.
- The art in the Centre's global headquarters in Ottawa was updated with a new collection that highlights the principles of pluralism and represents the diverse peoples, cultures and artmaking practices of Canada.



Secretary General Meredith Preston McGhie with leaders from the Ismaili Community in Dubai at *Celebrating Pluralism in Action: Spotlight on the 2021 Global Pluralism Awards Finalists* at the Canada Pavilion at Expo Dubai, November 2021

# Plans and Priorities 2022

## PLANS AND PRIORITIES 2022

With division and inequalities deepened by the ongoing pandemic, the Centre's role in advancing pluralism remains an urgent task. In 2022, the Centre will continue to advance its core programs—Global Analysis, the Global Pluralism Award and Educating for Pluralism—and broaden its expertise and reach through emerging work in the field of Peace and Conflict. The Centre is also committed to supporting truth and reconciliation with Indigenous peoples in Canada and exploring avenues for pluralism to contribute to global discussions on Indigenous rights

and self determination. To remain relevant in the changing pandemic and post-pandemic landscape, the Centre will continue to focus on creative and impactful communications, particularly in the online sphere, to bolster the international profile of the Centre, grow a global audience and position the Centre as a thought leader on pluralism. In addition, the Centre will strengthen and expand its relationships with a broad constituency of partners, thought leaders and practitioners to demonstrate the relevance and power of pluralism.

Parent dialogue workshop facilitated by Hand in Hand: Centre for Jewish-Arab Education in Israel. Hand in Hand is a 2021 Global Pluralism Award finalist. Photo courtesy of Hand in Hand



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Dancers at Tumaini Letu, a cultural festival in Dzaleka Camp, Malawi founded by 2021 Global Pluralism Award finalist, Trésor Nzengu Mpauni.

Photo courtesy of Trésor Nzengu Mpauni



### GLOBAL PLURALISM AWARD PROGRAM

Recognizing, supporting and inspiring pluralism champions

With two award cycles overlapping in 2022, this year offers ample opportunities to promote Award finalists and alumni, as well as the Award itself. The Awardees offer exceptional practical examples of pluralism in action. In 2022, the Centre will complete the remaining activities for the 2021 Award cycle while launching the fourth Award cycle.

In 2022, the Award program will:

#### Celebrate Awardees

- Announce 2021 Award winners and honourable mention recipients at a high-quality, online award ceremony in February
- Promote the work of 2021 Award laureates through selected online and in-person events and networking opportunities, including an Award week in Ottawa

#### Launch new award cycle

- Launch the 2023 Award cycle, which will include a wide-reaching call for nominations, initial selection and due diligence processes, renewal of the Jury process

#### Improve long-term engagement

- Develop an Award alumni engagement strategy to amplify

the impact of the Award program and continue supporting and engaging the growing network of pluralism champions

### EDUCATING FOR PLURALISM PROGRAM

Advancing pluralism through education

In 2022, the education program will focus on concluding the testing and refining of training modules, resources and tools. The education team will also develop a strategy to scale up its projects for expansion in multiple contexts. Specifically, this program aims to:

#### Build on success

- Complete and assess the pilot of our strategic planning tool, *Reflection Tool for Schools*, which helps education leaders identify and address exclusion in their schools
- Complete and assess the global pilot of our six-module professional development training
- Develop and assess educational materials based on the work of Global Pluralism Awardees

#### Expand audiences

- Outline plans for scaling up both projects and submit funding applications to support this expansion

#### Raise awareness

- Host an international roundtable on history education, pluralism and decolonization, the results of which we will summarize and share

### GLOBAL ANALYSIS PROGRAM

Providing an evidence base for pluralism and informing practice and policy

This year, the Global Analysis Program is entering an unprecedented phase as all core activities built around the Global Pluralism Monitor are rolled out concurrently. The Analysis Program will continue to implement new Monitor assessments while testing effective approaches to post-assessment engagement, as well as develop innovative research and knowledge products based on the findings of the Monitor assessments.

### GLOBAL PLURALISM MONITOR

Assessing and monitoring the health of pluralism in selected countries and regions

With the initial 18 Global Pluralism Monitor assessments set to conclude by the end of 2021 and early 2022, the Analysis team is developing approaches for constructive engagement of in-country and international

## 4 / Plans and Priorities 2022

stakeholders on assessment findings. This engagement will focus on development of relationships at the governmental level, as well as building networks of civil society actors to support constructive dialogue and action towards more pluralist approaches in the countries under assessment. At the same time, assessments of four additional countries will commence in 2022, to ensure steady movement toward greater global coverage.

