



GLOBAL
CENTRE FOR
PLURALISM

CENTRE
MONDIAL DU
PLURALISME

2024 / Corporate Plan

Global Centre for Pluralism





[NOVEMBER 14, 2023]

THE DELEGATION OF THE ISMAILI IMAMAT
OTTAWA, CANADA



« Pluralism has been the answer that has given us meaning and strength in the face of a discriminating and exclusionist state. Today, Indigenous youth join their voices, in a plural voice that shouts in unison for a pluralistic society, in unison for justice. Being a winner of the pluralism award is an honour [...] but at the same time it represents a great responsibility and opportunity to continue contributing with small actions to the building of a better world. More plural in ideas and more humane in actions. »



JESÚS HERRERA, Director of Intercultural Advocacy, delivers an acceptance speech on behalf of Red de Intérpretes y Promotores Interculturales Asociación Civil at the 2023 Global Pluralism Award Ceremony.

[CREDIT: ANDREA CARDIN]

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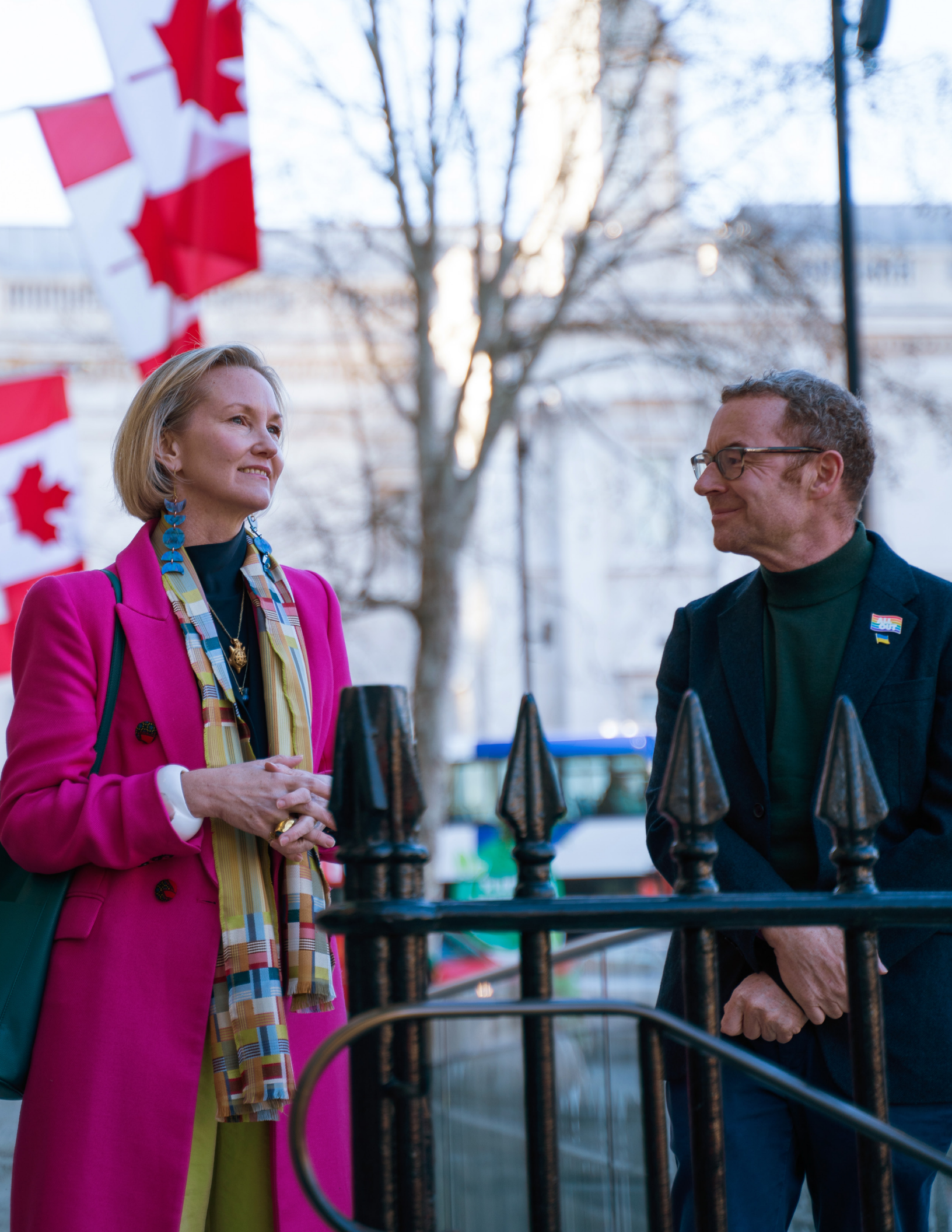
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« **FRONT COVER:** Winners of the 2023 Global Pluralism Award share a moment of solidarity at the Award Ceremony in Ottawa, Canada, November 14, 2023.

