



# Beyond Recovery: The Power of Pluralism in a Divided World





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

Photo courtesy of  
Trésor Nzengu Mpauni.

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ANNUAL REPORT 2021

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# Message from the Secretary General

Through the second year of the pandemic, we saw a continuation of the disturbing trends of division, inequality, and reduced civic space around the world. Pluralism is under pressure in too many places, yet these trends remind us why pluralism must be at the centre of our responses to address these urgent global challenges. At the Global Centre, we remain committed to advancing this work, supporting pluralism champions in all contexts, and convening to bring forward new approaches and tools to help us all live productively and constructively with our diversity.

In 2021 our programs expanded to meet these challenges and to demonstrate the power of pluralism – in how we govern, how we educate, how we make peace, and how we learn from the wisdom of Indigenous perspectives to deepen pluralism’s impact.

Through our Educating for Pluralism program, we provided practical support to educators and proposed transformative recommendations for addressing anti-Black racism in Canadian schools. This year we also

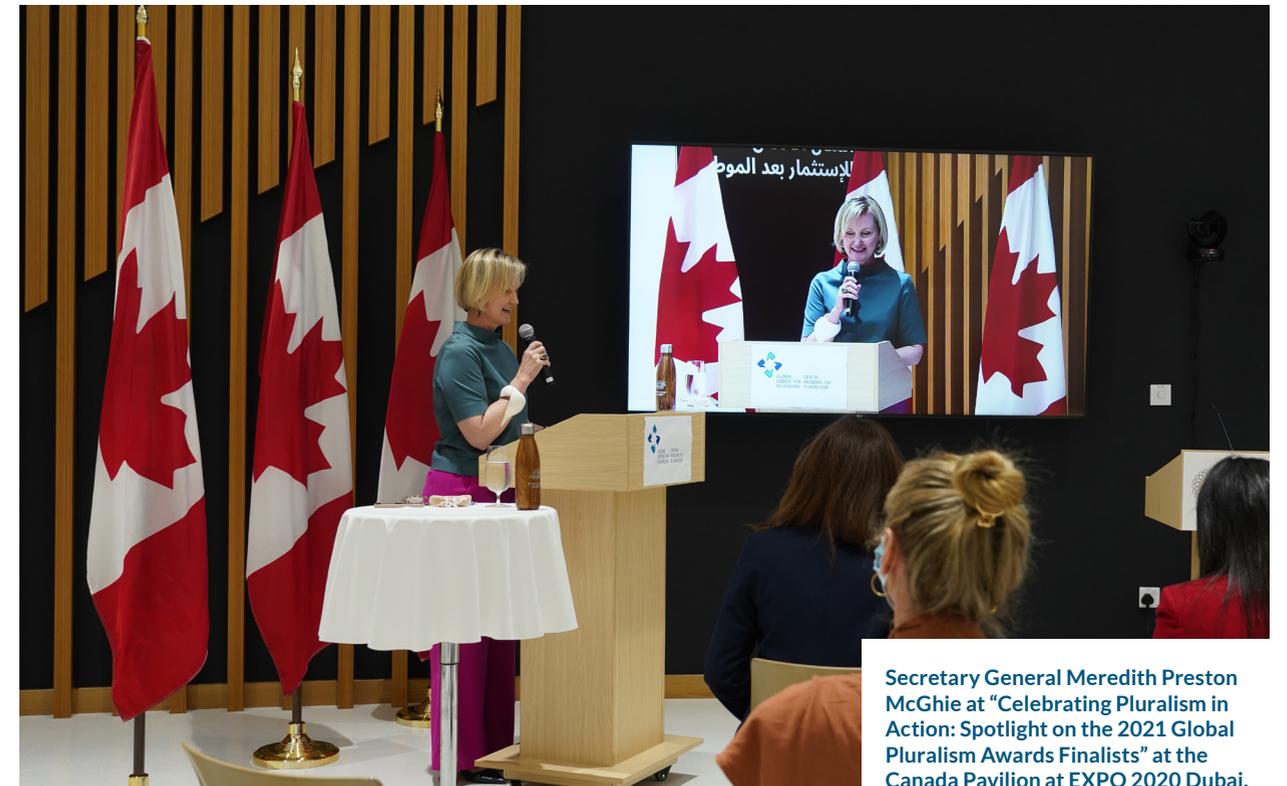
collaborated with various partners in the education sector on research and knowledge production, which expanded our understanding of how diversity is treated in education systems, and enhanced our ability to equip educators with the knowledge, skills and confidence to address issues related to diversity in their classrooms and school communities.

We continued to convene thought leaders and pluralism champions through online and hybrid events. We presented the 8<sup>th</sup> Annual Pluralism Lecture with Ethiopian-American author and 2020 Booker Prize finalist, Maaza Mengiste and launched our annual theme, *Beyond Recovery: The Power of Pluralism in a Divided Age*, with a discussion on how societies worldwide can take concrete steps to move towards a recovery that is more meaningful, tangible and sustainable for all.

Our International Awards Jury, led by the Rt. Hon. Joe Clark, selected ten outstanding finalists for the Global Pluralism Award from 500 applications across 70 countries. Through the

challenges of this year, our finalists have inspired us to see where action for pluralism is possible, and gave us much needed hope through their work. The range of creative, tangible and innovative examples of pluralism in action remind us that change is possible. It is deeply inspiring to be able to celebrate the work of ordinary people who have made an extraordinary commitment to address issues of exclusion and division facing their own communities, whether working from a hair salon, an elementary school classroom or a refugee camp.

The Centre also made great progress with our Global Pluralism Monitor in 2021, nearing completion on sixteen country assessments. Through this tool, we highlight what sectors in society are succeeding in advancing pluralism, and where more work needs to be done, as well as offer a scope for practical reforms. We hope these reports will act as platforms for dialogue among different actors in society, leading both to practical change as well as greater understanding of and commitment to pluralism and its power to create successful societies.



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.

Our Peace and Conflict program continued to grow in scope and reach in 2021, with publications, action-oriented tools and activities supporting a wide range of peace practitioners and stakeholders globally. We are conscious that conflicts continue to cleave societies around the world and the tools on hand remain insufficient to bring sustainable peace. We are focusing our efforts to help identify practical ways where pluralism can help bridge divides in some of the most difficult contexts, building towards more lasting pluralist systems to cement the gains of peace.

Finally, as part of our own journey toward reconciliation with Canada’s historic and contemporary treatment of the land’s Indigenous Peoples, the Global Centre for Pluralism commissioned historical research, from an Indigenous perspective, on the river and lands surrounding our Ottawa headquarters. The report, *Where Sussex Meets the Kichi Sibi: History and Pluralism at 330 Sussex* by Archipel Research & Consulting, an Indigenous-owned and women-led firm, documents the many layers of painful history attached to this location.