In 2022, this program aims to:

### Expand knowledge base

- Review and update the Monitor methodology and framework to incorporate lessons from 2021 implementation. New assessments will use this updated methodology
- Develop knowledge products based on perception survey data on intergroup trust and belonging, set to be completed by Afrobarometer across over 30 African countries
- Produce high-quality analysis, knowledge products and a global report based on Monitor findings

### Strengthen governance

- Convene an International Steering Committee to advise on Monitor engagement strategies

### Expand reach

- Test approaches to strategic communications and engagement, including country-level and international engagement events, to promote constructive dialogue on Monitor findings, with the goal of positioning the Monitor as an internationally recognized assessment tool
- Develop a digital platform to enable uptake of Monitor findings and position the Monitor as a key tool in the field

### ANALYSIS AND PUBLICATIONS

Content, resources and tools to inform practice

Publications are essential to broadening the understanding and use of pluralism as a core concept. In 2022, the Global Analysis team will explore externally funded research fellows to build the Centre's human resources capacity in the area of analysis and publications. To augment existing resources, the Centre will draw on both internal and external expertise to generate and peer review new publications. Specifically, the Analysis program will produce:

### Establish a Research Framework

- A foundational "pluralism primer" on the Centre's conceptual framing of pluralism, drawing

on our existing body of research and early work that explored the Centre's understanding of pluralism and why it is important

### Publish content

- A major report synthesizing key findings, themes and recommendations drawn from the first 18 Global Pluralism Monitor country assessments
- A suite of knowledge products associated with the Monitor reports, directed at key Centre audiences and stakeholders

### PEACE AND CONFLICT PROGRAM

Strengthening peace through pluralism

In 2022, the Peace and Conflict Program will expand outreach to stakeholders, test its approaches, and secure partners and donors to sustain the Centre's work in strengthening peace and supporting conflict prevention through pluralism. Specifically, this program aims to:

### Pilot new resources

- Develop and test new resources, including a series of practitioner-focused publications in intergrating

### Expand reach

- Disseminate (amongst Colombian and global audiences) the findings from the Centre's work with Fundación Compaz on the Open Peace Library, a digital historical archive of the 2012-2016 peace talks between the Colombian Government and the FARC
- As Co-convenor on Pluralism in the Principles for Peace Global Platform, ensure integration of pluralism in the global recommendations
- Support actors engaged in a range of conflict-affected contexts, to field test approaches, further informing our approach

### INDIGENOUS PERSPECTIVES ON PLURALISM

Program in Development

As Canada experiences an historic moment of reconciliation with Indigenous peoples, the Centre has been developing a series of engagements to build a body of work connecting Indigenous perspectives and pluralism. In 2022, this program aims to:

### Support Reconciliation process in Canada

- Offer space for dialogue and convening in Ottawa

### Grow expertise

- Work in partnership with Indigenous leaders to support the Centre's initial work in this area, including a focus on external programming, both in Canada and internationally, as well as an inward consideration of the Centre's institutional journey

### Build knowledge base

- Initiate a series of consultations and analytical processes to understand how pluralism and Indigenous perspectives intersect; how pluralism can contribute to core issues facing Indigenous communities globally; and how our framing of pluralism can be informed and enriched by Indigenous perspectives and knowledge systems

### Advance partnerships

- Establish partnerships with Canadian and international organizations to test and sustain programming streams

### COMMUNICATIONS AND PUBLIC AFFAIRS

Increasing the international profile of the Centre and pluralism

In 2022, the Communications and Public Affairs team aims to grow the Centre's global audience and position the Centre as a thought leader on pluralism. Specifically, this program aims to:

### Broaden public engagement

- Increase the reach and impact of all programs, especially the Global Pluralism Award and Global Pluralism Monitor, through the development of strong communications assets and outreach strategies, and strategic speaking and media opportunities for the Secretary General, program managers, and global influencers, including Awardees, Jurors, and Monitor Steering Committee members

### Deliver a flagship lecture event

- Collaborate with a Canadian university and an international media partner to produce the 2022 Pluralism Lecture along with a variety of high-quality video assets to publicize the Centre and our issue leading up to and following the event

### Generate dialogue

- When in-person gatherings become possible, convene events at the Centre, such as a roundtable event for the Indigenous-led Archipel historical report on the site of 330 Sussex Drive, or an exploration of issues arising from Monitor findings, and others

## Projected Outcomes 2022-2024

### BUILDING A GLOBAL COMMITMENT TO PLURALISM

In the coming three years, the Centre's core programs will broaden global awareness and 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.