From left to right: **ESTHER OMAM** (Cameroon), **JESÚS HERRERA** (Red de Intérpretes y Promotores Interculturales Asociación Civil, Mexico), **ODAY ABU KARSH** (REFORM: The Palestinian Association for Empowerment and Local Development).

[CREDIT: PATRICK DOYLE]



01

Secretary General's Message

2023 was a challenging year for pluralism, continuing a backsliding trend that is dramatically accelerating. The horrific violence in Gaza and the atrocious 7 October attacks dominate the headlines but must be considered alongside other international failings, such as the tragic conflict in Sudan, the ongoing grind of war in Ukraine and continued violence and repression in Myanmar. These illustrate both the rise in conflict and the inability of the global community to collaborate in ending it.

« MEREDITH PRESTON MCGHIE and MATT BEARD Executive Director of All Out, a 2021 Global Pluralism Award laureate, speak in front of Canada House in London, UK. [CREDIT: ALEX UNAI ARRIETA]

The drum beat of polarizing rhetoric that accompanies and deepens these crises is fracturing cohesion around the world. Internally, societies everywhere are struggling with how to engage peacefully, to foster respectful and thoughtful discourse on these huge global challenges. When leadership falls short, the vacuum is filled by divisive narratives and a rise in authoritarian populism. Leadership, rooted in belonging and mutual recognition, is urgently needed in this moment to reclaim space for engagement, dialogue and understanding.

The current global order has been built on historic inequalities and underpinned by powers that are waning. Without acknowledging and confronting this uncomfortable reality, the constructive nature of international systems will continue to crumble. New global connections and relationships need to be rooted in an honest appraisal of the global situation and an openness to perspectives different from our own. This is, at its heart, pluralism at a multilateral level.

These dynamics have important implications for the work of pluralism. Leadership is critical, and supporting leadership for pluralism in societies around the world is central to the Global Centre for Pluralism's mandate.

While understanding the uniqueness of each society's journey, we work with leaders to demonstrate that dialogue across difference is possible, desirable and beneficial. However, for these discussions to be fruitful, we need to continue to prioritize relationships and trust to build across global differences and siloes in all our societies.

One way we do this is to celebrate and amplify those who bridge divides, even in the most polarized contexts. This past year's Global Pluralism Award winners — Cameroonian peacebuilder Esther Omam; Red de Intérpretes y Promotores Interculturales Asociación Civil; and REFORM: The Palestinian Association for Empowerment and Local Development — are three fearless examples of groups and individuals doing just that. They show us it is possible to swim upstream, even against a tide of violence and division. As we continue to work with our laureates in 2024, we will embark on our fifth Awards cycle. It has never been more important to find and support leaders such as these.

Secondly, the global context reinforces the importance of developing long-term relationships of trust as we collaborate with our partners to advance pluralism in their societies. As the global mood darkens, these relationships are increasingly vital. The Global Pluralism Monitor, with its assessments now covering 20 countries across seven regions, is one pathway to sustained collaboration.

The Monitor provides a means of taking the pulse of society — based on measures of political, economic and social inclusion and exclusion. This analysis then opens space for collaboration led by actors in each country with the skills, credibility and networks to advance social transformation — as in Colombia, Ghana, Malaysia and Sri Lanka. In 2024, we will deepen our relationships in more locations, helping our partners in pluralism frame things in a new way and learn from others' experiences.

The question of how to build pluralistic leadership at all levels is emerging in our work. There are opportunities for young people to shift and make changes — especially in regions with young populations, such as Africa, where roughly four in 10 people are under 15. Some of the educational resources we have developed, in partnership with UNESCO and others, will support a new generation of pluralist leaders.