As we took the time to reflect on our relationship to this land, I was reminded that the continued

processes of listening, learning and action are integral to reconciliation with Indigenous peoples, and core to pluralism. We acknowledge this land as a reminder that our work in Canada with reconciliation continues, as it does in so many countries around the world. As a reminder that many of these societies, like the Algonquin nation, continue to deal with the ongoing legacies of colonialism. As a reminder that understanding and acknowledging history, through narratives and storytelling, can help us to make change towards more inclusive and equitable societies.

**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.

## Our Vision and Mission

At the Global Centre for Pluralism, we believe that

societies thrive when differences are valued. Our mission is to influence perspectives, inform policies and inspire pathways to advance pluralism.

## Our Work

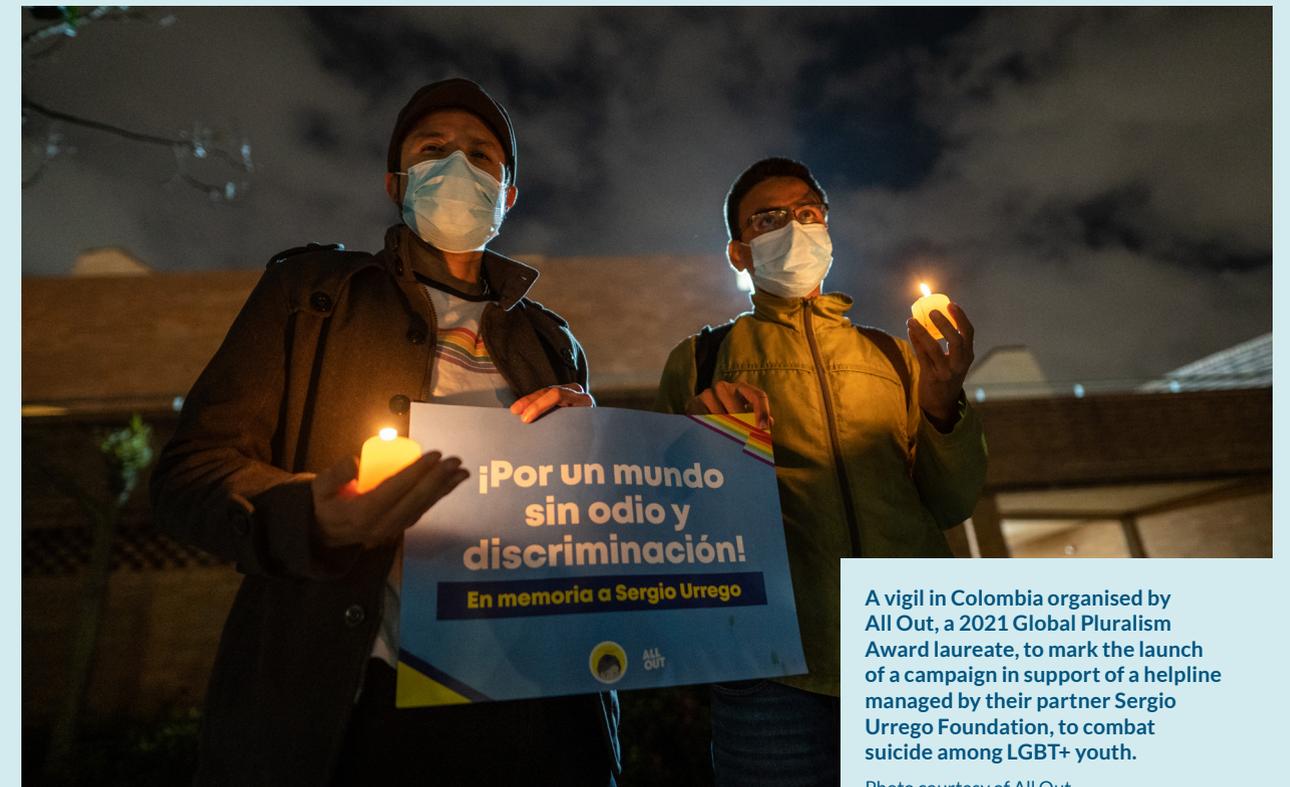
The Centre's programs include:

- ▶ **Global Analysis**  
Developing action-oriented research and tools to support the implementation of more inclusive policies and practices around the world

- ▶ **Educating for Pluralism**  
Building the capacity of educators and schools to advance pluralism
- ▶ **Global Pluralism Award**  
Celebrating and supporting the work of worldwide champions working to build more peaceful societies that respect differences
- ▶ **Peace and Conflict**  
Applying a pluralism lens to support peace processes around the world



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



A vigil in Colombia organised by All Out, a 2021 Global Pluralism Award laureate, to mark the launch of a campaign in support of a helpline managed by their partner Sergio Urrego Foundation, to combat suicide among LGBT+ youth.

Photo courtesy of All Out.

## Board of Directors

The Centre is governed by an international Board of Directors.

- 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 Irungu Mwangi**
- Azim Nanji**
- Marty Natalegawa**
- Margaret Ogilvie**
- Khalil Shariff**

## About Pluralism

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.

## Global Headquarters

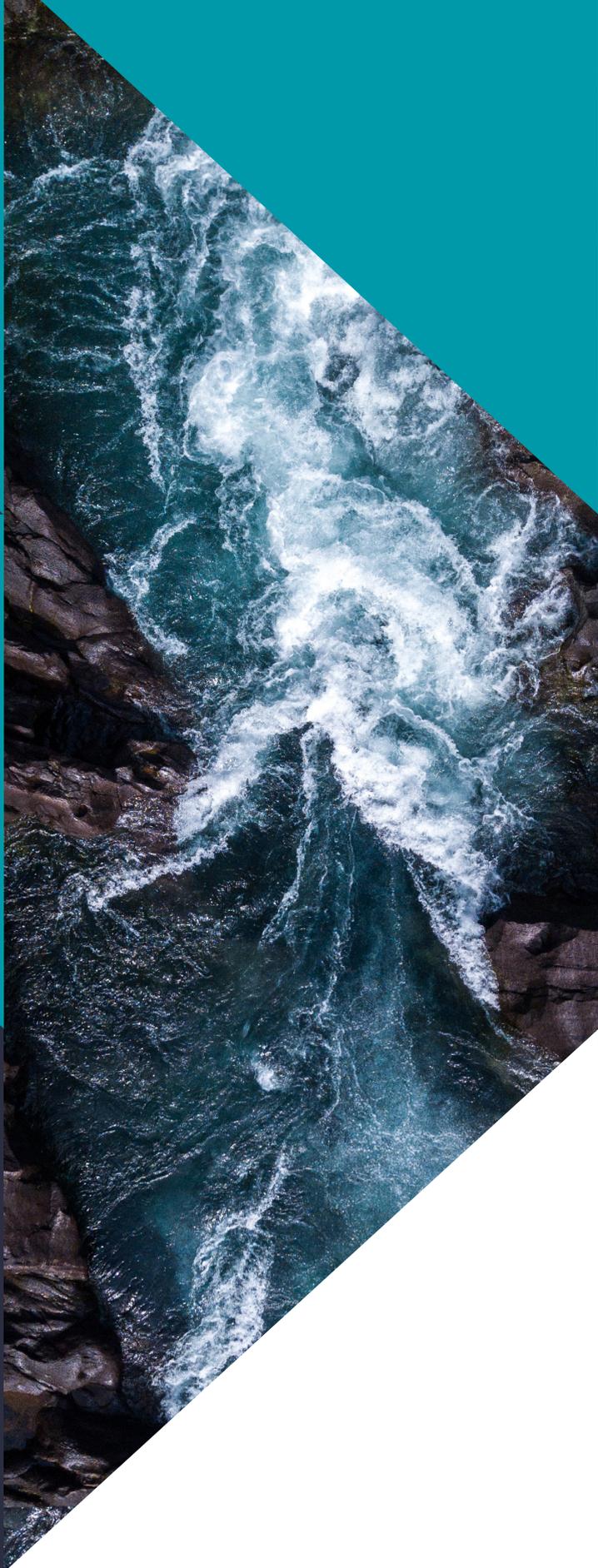
The Centre's global headquarters sits on the unceded territory of the Algonquin Nation in Ottawa. The Algonquin Nation views this site near the Ottawa River as a place of immense spiritual, political and social significance, as well as a meeting place of many peoples and ideas – a concept that mirrors the Centre's goal of advancing pluralism.