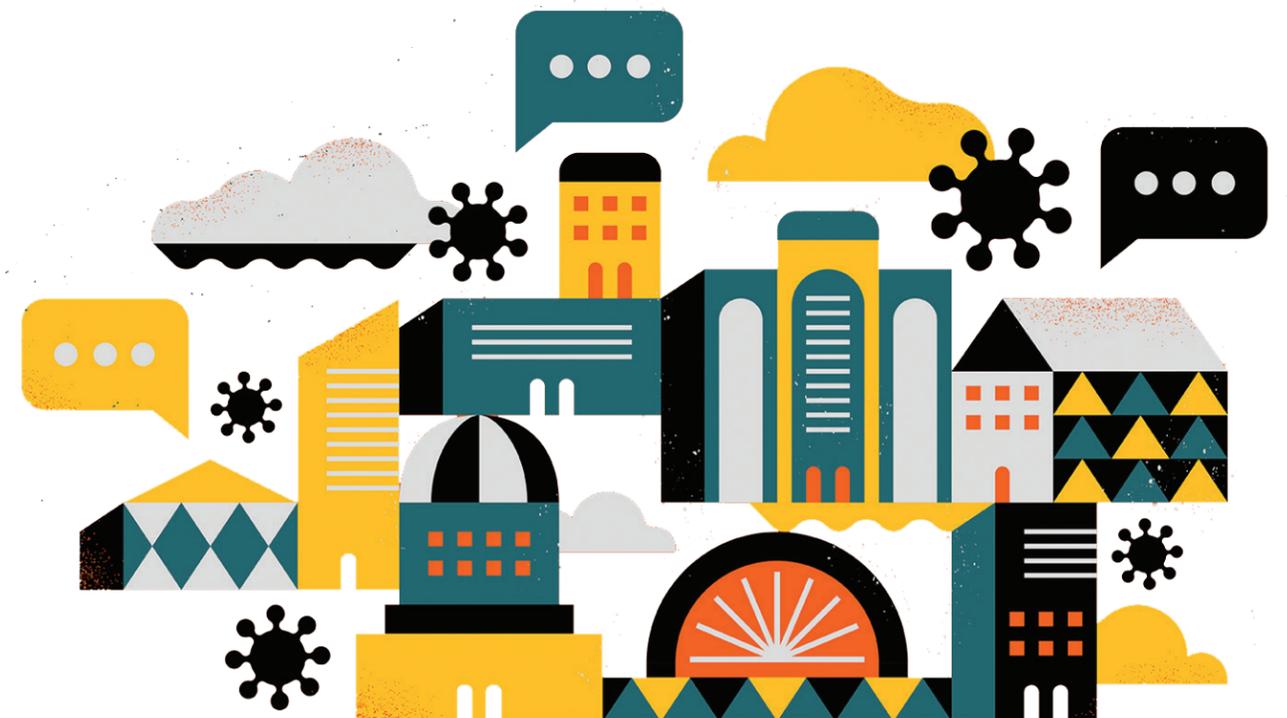


Illustration from the  
*Pluralism and Pandemic Portal*.

Credit Brandon Serbec

## IN 2022

### The Global Pluralism Award will

- Increase awareness of pluralism by amplifying the achievements of Award finalists and winners, as well as alumni and jurors through targeted communications campaigns and events
- Expand the Award's impact and reach by launching the fourth Award cycle with a global promotional campaign
- Strengthen ongoing collaboration and improve long-term engagement with Award alumni by designing and launching an Alumni engagement strategy

### Educating for Pluralism will

- Expand its impact and reach by scaling up the two flagship tools and implementing strategies to disseminate content more widely to a range of contexts and educator audiences
- Increase awareness of the importance and value of a pluralistic education by building new and strengthening existing international partnerships

### Global Pluralism Index will

- Expand knowledge on pluralism by assessing a growing number of countries under the Global Pluralism Monitor and

providing high-quality analysis of perception survey data on intergroup trust and belonging