In Canada, we are building relationships and identifying regional opportunities to engage — through the Monitor findings and our existing networks — in discussions on what pluralism means for Canadians. Continuing to learn from Indigenous knowledge and experience is vital to both pluralism and reconciliation. We are excited to explore how pluralism connects with Indigenous ways of knowing, globally and in Canada, and further build Indigenous knowledge throughout our programming.

The shining possibilities we see — through our work with partners and Awardees — sustain our faith that pluralism is more crucial than ever.

The principles of belonging, inclusion and respect for difference are not unique to any faith, society, faction or ideology. They remain universally applicable, propelling our efforts to find meaningful ways to heal deeply divided societies.

As His Highness the Aga Khan once observed, "Instability is infectious, but so is hope." By supporting and building pluralist leadership globally, building space for reflection, empathy and connection across divides, we reinforce this hope.



Meredith Preston McGhie
Secretary General



19th-century garden
Kabul, Afghanistan
19e siècle à Kaboul, agée par la guerre

02

About the Centre

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

Vision:

We believe that societies thrive when differences are valued.

Mission:

Our mission is to influence perspectives, inform policies and inspire pathways to advance pluralism.

« THE CENTRE STAFF at the Global Pluralism Award Ceremony held at the Delegation of the Ismaili Imamat in Ottawa, Canada.



The Centre's programs include:

- » **1. Global Pluralism Award:**
Celebrating and supporting the work of champions working to build more peaceful societies that respect differences.

- » **2. Global Analysis & Pluralism Monitor:**
Developing action-oriented research and tools to support the implementation of more inclusive policies and practices.

- » **3. Educating for Pluralism:**
Building the capacity of educators and schools to advance pluralism.

- » **4. Peace and Conflict:**
Applying a pluralism lens to support and sustain peace.

Across all our work, we strive to incorporate Indigenous themes, perspectives and partnerships, recognizing that pluralism demands transformative change that prioritizes Indigenous ways of knowing and doing.

What is pluralism? 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, that are grounded in respect for diversity.

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

Governance:

The Centre is governed by an international Board of Directors. The members include:

- + His Highness the Aga Khan (Chair)
- + Princess Zahra Aga Khan
- + Alicia Bárcena Ibarra (term concluded in 2023)
- + Rt. Hon. Adrienne Clarkson
- + Mike DeGagné
- + Kim Ghattas (term began in 2023)
- + Huguette Labelle
- + Rt. Hon. Beverley McLachlin
- + James Mwangi
- + Rohinton P. Medhora (term began in 2023)
- + Azim Nanji
- + Marty Natalegawa
- + Khalil Shariff

About the Centre



DR. WENDELL NII LARYEA ADJETEI, Professor at McGill University, in conversation with MEREDITH PRESTON MCGHIE at a book launch for his latest work, *Cross-Border Cosmopolitans: The Making of Pan-African North America*, presented in collaboration with Inspirit Foundation in February 2023, Ottawa, Canada. [CREDIT: PATRICK DOYLE]



03

Key Highlights + Results of 2023

This past year saw expanded use of Centre-developed tools and resources, and growing connections with civil society partners around the world in our efforts to advance pluralism. Across our programs — in education, global analysis and monitoring, strengthening peacebuilding, and integrating Indigenous perspectives — we deepened our relationships with local partners and worked with them to develop resources and activities tailored to their realities. Through the Global Pluralism Award, we celebrated a new cohort of pluralism champions. These efforts were amplified by online and in-person outreach that extended the Centre's reach.

» RECIPIENTS OF THE 2023 GLOBAL PLURALISM AWARD IN OTTAWA, CANADA.

Top from left to right: **LUIZA WOSGRAU** (Politize! Civic Education Institute, Brazil), **LEA BAROUDI** (Lebanon), **TONI KRUGER-AYEBAZIBWE** (GIN-SSOGIE, South Africa/Global), **MEGHAN BROWN** (Build Up, Kenya/United States/Global). Bottom from left to right: **ESTHER OMAM** (Cameroon), **JESÚS HERRERA** (Red de Intérpretes y Promotores Interculturales Asociación Civil, Mexico), **ODAY ABU KARSH** (REFORM: The Palestinian Association for Empowerment and Local Development). Not pictured: **DEEYAH KHAN** (Norway/United States), **INDIA LOVE PROJECT** (India), **TOUCHÉ** (Belgium). [CREDIT: PATRICK DOYLE]

Recognizing, supporting and inspiring pluralism champions

The Global Pluralism Award successfully concluded its fourth cycle in 2023. From over 200 submissions across 60 countries, 10 Award finalists were announced and publicized globally in September, with our three winners announced in October:

- » **Esther Omam**, a Cameroonian peacebuilder, mediator and human rights defender;
- » **Red de Intérpretes y Promotores Interculturales Asociación Civil**, a Mexican Indigenous youth collective; and
- » **REFORM: The Palestinian Association for Empowerment and Local Development**, a community empowerment organization.