Understanding the history of this land helps to remind us of our own challenges to advance pluralism in Canada, the urgency to pursue reconciliation, and the lessons that we at the Centre can draw from our history to apply in our work in Canada and around the world.

This Canadian heritage landmark first housed the Public Archives (1905–1967) and then the Canadian War Museum (1967–2005). Following a multi-year restoration, underwritten by His Highness the Aga Khan as part of the partnership with the Government of Canada, the building at 330 Sussex Drive was inaugurated in May 2017. In addition to housing the Centre's operations, it enables us to convene events, and provides a gracious and much sought-after dialogue space in the nation's capital to influence perspectives, inform policies and inspire pathways to advance pluralism.

**View from the Global Centre for Pluralism three-story bay window extension that opens up the back of the building to look out to the Kichi Sibi or Ottawa River.**

Credit: Adrien Williams



## History and Pluralism at 330 Sussex

In light of ongoing efforts to achieve reconciliation between Indigenous and non-Indigenous Canadians, in 2021, the Global Centre for Pluralism commissioned historical research, from an Indigenous perspective, on the river and lands surrounding our Ottawa headquarters. Given its prominent position in the heart of the nation's capital, it is important to understand the legacies — however painful — tied to this location.

We commissioned Archipel Research & Consulting, an Indigenous-owned and women-led firm, to carry out the research. While there is limited pre-colonial evidence on our exact location at 330 Sussex Drive, this report documents the many layers of history attached to its surroundings.

For the Algonquin peoples, whose traditional territory encompasses the watershed of the Kichi Sibi (Ottawa River), the stretch of river behind the Global Centre for Pluralism is both sacred and a vital conduit. Marked by the confluence of three waterways — the Ottawa, Rideau and Gatineau Rivers — it was a major site of trade with other First Nations and, later, European settlers. The forests and waters of the Kichi Sibi, in addition to nourishing the Algonquins, hold great spiritual and cultural significance.

While Sussex Drive today houses the Prime Minister's residence, along with many embassies and cultural institutions, as this report documents, it is a site marked by dispossession. Canada's story of nation building, centred in Ottawa since 1867, is also one of industrialization, colonization, and forced assimilation of First Nations. The Algonquin Anishinaabeg are now dispersed to 10 separate communities in Ontario and Quebec, but they continue to assert title over their traditional territories. Ottawa remains an important site for First Nations gatherings, protests, ceremony and cultural revival.

These findings will inform our own approach to acknowledging the land and help to guide how we engage in reconciliation in Canada and on issues of indigeneity and pluralism around the world. If there is one connecting thread between First Nations and settler narratives of this site, it is the recognition of its power to connect.



Graphic from *Where Sussex Meets the Kichi-Sibi: History and Pluralism at 330 Sussex*.

Credit: Karen Ng-Hem.

# Program Highlights 2021

SECTION

# A

## GLOBAL ANALYSIS

### MEASURING INCLUSION AND EXCLUSION IN DIVERSE SOCIETIES

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 are subject to various forms of exclusion in political, economic and social domains, and 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, the Global Centre for Pluralism launched the Global Pluralism Monitor, a qualitative expert-assessment tool that examines the treatment

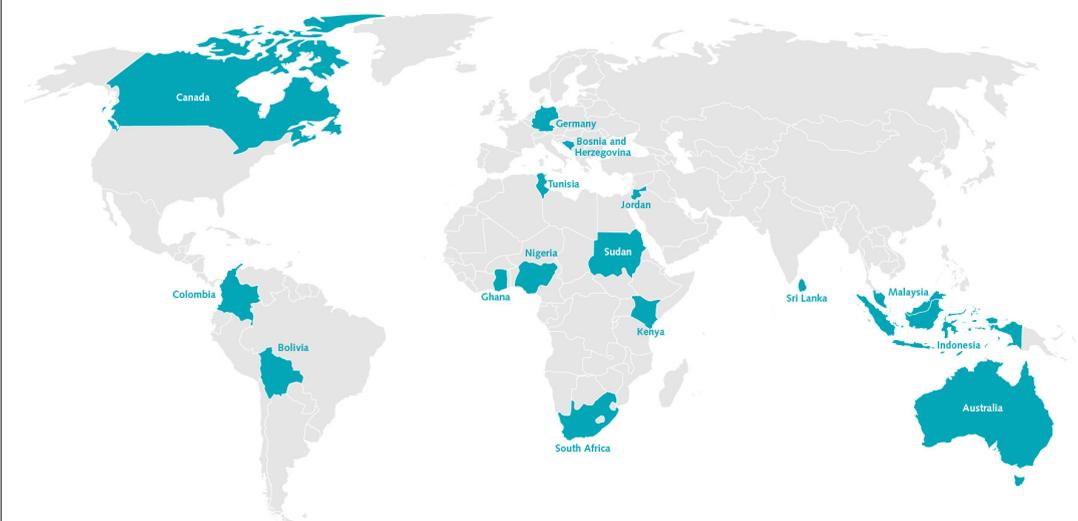
of diversity holistically: examining inclusionary and exclusionary practices at the national level, in a multidimensional framework. Using an innovative and holistic approach, situated in the specific context of each country, the Monitor identifies gaps and spaces to build upon in a society's treatment of diversity, to inform the development of more inclusive policies and practices sensitive to each particular context.