- Strengthen the governance structure of the Monitor by convening an International Steering Committee to advise on Monitor engagement strategies
- Expand the impact and reach of the Monitor by positioning it as an internationally recognized assessment tool through strategic communications and engagement, including country-level and international engagement events
- Solidify the Centre's reputation as a thought leader on pluralism by producing a suite of knowledge

products associated with the Monitor reports, as well as a foundational pluralism primer on the Centre's conceptual framing of pluralism

### Peace and Conflict will

- Support peacebuilding practitioners to integrate pluralism in their work by developing and testing new resources and practitioner-focused publications
- Expand the reach of the Centre's work by developing and strengthening partnerships and support actors engaged in a range of conflict-affected contexts

### A new work stream on Indigenous Perspectives on Pluralism will

- Work with Indigenous experts to better understand how pluralism and Indigenous perspectives intersect; how pluralism can contribute to core issues facing Indigenous communities globally; and how our framing of pluralism can be informed and enriched by Indigenous perspectives and knowledge systems

### Communications and Public Affairs will

- Broaden the Centre's global reach and impact and expand global audiences by providing strategic communications support to Programs and delivering high-quality campaigns and events—including our flagship Pluralism Lecture

## BY 2024

- The Centre is widely recognized as the global authority and thought-leader on pluralism and a large 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 Monitor is an internationally established assessment tool used by international actors, governments, civil society actors

and other practitioners to inform policy and practice in a growing number of countries

- Teachers and education leaders are applying the Centre's resources and content to address diversity in the

classroom, strengthen pluralism in their school environments and influence education policy in various countries and contexts

- Peacebuilding practitioners in a range of conflict-affected

contexts rely on the Centre's tools and resources to integrate pluralism in their work

- 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

- Additional external funding is secured to support program growth, expansion and impact

## 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 recovery in the equity markets after the downturn due to the pandemic. From January to September 2021,

the Fund's value increased by 10% (or \$6.7m) and resulting in a gross surplus of \$5.2 million after covering the monthly draws of \$1.5 million for GCP's operations.

The fund balance as of September 30, 2021, was \$73.1 million. Gross growth of the Fund since inception was \$38.2 million, comprised of \$17.5 million in interest, dividends, and fund distributions; with \$14 million in realized capital gains; and \$6.7 million in unrealized capital gains.

GCP Endowment Fund (\$'000)	Jan - Mar 2021	Apr-Jun 2021	July-Sep 2021	July-Sep 2021
Portfolio Value at Beginning of the Period	67,930	69,915	72,827	67,930
Interest, Dividends and Fund Distributions	474	450	438	1,362
Realized Capital Gains	2,059	50	767	2,876
Unrealized Capital Gains/ (Losses)	352	2,712	(630)	2,434
Portfolio Value before Withdrawals	70,815	73,127	73,402	74,602
Withdrawals for Operating Expenditures	(900)	(300)	(300)	(1,500)
Portfolio Value at the End of the Period	69,915	72,827	73,102	73,102

Performance (% return) Period ending September 30, 2021	YTD 2021		
	Fund (Net)	Benchmark	Median
Overall Portfolio	10.0	5.3	
<u>Underlying Funds:</u>			
Canadian Equity	25.8	17.5	18.3
Foreign Equity	9.9	10.9	10.9
Bonds	-1.3	-1.7	-3.4
Commercial Mortgages	2.9	-0.4	-0.3

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## Projected Expenditures and Revenues

The prudent management of the Centre's operating costs remains a key priority for the coming years. In November 2021, the Board of Directors approved an annual budget for 2022 of up to \$4.6 million. This total amount includes the annual draw from the Endowment of 4% permitted by the Centre's Spending Policy, a carry-forward from 2021, and external funding from IDRC and individual donations.

In 2022, program spending is projected to account for 91% of the Centre's total expenditures.

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## Risk Mitigation

The Centre has a Risk Management Framework, which was last reviewed by the Board's Executive, Audit and Investment Management sub-committees in October 2021. 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 by adding to each a non-Board member with professional audit and investment experience, respectively, to assist in the Committees' work.

### COVID-19:

To effectively respond to the ongoing crisis, the business continuity plan from 2020 remains in place, including COVID-19 work-from-home policies, cost savings and budgeting processes.

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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 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.”

In 2022, the Centre is set to undergo an evaluation and audit of the period between 2017 and 2021.



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