In November, the Award celebrated these outstanding groups and individuals at its first in-person ceremony since 2019. The cycle culminated with a week of events in Ottawa profiling Award laureates and helping them make valuable connections. This past year also marked the beginning of a ten-year funding relationship with TD Bank to enhance these awards.

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»
ODAY ABU KARSH, General Director of REFORM, a 2023 Global Pluralism Award winner, speaks alongside fellow Award laureates at “Women, Peace and Security: Challenges and Strategies” a partnership event with Global Affairs Canada. From left to right: MEREDITH PRESTON MCGHIE, LEA BAROUDI (Lebanon), ODAY ABU KARSH (REFORM, Palestine), ESTHER OMAM (Cameroon).
[CREDIT: ANDREA CARDIN]



Developing knowledge and evidence to impact policy and practice

Our work with in-country partners confirmed the value of the Global Pluralism Monitor as a support tool for advancing pluralism.

Highlights included:

- **adapting the Monitor framework** for use in tracking implementation of the Ethnic Chapter of the 2016 Peace Accord in Colombia, through ongoing collaboration with Indigenous and Afro-Colombian social leaders;
- **supporting efforts in Ghana** to increase women's political representation and raise awareness of inequalities, in partnership with the Centre for Democratic Development – Ghana (CDD-Ghana);
- **hosting a series of dialogues in Malaysia** in partnership with the All-Party Parliamentary Group, which engaged state, civil society, religious and youth leaders from Kuala Lumpur to the regions of Sarawak and Kelantan; and
- **collaborating with the National Peace Council** of Sri Lanka to develop workshops that used the Monitor process and findings to strengthen the work of government and civil society groups.

» Moderator for the Global Pluralism Monitor: Ghana report launch event in Accra, **MAMAVI OWUSU ABOAGYE**, speaks with **JANET ADAMA MOHAMED**, Regional Director for West Africa of Conciliation Resources, and a CDD-Ghana staff member after the event. The launch was hosted in partnership with **CDD-GHANA** to raise awareness of the report findings and recommendations. [CREDIT: SHOT BY ROLLEX]

Advancing pluralism through education

In 2023, we extended and updated our pluralism education tools and resources, while offering pluralism training/workshops to practitioners from an expanded range of global contexts. The content and approach to delivery of professional development were validated at a workshop for civil society and gender practitioners at a global Aga Khan Foundation (AKF) workshop in Mombasa and at EuroClio's 2023 conference in Vilnius, where we rolled out new content for exploring pluralism. Towards the year end, we tested enhanced anti-racism materials with Francophone educators from across Canada. We also tested the application of mutual recognition and belonging principles in human resources policy and practices with participating school boards in Ontario. Finally, we developed a pluralism module for a new UNESCO training program for young leaders. First offered in Nigeria in November, the course will soon be available in-person and online internationally.





Strengthening peacebuilding efforts

In 2023, the Peace and Conflict program developed analytical tools and methods to apply pluralism principles in various conflict-affected contexts.

These included:

- pluralism and conflict prevention training for AKF field teams working on community development along the Tajikistan-Kyrgyzstan border;
- customized pluralism training for journalists in South Sudan; and
- support for local monitoring of the implementation of the Ethnic Chapter of the 2016 Peace Accord in Colombia.



The foreign ministers of Canada and Norway speak with Meredith Preston McGhie on pluralism, peace and security in turbulent times. From right to left: **THE HONOURABLE ANNIKEN HUITFELDT, MEREDITH PRESTON MCGHIE, and THE HONOURABLE MÉLANIE JOLY.** [CREDIT: ANDREA CARDIN]



Expanding awareness of Indigenous perspectives on history and pluralism

Given the importance of Indigenous rights and viewpoints to advancing pluralism and reconciliation, the Centre is working to integrate Indigenous perspectives in its work. We are developing a program to strengthen the efforts of networks and organizations working on issues of Indigenous rights and governance.