#### What we are learning from the country assessments:

*In all countries assessed, systemic inequalities and exclusions remain hidden and unaddressed due to a lack of disaggregated data and information.*

Threats to pluralism and exclusionary trends strongly coincide in countries where authorities omit or obscure data (or simply do not have the resources to collect it) that more fully reflects the lived experiences of vulnerable populations. A striking lack of disaggregated data related to groups limits the intersectional analysis that is the starting point for meaningfully addressing systematic marginalization. Reasons for this lack of data include historical legacies of misuse of data (Germany), institutional frameworks that oversimplify demographic complexity (Malaysia), or a lack of political will. The consequences of these patterns become clear when

## IN 2021, WE UNDERTOOK ASSESSMENTS IN SIXTEEN COUNTRIES:



- Australia
- Bolivia
- Bosnia & Herzegovina
- Canada
- Colombia
- Germany
- Ghana
- Indonesia
- Jordan
- Kenya
- Malaysia
- Nigeria
- South Africa
- Sri Lanka
- Sudan
- Tunisia

looking at the state of group-based inequalities in these contexts: it is often difficult to identify levels of inequality between groups, thus making it impossible to identify or address systemic marginalization. The Monitor findings, however, indicate that data gaps are recognizable and solutions are available in many cases, offering prospects for potential progress.

**Media – in all its forms – can be a powerful tool for both countering or fueling division.**

The Monitor assessments confirm media as a pivotal actor in promoting or eroding pluralism. Assessments in several countries highlight how mainstream media,

often controlled by elites, can perpetuate negative stereotypes or group divisions to bolster support for political agendas (for example in Bosnia, Kenya, Canada, and Bolivia). On the other hand, examples of local media and digital media alternatives offer important representation opportunities for marginalized communities (Australia, Bolivia, Colombia, and Nigeria), indicating a potential route to further democratizing the media landscape in these countries. As these tend not to be highly visible beyond their core audiences, an important entry-point for local actors will be to bring together and amplify

diverse perspectives to combat exclusionary narratives. A key consideration here is to do this in a way that does not contribute to existing echo chambers, but rather connects disparate narratives. Further, this should be coupled with urgently needed interventions in mainstream media, such as effective mechanisms that will allow and incentivise national media platforms with large audiences to incorporate media content created and led by marginalized peoples.

**Rising economic inequality is bringing groups together across deeply entrenched divides, offering class solidarity as a potential catalyst for change.**



## WHAT IS THE GLOBAL PLURALISM MONITOR?

The Centre's Global Pluralism Monitor is an action-oriented tool that examines the treatment of diversity holistically.

The Monitor focuses on the interplay between institutional and cultural responses to diversity to evaluate inclusionary and exclusionary practices across society.

Class is identified as a potential catalyst for change and a touchpoint for emerging identity formation in several countries. In Bosnia, for example, class has served as an impetus for mobilization, bringing people together across ethnic divides. In Colombia, the assessment identified "peasants" as an emerging identity group crossing ethnicities. In Indonesia and Ghana, shared experiences of economic marginalization across ethnic and religious groups are reshaping intergroup relations, with the potential to diminish conflict based on pre-existing notions of group identity. These findings strengthen our confidence in the underlying assumption in our work, that intergroup conflict is not a given and that solutions to both longstanding and recent conflicts are possible.

## B

## EDUCATION TEACHING FOR BELONGING

Our education spaces have a particularly profound impact on how we think, learn and engage in our societies. When we think about spaces where we need to have the tools to engage critically with information, and constructively with one another across our differences, schools are at the top of our list. At the Centre, we believe education is critical to building inclusive societies that are resilient to fear and hate. Equipping learners to engage

positively with difference is an urgent global challenge, ever more so in the wake of the pandemic. As such, in our Education program we aim to **equip teachers and education leaders** with the knowledge, skills and confidence to address issues related to diversity in their classrooms and school communities. Our goal is inclusive schools with high levels of belonging.

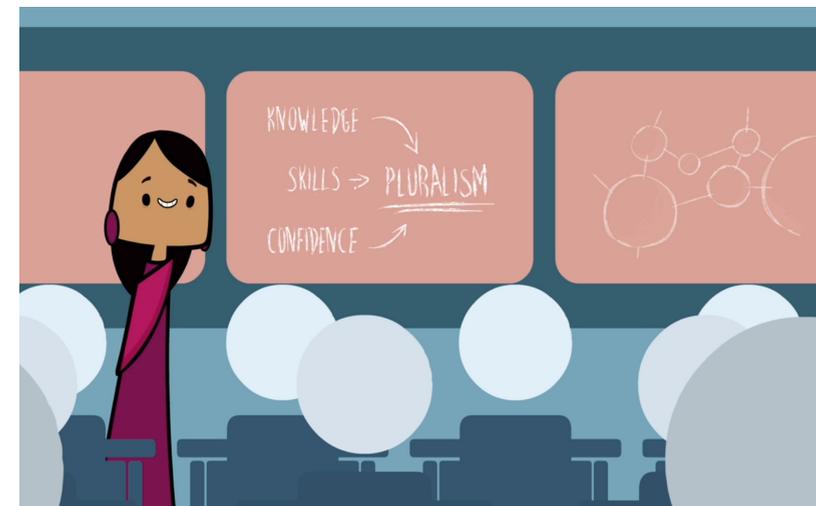
After engaging over 500 Canadian teachers in 2020 through a series of small group professional development sessions and a webinar on how to talk about anti-Black racism in the classroom, we continued in 2021 to respond to the overwhelming interest among teachers to engage in these difficult conversations. To ensure that what we learned was shared with expert audiences, we produced a policy

brief reflecting their feedback and that of our expert facilitators. Our goal was to support Ministries of Education and other key education stakeholders across Canada to improve how they address anti-Black racism in schools across the country. In partnership with the Canadian Commission for UNESCO, we published the policy brief, *From Reflection to Action: Addressing Anti-Black Racism in Canadian Schools*, and convened a webinar with over two hundred school leaders and policy makers from across Canada on implementation of the recommendations.

This year we launched the pilot for the Pluralism Reflection Tool for Schools and prepared for the launch of the Professional Development Training pilot, two of our key initiatives.



Classroom in one of the schools in the Hand in Hand: Center for Jewish Arab Education in Israel network. Hand in Hand is a 2021 Global Pluralism Award laureate. Photo courtesy of Hand in Hand.



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.

The **Reflection Tool** is a strategic planning resource that equips school leaders and educators to identify and address exclusion in their schools. The pilot was launched in the 2021-2022 school year in three schools, two school boards and a CÉGEP across Canada and a new version of the Reflection Tool was adapted and developed for use by universities and other higher education institutions.

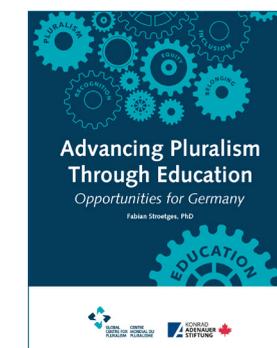
Our Professional Development training pilot, *Teaching for Belonging: Advancing Pluralism in the Classroom*, was developed this year and will launch in spring 2022 with our implementing partner, EuroClio (European Association of History Educators), and 40 educators from countries in Europe, Africa, Asia, MENA and the Americas. Based on the Centre's Learning Framework,

this moderated, interactive asynchronous online course includes a range of activities, assignments, and videos, combined with live facilitated sessions. It covers three challenges that teachers face when it comes to respecting diversity in the classroom:

- ▶ The persistence of one-sided **historical narratives** that can perpetuate group-based conflicts and limit students' ideas of who belongs and who should hold power in their societies.
- ▶ The need for **dialogue facilitation training** so that teachers can create spaces for discussions that explore controversial social and political issues.

- ▶ The increase of fear and hate-based narratives around difference that come from student's often uncritical engagement with social media, thus the need for **digital literacy**.

In 2021 we continued to build partnerships in the education sector and **collaborated** on projects and resources that support the integration of pluralism across different contexts. With the University of Calgary and Aga Khan University, we are working to enhance collaboration in areas of research, knowledge production and exchange related to pluralism. With funding from German foundation Konrad Adenauer, we developed and piloted a new framework to assess the state of pluralism in education systems in Germany. This country-level assessment facilitates a deeper understanding of the structures and policies around the education sector and their treatment of diversity.



Cover of "Advancing Pluralism Through Education: Opportunities for Germany", published 2021.



## PEACE AND CONFLICT

### A PLURALIST APPROACH TO PEACEMAKING

With the global disruptions of the past decade, the international community is more entrenched in long term conflicts than ever before. Conflicts are more durable, fragmented and resistant to resolution today, and exacerbate divisive narratives and trauma, which in turn move these societies further away from pluralist approaches.

Many of these conflicts stem from marginalization, exclusion, inequality – from negative responses to diversity in society. We see societies in conflict as stark examples of a breakdown – a violent breakdown – in their ability to manage diversity. However, we do not see the same level of attention being paid to how to build back both positive institutional and societal responses to diversity in a peace process or peace agreement. Our Peace and Conflict program aims to address this by providing practical tools that assist peacemakers in adopting a pluralist approach in their work.

Launched in 2020, the program continued to grow in scope and

reach in 2021, with publications and activities supporting outreach to a wide range of peace practitioners and stakeholders globally.

This year we produced and disseminated a foundational paper on Pluralism in Peace Processes, to inform a range of discussions with peacemaking stakeholders. The paper makes the case for a transformative new pluralist approach to peacemaking and sets the foundations of our work in this area. It is the first in a new publication series that explores topics related to Pluralism in Peace Processes, which aims to support peace practitioners and stakeholders and encourage them to place pluralism at the centre of peace processes. In partnership with the Centre for Humanitarian Dialogue, we are commissioning further thematic papers on pluralism in different elements of peace processes, which will be published in 2022.

In addition to producing action-oriented tools for practitioners, the Centre continued to offer expertise and technical assistance on a wide range of projects and

issues. We joined Interpeace’s Principles for Peace initiative as the lead convenor on pluralism and as a member of the high-level stakeholder platform. We partnered with the Compaz Foundation to work on research that applies a ‘pluralism lens’ to a new digital archive of the peace talks in Colombia.

We worked with Afghan leaders to provide support and expertise on how to build pluralism into the peace process in Afghanistan – efforts that were unfortunately put on hold following the events of August 2021. In June, the Centre took part in a conference, “Looking towards Peace in Afghanistan after the US-NATO Withdrawal”, co-hosted by the Centre for Conflict and Humanitarian Studies and the Arab Center, where the Secretary General shared the opportunities that a pluralist lens can bring to peace processes.

**Opposite page:**  
**Artist from ArtLords, a 2021 Global Pluralism Award laureate, working on a mural in Kabul, Afghanistan.**

*Photo courtesy of ArtLords.*

## GLOBAL PLURALISM AWARD CELEBRATING PLURALISM CHAMPIONS

The Global Pluralism Award program is an exceptional tool that raises the international profile of pluralism, builds understanding of pluralism and inspires action. The Award contributes to our objectives by identifying and disseminating innovative and successful approaches to pluralism and raising the profile of these exemplary organizations and individuals.

The Global Pluralism Award is a particularly dynamic programs each cycle it leads us into exciting new directions where we can see pluralism from many different angles. It provides the Centre with a global reach to connect pluralism to a wide range of sectors and actors – from artists and educators to peace makers and human rights advocates.

With three cycles of the Award completed by early 2022, we have engaged 30 Laureates from 25 countries, providing a breadth of exceptional examples of 'pluralism in action' promoted through high quality multi-media communications.



The 2021 Global Pluralism Award laureates in front of the Centre.

From left to right, Top: Matt Beard (All Out), Carolina Contreras, Dani Elazar (Hand in Hand), Mustafa Mahmoud (Namati Kenya), Lenin Raghuvanshi. Bottom: Trésor Nzengu Mpauni Rose LeMay, Omaid Sharifi (ArtLords). Not Pictured: Community Building Mitrovica, Puja Kapai.

Credit: Patrick Doyle

### The 2021 Global Pluralism Award

In 2021, the Centre successfully completed the selection process for the 3rd Award cycle and identified ten outstanding finalists. The timeline for selection and announcement of finalists was extended, in response to ongoing challenges posed by the pandemic, and the virtual ceremony announcing the three winners was held in February 2022.

**“Pluralism is what will bind us together and help us maintain our diversity and our communities. The Global Pluralism Award reminds us of the incredible work that so many people are doing to advance pluralism across the globe. The sheer courage of these finalists is humbling and gives me a lot of hope.”**

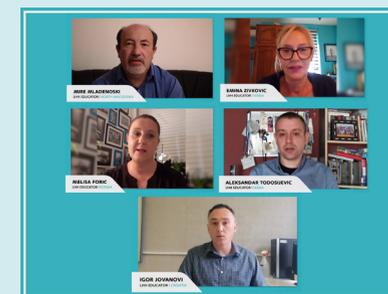
—KIM GHATTAS,  
EMMY-AWARD WINNING  
JOURNALIST AND JUROR  
OF THE 2021 GLOBAL  
PLURALISM AWARD

We continued to support and promote the work of our current finalists and Award alumni through a series of events and campaigns:

In June, we hosted an event with launch of the print edition of *Bahiya: The Little Zebra* from African Bureau Stories, with opening remarks by former Governor General of Canada and the Centre’s Board member, the Right Honourable Adrienne Clarkson.



Over the summer, we launched an online impact campaign featuring the 2019 Global Pluralism Award winners to further promote the exceptional and inspiring work of our alumni. [Stills from campaign featuring 2019 Global Pluralism Award winners, *Learning History that is Not Yet History*, June 2021.]



In November, we were at the 2021 Paris Peace Forum, where we hosted the online panel discussion *Reimagining Civic Space: Putting Pluralism at the Centre*, with finalists Namati Kenya and Hand in Hand, Center for Jewish Arab Education in Israel.