Highlights this past year included:

- events and workshops hosted with Indigenous communities in Canada and around the world;
- use of the Global Pluralism Monitor by Indigenous and Afro-Colombian social leaders to track the implementation of the Colombia Peace Accords; and
- the addition of the GCP-commissioned report, *Where Sussex Drive Meets the Kichi Sibi* — which wrestles with the colonial legacy of the Centre's headquarter site in Ottawa — to Canada's Library of Parliament.



The Centre co-hosted a celebration for the launch of the children's book *Bean and Grandma's Weekend* by Wentanoron Ariana Roundpoint in partnership with TakingITGlobal and CCUNESCO in May 2023. From left to right: Author **WENTANORON ARIANA ROUNDPOINT**, Parliamentary Librarian **HEATHER LANK**, and Executive Director of TakingITGlobal **JENNIFER CORRIERO.** [CREDIT: ANDREA CARDIN]



Two 2021 Global Pluralism Award laureates, **MATT BEARD** of All Out and **OMAID SHARIFI** of ArtLords, in conversation with **KIM GHATTAS**, Emmy-award winning journalist and former Global Pluralism Award juror, at “Art and Activism: Building Pluralism in Diversity”, an event hosted at Canada House in London, UK in April 2023. [CREDIT: ALEX UNAI ARRIETA]

Amplifying the urgent need for pluralism

Through high profile events and creative outreach, our communication efforts kept pluralism in the spotlight. In March, the Centre co-hosted a dialogue with Global Affairs Canada that featured the foreign ministers of Canada and Norway discussing pluralism, peace and security in turbulent times. In April, the Centre and the Canadian High Commission in the United Kingdom co-hosted a discussion on art and activism as tools for building empathy, with two Pluralism

Award laureates and former Global Pluralism Award juror and current Board member, Kim Ghattas.

The newly launched Global Pluralism Monitor website was promoted through a new animated video and social media campaign. Finally, a series of short documentaries that premiered at the Award ceremony will continue to amplify the work of the Award Laureates to global audiences.



04

Plans and Priorities 2024

As the global space for pluralist thinking continues to shrink, the role of the Centre as an incubator for new thinking and an innovator in framing approaches to support peaceful, diverse societies is ever more important. In the coming year the Centre will continue to advance pluralism in action with key partners — testing, adapting and implementing an array of tools and resources. This will bring together young leaders, educators, peacemakers and practitioners for transformative dialogue and collaboration in differing contexts.

« Global Pluralism Award jurors meet to select the 2023 Global Pluralism Award finalists in London, UK, April 12, 2023. From left to right: **MS. REETA ROY, MS. KIM GHATTAS, DR. MARWAN MUASHER, AMBASSADOR ANNIKA SÖDER, MS. YÁSNAYA ELENA AGUILAR GIL, BISHOP PRECIOUS OMUKU, THE HONOURABLE RATNA OMIÐVAR.**

[CREDIT: ALEX UNAI ARRIETA]

In 2024, we will continue to shape a new program of work in Indigenous perspectives on pluralism, while taking stock of the Global Pluralism Award, which has just completed its fourth programming cycle. We will reflect on lessons from the Global Pluralism Monitor, now applied in 20 countries, to see how the evidence and research framework can reinforce pluralist action.

Given the global relevance of the Centre's work at a time of increasing polarization and division, it is essential to draw lessons from our experience and continue to adapt and respond to emerging realities. This will allow us to sharpen Centre programming and share insights to enhance the efforts of educators, civil society organizations, peace practitioners and other partners in pluralism.



Global Pluralism Award

The Global Pluralism Award program will enter its fifth cycle in 2024, as we begin the nomination and selection process for the 2025 Award. Four new jurors will join Jury Chair Marwan Muasher and jurors Reeta Roy and Yásnaya Aguilar Gil. Meanwhile, the Award program will continue to support the 2023 winners by profiling their work among key audiences.

We plan to:

- Engage with 2023 Award winners to scale up their work by profiling their work among key audiences and amplifying its impact through grant funding.
- Identify results and lessons from the Award's first four cycles.
- Collaborate with alumni from previous Award cycles to lay the groundwork for an alumni engagement strategy.
- Launch the next Award cycle, screen nominees and select a shortlist for the 2025 Award.
- Work with TD Bank to demonstrate the impact of our partnership, while exploring new sources of funding.