For our final event for the year *Celebrating Pluralism in Action: Spotlight on the 2021 Global Pluralism Awards Finalists*, we partnered with the Canadian Mission to the United Arab Emirates to highlight the work of our finalists at the Canada Pavilion at Expo 2020 Dubai. [Featured in the photo on the screens is Omaid Sharifi, representing 2021 Global Pluralism Award finalist, ArtLord.]



## WHAT IS THE GLOBAL PLURALISM AWARD?

The Global Pluralism Award recognizes and supports the extraordinary achievements of organizations, individuals and governments working to build societies where everyone belongs.

The Award is presented once every two years to champions of pluralism around the world.

## EVENT AND CAMPAIGN HIGHLIGHTS

### CONVENING IN A PANDEMIC

With limitations on our ability to convene due to the ongoing pandemic, we maintained our focus on expanding our digital presence and produced numerous high-quality online events to ensure that despite restrictions on in-person gathering, we continued to serve as a space for dialogue and a meeting point for ideas that advance pluralism.

#### 8<sup>th</sup> Annual Pluralism Lecture

In May, we partnered with the University of British Columbia to present the 8th Annual Pluralism Lecture, delivered by Ethiopian-American author and 2020 Booker Prize finalist Maaza Mengiste.

The event included a conversation between Mengiste and Nahlah Ayed, host of CBC Radio's Ideas and was livestreamed and viewed over 7,000 times, receiving both Canadian and international media coverage.



### “The Moment of Encounter: History, Disruptions, and Transformations”

#### *Excerpt from Lecture*

“I have to see what is there without smoothing out the rough edges of history. It is too easy to put myself into the photograph and reach into the past to settle the pieces into some reassuring order.

It eases confusion; it leaves me satisfied in the present. But it also stops the recursive nagging contemplations that could lead me to other discoveries, because it is more difficult to reckon with the unwieldiness of history’s omissions. It is uncomfortable to admit that photographs and other documents in other archives only lead to other questions and new uncertainties. Because, if we cannot fully know the past, what does it imply about how we imagine the future?

It is hard to leave an unsettling image with all its bristling and charged questions as it is, and see it for what it is offering. It is easier to turn from the disruptive possibility of an unanswerable question. 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?”

Still of author Maaza Mengiste from the 2021 Annual Pluralism Lecture.

## BEYOND RECOVERY CAMPAIGN

How do we push beyond recovery to repair major fault lines and build an equitable future for all?

The COVID-19 pandemic has had a disproportionately negative impact on vulnerable and marginalized groups around the world. Groups already in precarious situations, such as internally displaced people, refugees, minority groups, women and youth, have only seen their circumstances worsen. In 2021, we launched the “Beyond Recovery” campaign to take discussions beyond the alarming extent of global inequalities that the pandemic revealed, and into addressing the immediate need to shape practical actions and policy responses to inform the recovery.

As nations and communities spoke about rebuilding from the pandemic, there was also consensus that there must be a push for a more equitable recovery. We recognized that we must all work together to secure long-term protection and stability for the most vulnerable groups, and achieve more stable, just and inclusive societies post-pandemic.

Many of the issues that need to be addressed are those of pluralism, equity, respect, and belonging. We heard from our network of pluralism champions around the world about what #BeyondRecovery means in their communities:

### Beyond Recovery: The Power of Pluralism in a Divided Age.

In April, we launched the #BeyondRecovery campaign with a virtual discussion organized in partnership with the International Crisis Group, featuring (clockwise from top left) Dr. Comfort Ero, Ms. Kim Ghattas, and Dr. Wendell Nii Laryea Adjetej. We were delighted to host these leading experts in conflict prevention, history and politics for a discussion on how societies worldwide can take concrete steps to move towards a recovery that is more meaningful, tangible and sustainable for all.



In Yemen, the devastating 6 years of armed conflict must end. Talking about COVID is perceived a luxury to the Yemeni people, because they are facing multidimensional insecurities including poverty, hunger, displacement, lack of basic services and fatal outbreaks besides the COVID pandemic. In Yemen, to recover, we need holistic and inclusive approaches that lead to sustainable and accountable recovery. This will not happen without meaningfully including women and youth and recognizing their efforts in peacebuilding.

Nisma Mansour, Yemen, Peace Track Initiative



This pandemic clearly shows that poor countries are more vulnerable in a crisis. To ensure an inclusive recovery, vaccines must be equally distributed throughout the world regardless of a country’s financial circumstances. If the vaccine is not widely accessible, poor countries will continue to suffer, while rich countries protect their citizens. We will remain isolated and it will be impossible for us to return to living in the global community we all cherish.

Ahmad Sarmast, Afghanistan,  
Afghanistan National Institute of Music



For Indigenous peoples and Indigenous movements, the recovery must honour the traditional knowledge and our history of resistance. This traditional knowledge may not come from the mainstream. If we can decolonize knowledge and excellence, and honour practices from our Elders of valuing everyone’s place, of redistributing power, we will start building back based on core values that truly represent our societies.

Odile Joannette, Canada, Wapikoni Mobile

# Funding and Financials

## Fund Management

The 2006 Funding Agreement between the Government of Canada and the Global Centre for Pluralism created a \$40 million Endowment Fund. The Fund was fully invested in the market in accordance with the principles articulated in the Funding Agreement of 2006 and affirmed by the Centre's Statement of Investment Policy (SIP).

Subsequently, the Centre received a grant of \$15 million from the Government of Canada which was paid equally over two instalments in 2016 and 2017 and invested in the Endowment Fund. His Highness the Aga Khan also committed \$35 million through the Aga Khan Development Network to rehabilitate 330 Sussex Drive in Ottawa, a federal heritage building which the Government of Canada has made available to be the Centre's global headquarters. Overall, the Endowment Fund has performed well given the pandemic.

At the end of 2021, the Fund balance was \$74.3 million. In 2021, the Centre received another clean audit from Ernst & Young – the auditors appointed by the Members of the Corporation and supervised by the Audit Committee of the Board of Directors. The audited financial statements for 2021 are included in this report. These statements have been approved by the Board of Directors and duly received by the Members of the Corporation.

## Financial Statements

### Independent auditor's report

To the Board of Directors of the  
**Global Centre for Pluralism**

#### Opinion

We have audited the accompanying financial statements of the **Global Centre for Pluralism** [the "Centre"], which comprise the balance sheet as at December 31, 2021, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Centre as at December 31, 2021, and its results of operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Centre in accordance with the ethical requirements that are relevant to our

audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian generally accepted accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Centre's financial reporting process.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If

we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Ernst + Young LLP*

Chartered Professional Accountants  
Licensed Public Accountants

Ottawa, Canada  
May 26, 2022

## Balance sheet

As at December 31

Assets	2021 \$	2020 \$
<b>Current</b>		
Cash and cash equivalents	290,358	218,985
Other receivables and prepaid expenses	195,900	338,399
<b>Total current assets</b>	<b>486,258</b>	557,384
Investments <i>[note 3]</i>	75,601,284	68,429,883
Capital assets, net <i>[note 7]</i>	28,292,974	30,179,484
	<b>104,380,516</b>	99,166,751
<b>Liabilities and net assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	602,438	409,214
Deferred revenue <i>[note 8]</i>	289,430	192,947
Deferred capital contributions <i>[note 9]</i>	875,078	562,684
<b>Total current liabilities</b>	<b>1,766,946</b>	1,164,845
<b>Net assets</b>		
Endowment Fund <i>[note 2]</i>	40,000,000	40,000,000
Unrestricted Fund	34,342,171	27,863,853
Invested in building held for charitable purposes, net <i>[note 1]</i>	28,271,399	30,138,053
<b>Total net assets</b>	<b>102,613,570</b>	98,001,906
	<b>104,380,516</b>	99,166,751

See accompanying notes

## Statement of operations

Year ended December 31

	2021 \$	2020 \$
<b>Revenue from operations</b>		
Investment income [note 4]	9,179,830	2,276,914
Grants	548,074	15,055
Donations	30,534	24,822
Rental income [note 10]	1,319,332	1,394,061
	<b>11,077,770</b>	<b>3,710,852</b>
Other income	37,606	14,428
	<b>11,115,376</b>	<b>3,725,280</b>
<b>Expenses</b>		
Programs and projects	3,324,920	2,396,485
Administration and other	202,973	207,995
Operations of 330 Sussex	1,078,794	1,108,450
Amortization of capital assets	1,897,025	1,894,030
	<b>6,503,712</b>	<b>5,606,960</b>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>4,611,664</b>	<b>(1,881,680)</b>

See accompanying notes

## Statement of changes in net assets

Year ended December 31

	Endowment Fund \$	Unrestricted Fund \$	Invested in building held for charitable purposes \$	Total 2021 \$	Total 2020 \$
<b>Net assets, beginning of year</b>	40,000,000	27,863,853	30,138,053	98,001,906	99,883,586
Excess (deficiency) of revenue over expenses for the year	—	4,611,664	—	4,611,664	(1,881,680)
Amortization	—	1,866,654	(1,866,654)	—	—
<b>Net assets, end of year</b>	<b>40,000,000</b>	<b>34,342,171</b>	<b>28,271,399</b>	<b>102,613,570</b>	<b>98,001,906</b>

See accompanying notes

## Statement of cash flows

Year ended December 31

	2021 \$	2020 \$
<b>Operating activities</b>		
Excess (deficiency) of revenue over expenses for the year	4,611,664	(1,881,680)
Add (deduct) items not involving cash		
Amortization of office furniture and equipment	30,371	40,585
Amortization of building	1,866,654	1,853,445
Unrealized gain on investments	(3,971,937)	(762,240)
Net change in non-cash working capital balances related to operations [note 6]	744,600	(214,865)
<b>Cash provided by (used in) operating activities</b>	<b>3,281,352</b>	<b>(964,755)</b>
<b>Investing activities</b>		
Net sale (purchase) of investments	(3,199,464)	1,593,439
Additions to capital assets	(10,515)	(534,128)
<b>Cash provided by (used in) investing activities</b>	<b>(3,209,979)</b>	<b>1,059,311</b>
<b>Net increase in cash and cash equivalents during the year</b>	<b>71,373</b>	<b>94,556</b>
Cash and cash equivalents, beginning of year	218,985	124,429
<b>Cash and cash equivalents, end of year</b>	<b>290,358</b>	<b>218,985</b>

See accompanying notes

## Notes to financial statements

December 31, 2021

### 1. The Centre

The Global Centre for Pluralism [the "Centre"], located in Ottawa, Canada, was incorporated under Part II of the Canada Corporations Act by letters patent dated March 8, 2004. The Centre continued under the *Canada Not-for-profit Corporations Act* in 2014 and, accordingly, is exempt from income taxes. The Centre is an international initiative of His Highness the Aga Khan, 49<sup>th</sup> hereditary Imam of Ismaili Muslims, and the Aga Khan Development Network. Conceived as an international centre for the study, practice and teaching of pluralism, its core functions will include research, education, professional development, dialogue, governance reform and cultural exchange.

In 2006, the Government of Canada and His Highness the Aga Khan entered into a Funding Agreement to support the Centre. Pursuant to that agreement, the Centre took receipt of two major grants: a grant of \$30 million received from the Government of Canada and a donation of \$10 million received from His Highness the Aga Khan in 2007. Subsequently, the Centre received a grant of \$15 million from the Government of Canada, which was paid equally over two instalments in 2016 and 2017. His Highness the Aga Khan also committed \$35 million through the Aga Khan Development Network toward the rehabilitation of 330 Sussex Drive, Ottawa, a federal heritage structure, which the Government of Canada has made available as the Centre's global headquarters. The rehabilitation work was completed in January 2017 and the Centre moved its operations to its headquarters. In fiscal 2017 and 2018, contributions of \$34 million and \$1 million, respectively, were recorded as revenue in the financial statements.

The Centre is mandated to undertake activities that will fulfill its role as a global repository and source for knowledge and know-how about fostering pluralistic values, policies and practices in a variety of settings.

### 2. Significant accounting policies

#### Basis of presentation

These financial statements have been prepared by the Centre in Canadian dollars and in accordance with Part III of the *CPA Canada Handbook – Accounting*, "Accounting Standards for Not-for-Profit Organizations," which sets out generally accepted accounting principles for non-publicly accountable enterprises in Canada and includes the significant accounting policies hereafter.

#### Donations and contributions

The Centre follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year during which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations are recorded when received.

#### Rental income

Rental income is accounted for on a straight-line basis over the lease term.

#### Financial instruments

Financial instruments include cash and cash equivalents, other receivables, investments, accounts payable and accrued liabilities.

Financial assets and financial liabilities are initially measured at fair value. Subsequently, they are measured at amortized cost, with the exception of investments in equities that are publicly traded, which are recorded at fair value. Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

Investment income, which consists of interest, dividends, income distributions from pooled funds, and realized and unrealized gains and losses, is recognized when earned and is recorded in the statement of operations in investment income.

### Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and short-term investments with a short maturity of approximately three months or less from the date of purchase unless they are held for investment rather than liquidity purposes, in which case they are classified as investments.

### Program and project expenses

The Centre's expenses on programs and projects are recognized as incurred.

### Awards program

The Centre disburses awards to recipients annually to deliver agreed upon programs as defined in the underlying agreements. Awards are recorded as advances, presented in other receivables and prepaid expenses, when disbursed and are subsequently recorded as program and project expenses upon receipt of the expenditure report from the recipient.

### Allocation of expenses

The Centre's expenses, other than the direct program and project costs, are allocated between program and project and administration and other based on the proportion of program and administrative headcount.

### Capital assets

Property and equipment held for charitable purposes are recorded at the fair value at the time of donation or at cost where such information is available. Where fair value or cost is not available, those assets are recorded at a nominal value. Costs associated with the acquisition, construction, restoration and betterment of properties held for charitable purposes are capitalized.