Global Pluralism Monitor

Working with local partners to understand sensitivities and challenges, we will continue learning and demonstrating how the Monitor assessments and framework can be used to inform action and decision-making in diverse country contexts. This will involve sustaining engagements initiated in 2023 and expanding to more countries. We will also synthesize findings across the reports to engage a wider range of stakeholders and donors globally.

We plan to:

- Advance the integration of pluralism in the work of partners in Colombia, Ghana, Malaysia and Sri Lanka.
- Diversify regionally and explore new topics, initiating engagements in up to three new countries.
- Complete country assessments in Iraq, Jordan, Kenya, Mexico, Nigeria, South Korea, Tunisia and the United Kingdom using an enhanced peer review process.
- Develop comparative thematic papers reflecting Monitor report findings and country stakeholders' interests.
- Pursue collaborations to utilize data on belonging, produced in partnership with Afrobarometer, to inform decision-making in Africa.
- Complete a review of the Monitor's framework design.
- Raise the Monitor's profile with stakeholders and influencers and use the Monitor website to profile the use of the reports and framework to strengthen pluralism.
- Renew and expand financial support to extend the Monitor's use in diverse contexts.



Still photo from a video introducing the **GLOBAL PLURALISM MONITOR** and website for a digital campaign. This video includes an overview of the Monitor assessment framework and country reports. [CREDIT: SOAPBOX DESIGN]

Educating for Pluralism

In 2024, we will continue to extend the use and adaptation of our educational tools in diverse contexts, in collaboration with trusted partners.

We plan to:

- Roll out and adapt the Pluralism Self-Assessment Tool for Schools with partners in Pakistan, Indonesia and Canada.
- Further test materials and strategies to adapt the Educator Professional Development modules for use in Pakistan, Indonesia and Canada, incorporating content on the use of AI in spreading hate and disinformation.
- Update the Centre's Learning Framework for Pluralism to reflect current research and evidence.
- Produce an introductory guide on Disaggregated Data for Advancing Pluralism in education systems.
- Deliver professional development on pluralism into leadership training for youth and education professionals.
- Cultivate partnerships and secure financial support to help scale our tools, curricula and resources.

Peace and Conflict

Through context-specific engagements in Afghanistan, Colombia, Sudan and other countries, we will further develop tools and curricula rooted in the needs of peacebuilding practitioners. Building on this experience, we will enhance GCP's thought leadership in the peacemaking space by engaging with peer organizations and sharing our lessons internationally.

We plan to:

- Continue the roll-out of our Media for Pluralism Toolkit in South Sudan and explore opportunities to build on this work in other contexts.
- Strengthen civil society engagement in mediation, conflict prevention and peacebuilding efforts in Sudan, Afghanistan, Colombia and other locations, as opportunities and funding allow.
- Strengthen implementation and monitoring of peace agreements by continuing our support to partners in Colombia for monitoring the Ethnic Chapter of the 2016 Peace Accord and sharing this experience internationally.
- Expand our catalogue of peacebuilding training materials and tools, with a focus on strengthening media and civil society engagement, mediation and monitoring of peace agreements.
- Promote peace practitioners' integration of pluralism approaches through targeted events, briefings and trainings.
- Secure additional funding to expand our contributions to peacebuilding and conflict prevention.



⌆
Civil society leaders from across Colombia meet at La Casa de la Paz,
or The House of Peace, in Bogotá for a networking event in partnership
with **COMPAZ FOUNDATION**. [CREDIT: ALEXA ROCHA]

Indigenous Perspectives on Pluralism

Drawing on our growing networks and findings from Monitor assessment reports in 11 countries, the Centre will work with Indigenous groups and communities to further develop a program of work on Indigeneity.

We plan to:

- Extend our partnerships and relationships in Canada and beyond to further explore joint programming and knowledge-sharing opportunities.
- Build Indigenous knowledge throughout our programs by exploring connections between Indigenous ways of knowing and the Centre's understandings of pluralism.
- Work with Indigenous partners to capture and share knowledge on Indigeneity and pluralism based on Monitor assessments and activities.
- Increase the visibility of findings from the Centre-commissioned report *Where Sussex Drive Meets the Kichi Sibi* among elected officials.
- Identify and secure funding to sustain and expand this emerging program of work.