### Amortization

Amortization of building held for charitable purposes is calculated using the straight-line method over a period of 15 to 40 years. Office furniture and equipment amortization is calculated using the straight-line method over a period of three to five years.

### Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at exchange rates in effect as at the balance sheet date.

All other assets and liabilities are translated at their historical rate.

### Endowment Fund

The Endowment Fund [the "Fund"] has been established in accordance with the guidelines set out in the Funding Agreement with the Government of Canada. The agreement acknowledges that the contributions of both the Government of Canada and His Highness the Aga Khan must be capitalized in perpetuity, and only the revenue of the Fund is to be disbursed and used for the purposes of the Fund. Contributions to the Fund are recognized as a direct increase to net assets. Investment income related to the Fund is unrestricted and is recognized as revenue when earned.

## 3. Investments

As required by the Funding Agreement, the Board approved a Statement of Investment Policy in November 2011.

Investments consist of the following:

	2021 \$	2020 \$
Cash and cash equivalents	3,676,664	3,450,920
Royal Bank of Canada guaranteed investment certificates	900,000	500,000
Other fixed income		
Investment in pooled fund	33,454,474	31,235,724
	<b>38,031,138</b>	<b>35,186,644</b>
Equities		
Canadian	22,459,244	19,570,256
US	8,459,660	7,882,218
Other international	6,651,242	5,790,765
	<b>37,570,146</b>	<b>33,243,239</b>
	<b>75,601,284</b>	<b>68,429,883</b>

As at December 31, 2021, included in the cash and cash equivalents and total equity are dividends receivable by the investment manager in the amounts of \$40,765 [2020 - \$49,473] and \$91,136 [2020 - \$109,193], respectively.

#### 4. Investment income (loss)

Investment income (loss) earned on the Centre's investments consists of the following:

	2021 \$	2020 \$
Interest	858,332	920,358
Dividends	954,314	1,218,517
Realized gains (loss)	3,395,247	(624,201)
Unrealized gains	3,971,937	762,240
	<b>9,179,830</b>	<b>2,276,914</b>

#### 5. Spending policy

The Centre is funded primarily from the investment income on an Endowment Fund established at its founding. The Board approves an annual expenditure budget from the Unrestricted Fund based on an established Spending Policy, which management then uses to budget its expenditures for the year. The Spending Policy is designed to provide a stable and predictable disbursement from the Unrestricted Fund to support the Centre and allow for multi-year planning, as well as maintaining the capacity of the funds to support the Centre in perpetuity. Therefore, it is expected that in any given year, actual investment income as reported on the statement of operations may be greater or less than the Board-approved expenditure from the Endowment Fund, which determines the year's expenses.

#### 6. Statement of cash flows

The net change in non-cash working capital balances related to operations comprises the following:

	2021 \$	2020 \$
Other receivables and prepaid expenses	142,499	(198,417)
Accounts payable and accrued liabilities	193,224	(770,179)
Deferred revenue	96,483	191,047
Deferred capital contributions	312,394	562,684
	<b>744,600</b>	<b>(214,865)</b>

#### 7. Capital assets

In 2007, the Centre and the National Capital Commission entered into a 99-year lease agreement for 330 Sussex Drive, Ottawa, for a nominal amount of \$1 per annum. The lease specifies that all costs related to the building, including renovation costs, operating costs and taxes, are to be borne by the lessee. Given the unique nature of the property and the consequent difficulties in assessing its fair market value, the lease has been valued at a nominal amount of \$1.

Pursuant to a Funding Agreement signed between His Highness the Aga Khan and the Minister for Canadian Heritage in October 2006, His Highness the Aga Khan agreed to contribute \$35 million. This funding was contributed through the Aga Khan Development Network and it was directed towards the rehabilitation of the permanent institutional facilities for the Centre at 330 Sussex Drive, Ottawa, a federal heritage structure, which the Government of Canada made available as the Centre's global headquarters.

	2021		2020	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building	36,412,487	8,141,088	36,412,487	6,274,435
Office furniture and equipment	455,477	433,902	444,962	403,530
	<b>36,867,964</b>	<b>8,574,990</b>	<b>36,857,449</b>	<b>6,677,965</b>
Accumulated amortization	8,574,990		6,677,965	
<b>Net book value</b>	<b>28,292,974</b>		<b>30,179,484</b>	

#### 8. Deferred revenue

The following table illustrates a reconciliation of the deferred revenue opening and closing balance for the year ended December 31:

	2021			2020
	Lease Revenue \$	Grants \$	Total \$	Total \$
Balance, beginning of year	120,477	72,470	192,947	1,900
Received during the year	128,119	624,465	752,584	206,102
Recognized into revenue during the year	(118,577)	(537,524)	(656,101)	(15,055)
<b>Balance, end of year</b>	<b>130,019</b>	<b>159,411</b>	<b>289,430</b>	<b>192,947</b>

## 9. Deferred capital contributions

During the year, the Centre received capital contributions from the Royal Canadian Mint ["RCM"] towards certain capital expenditures relating to delamination work in Wing B at 330 Sussex Drive. The amortization of deferred capital contributions is recorded as revenue in the statement of operations.

The changes in the deferred capital contributions balance are as follows:

	2021 \$	2020 \$
Balance, beginning of year	562,684	—
Contributions restricted for purchase of capital assets	350,000	577,112
Amortization of deferred capital contributions	(37,606)	(14,428)
<b>Balance, end of year</b>	<b>875,078</b>	<b>562,684</b>

## 10. Rental income

Rental income consists primarily of the operating lease agreement that the Centre has entered into with RCM for lease of Wing B at 330 Sussex Drive. Rental income in the statement of operations includes base rent, other space rent, recovery of common area maintenance costs, management fee, and reserved parking.

	2021 \$	2020 \$
Base rent	658,148	658,147
Reserved parking	16,502	23,953
Management fee	44,772	47,270
Common area maintenance costs	588,320	639,158
Other space rent	11,590	25,533
	<b>1,319,332</b>	<b>1,394,061</b>

## 11. Financial instruments

The Centre is exposed to various financial risks through transactions in financial instruments. The Centre manages these risks through compliance with the Statement of Investment Policy approved by the Board. The Centre also monitors and mitigates its financial risks by reviewing, periodically, various financial and investment metrics.

### Foreign currency risk

The Centre is exposed to foreign currency risk with respect to a portion of its expenditures and investments denominated in foreign currencies, including the underlying investments of its pooled funds denominated in foreign currencies, because of fluctuations in the relative value of foreign currencies against the Canadian dollar.

### Credit risk

The Centre is exposed to credit risk in connection with its short-term and fixed income investments because of the risk that one party to the financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

### Interest rate risk

The Centre is exposed to interest rate risk with respect to its investments in fixed income investments and a pooled fund, which holds fixed income securities, the values of which will fluctuate with changes in market interest rates.

### Other price risk

The Centre is exposed to other price risk through changes in market prices [other than changes arising from interest rate or currency risks] in connection with its investments in equity securities and pooled funds.