05

Projected Outcomes 2024-2026

Through our outreach events, research and analysis, and by providing tools for training, monitoring and education on pluralism, the Centre contributes expertise and resources to help policymakers and practitioners take action and make decisions that lead to more peaceful, prosperous and just societies. Over the long term, we aim to have a positive impact on societal attitudes and norms about diversity (which we call the “software” of pluralism) and institutional responses to diversity (the “hardware” of pluralism).

« Participants at a cultural café workshop led by
REFORM: THE PALESTINIAN ASSOCIATION FOR EMPOWERMENT
AND LOCAL DEVELOPMENT. [CREDIT: FIRAS ADASI]

Over the next three years, the Centre's core programs and activities will support transformational change by increasing the global commitment to pluralism. Achieving this goal requires enhancing our strategic partnerships and increasing our funding.

By 2026, we aim for:

Increased awareness and understanding about:

- Tangible ways pluralism can be advanced in society across different contexts and fields of practice
 - *Global Pluralism Award laureates and alumni network*
- How to address diversity in the classroom, strengthen pluralism in school environments and influence education policy
 - *Educating for Pluralism tools for educators*
 - *Pluralism Self-Assessment Tool for Schools*
- How to integrate pluralism into peacebuilding in various conflict-affected contexts
 - *Peace and Conflict programming*

- How to advance policies and practices that address the root causes of exclusion and improve prospects for pluralism
 - *Global Pluralism Monitor framework and country assessments*
- Important connections between Indigeneity and pluralism
 - *Indigeneity program in development and connections made across programs*

Expanded reach and impact through partnerships:

- With educator networks in Asia and Africa to ensure tools and training are developed with local knowledge and reach a wider audience
- With organizations and networks that engage with Monitor findings in selected countries in Asia, Africa and Latin America
- With local partners to strengthen the implementation of the Ethnic Chapter of the Peace Agreement in Colombia
- With organizations in Canada, Asia and globally to explore programming on Indigeneity and pluralism



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CENTRE STAFF meet to discuss the Global Pluralism Monitor: Malaysia report with anti-discrimination experts at **PUSAT KOMANG**, a Malaysian NGO focused on human rights, democracy, and anti-discrimination, with a special emphasis on anti-racism and Indigenous rights. [CREDIT: AZEEM LENIN]

New knowledge generated about pluralism reaching practitioners globally:

- New resources developed on systemic ways to advance pluralism in education, and used by more educators in more contexts
- Analysis and action research on key findings from Global Pluralism Monitor assessments informing actions and decisions

- Knowledge products developed based on perception survey data for 34 countries, collected under a partnership with Afro-barometer for the Global Pluralism Monitor

Expanded scope of research and programming with additional funding:

- Financial support secured to sustain + expand programs and research in all priority areas



GLOBAL PLURALISM AWARD LAUREATES participate in an interactive workshop on pluralism during Award Week in Ottawa, Canada.
[CREDIT: PATRICK DOYLE]

By 2026, we envision:

- The Centre is globally recognized as the authority and thought leader on pluralism and a growing network of Canadian and international practitioners, policymakers and partners are seeking out the Centre's analysis, tools and success stories to integrate into their work.
- A growing network of practitioners, identified by the Global Pluralism Award, is equipped with the resources, visibility and capacity to advance innovative approaches to pluralism and the global recognition of its value.
- Teachers and education leaders are applying the Centre's training and resources, leading to wider support across educational institutions and leadership for the advancement of pluralism in education.
- The Global Pluralism Monitor framework and country reports are being used by increasing numbers of community leaders, governments, civil society organizations and other practitioners to address root causes of exclusion in their societies and improve prospects for pluralism.
- Peacebuilders in a range of conflict-affected contexts are seeking out the Centre's tools, resources and advice to integrate pluralism in their work.
- The Centre is widely viewed as a global destination for dialogue and learning about pluralism through our rigorous analysis, timely resources, high-quality events and thought-provoking commentary, and the Indigenous history of the area around its Ottawa headquarters is well-known in the community.
- Indigenous perspectives and approaches from across Canada and around the world are informing the Centre's work.
- Additional external funding is secured to support program growth, expansion and impact.

06

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.

During the period from January to September 2023 the Fund's value increased by \$1.9 million (or 2.8%) and resulting in a net deficit of \$0.79 million (or -1%) after covering monthly draws of \$2.7 million during the same period for the Centre's operations.

Fund Management

Global Centre for Pluralism Endowment Fund (\$'000)	Jan-Mar 2023	Apr-Jun 2023	Jul-Sep 2023	Jan-Sep 2023
Portfolio Value at Beginning of the Period	68,159	70,336	69,935	68,159
Interest, Dividends and Fund Distributions	627	550	542	1,719
Realized Capital Gains	429	208	115	752
Unrealized Capital Gains / (Losses)	2,021	(259)	(2,327)	(565)
Portfolio Value before Withdrawals	71,236	70,835	68,265	70,065
Withdrawals for Operating Expenditures	(900)	(900)	(900)	(2,700)
Portfolio Value at the end of the Period	70,336	69,935	67,365	67,365

The fund balance as of September 30, 2023, was \$67.4 million. The gross growth of the Fund since inception was \$39 million, comprised of \$21.6 million in interest, dividends, and fund distributions; with \$16.4 million in realized capital gains; and \$1 million in unrealized capital gains.

Performance (% return) Period ending September 30, 2023	YTD 2023		
	Fund (Net)	Benchmark	Median
Overall Portfolio	2.7	2.4	—
<u>Underlying Funds:</u>			
Canadian Equity	0.6	3.4	4.0
Foreign Equity	10.3	9.8	7.0
Bonds	-0.7	-0.5	-1.1
Commercial Mortgages	4.0	0.9	1.3

07

Projected Expenditures and Revenues

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

In November 2023, the Board of Directors approved an annual budget for 2024 of up to \$4.3 million. This total amount includes the annual draw from the Endowment, a carry-forward from 2023 and external funding from Global Affairs Canada, USAID, TD Bank and individual donations.

In 2024, program spending is projected to account for 90% of the Centre's total expenditures.

08

Risk Mitigation

The Centre has a Risk Management Framework, which was last reviewed by the Board's Executive, Audit and Investment Management Committees in November 2023. The Code of Ethics and Conduct, approved by the Board in 2015, is reviewed by the Board bi-annually. 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 Centre's Management Committee annually review all risks to the institution and report on these to the Board of Directors.
- The Members of the Corporation meet annually to appoint the auditors, receive a report from the Board of Directors and fill any Board vacancies.
- The Board meets twice a year, providing strategic guidance and financial stewardship

to the Centre. The Board reviews and approves the annual budget and the annual audited financial statements. It appoints and supervises the work of three mandated Board sub-committees. The Board has adopted a self-assessment system.

- The Board's Executive, Audit and Investment Management sub-committees meet regularly between Board meetings and provide oversight to the Centre's affairs.
- The Secretary General, who is accountable to the Board for the overall effectiveness of the institution, is responsible for the management and performance of the Centre. The Executive Committee conducts an annual performance review and the Board approves the Secretary General's objectives.
- The Board approved both a Statement of Investment Policy and a Statement of Spending Policy at its November 2011 meeting and continues to review these policies annually with the assistance of the Investment Management Committee.
- An investment advisor, portfolio managers and custodian have been appointed by the Board to manage the Fund. Their actions are guided by the Statement of Investment Policy and overseen by the Board's Investment Management Committee. The Board augmented membership of the Audit and Investment Management Committees with a non-Board member with professional audit and investment experience to assist in the Committees' work.

09

Performance Management Strategies

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.

There are two components: an evaluation of progress toward the outcomes set out in the Funding Agreement and a value-for-money audit to assess the economy, efficiency and effectiveness with which the Fund has been used.

In 2022, an external evaluation and audit was completed for the period from 2017 to 2021. Findings of the evaluation are based on multiple sources – the Centre's reports and documents, a survey of 106 program participants, and 25 interviews with external partners, staff and Board members.

The evaluation report highlighted a strong affirmation of the Centre's framing of pluralism and the relevance of this approach. The audit confirmed that the Centre's organizational systems and processes are effective and robust. The reports found that the Centre's programs are well-designed, well-executed and mutually complementary, and that the Centre benefits from a strong staff team and leadership.

« The Centre plays a unique role in addressing the increasingly pressing need for pluralist attitudes and institutions in Canada and around the world. It has responded well to recent contextual shifts, and is aware of the challenges posed by the emergent expansion of identity-based political exclusion and cultural polarization. The program portfolio aligns strongly with the Centre's mission, and the complementarity of the program design adds significant value. »

— GLOBAL CENTRE FOR PLURALISM PERFORMANCE EVALUATION REPORT,
RIPPLE PEACE RESEARCH CONSULTING, 2022



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