



GLOBAL CENTRE FOR PLURALISM  
CENTRE MONDIAL DU PLURALISME

# 2025 / Corporate Plan

Highlights, Results and Priorities

[pluralism.ca](https://pluralism.ca)







# Contents

## 04

### Secretary General's Message

*"In the face of rising division and polarization globally, we need to lean into conversations that help us better understand sources of intolerance, to actively counter division through engagement and to take actions that focus on ensuring all members of our societies feel that they belong."*

—MEREDITH PRESTON MCGHIE

## 07

### Key results of 2024 & Plans and priorities for 2025:

- Global Pluralism Award
- Global Analysis
- Peace and Conflict
- Education
- Indigenous Perspectives on Pluralism
- Communications, Public Affairs and Convening

## 21

### Fund Management

## 24

### Projected Expenditures and Revenues

## 24

### Risk Mitigation

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.



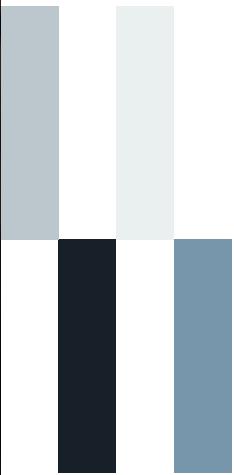
**GLOBAL CENTRE FOR PLURALISM**  
330 Sussex Drive, Ottawa ON K1N 0C7  
Canada // (613) 241-2532

[pluralism.ca](https://pluralism.ca)

@GlobalPluralism







## Secretary General's Message

**In difficult times, it can be hard to imagine positive transformation in our societies.**

In the face of rising division and polarization globally, we need to lean into conversations that help us better understand sources of intolerance, to actively counter division through engagement and to take actions that focus on ensuring all members of our societies feel that they belong. By amplifying unheard voices, and promoting cross-cultural dialogue, the Global Centre for Pluralism creates spaces where difference is not only tolerated, but celebrated.



Secretary General **MEREDITH PRESTON MCGHIE** at the 2024 *Paris Peace Forum* sharing feedback on innovative solutions for sustainable progress in November 2024. CREDIT: PARIS PEACE FORUM

## 2025 / Corporate Plan

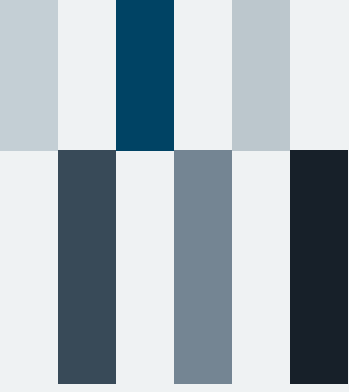
### Highlights, Results and Priorities

Addressing and transforming deep societal divisions in times of unrest is at the core of the Centre's work. Our experiences around the world show how pluralism provides a practical framework for preventing and resolving conflict, for advancing social cohesion and building stronger societies. The Centre supports leaders in different sectors to build their understanding of pluralism and to apply this in their work in Canada and around the world – from Sri Lanka to Nigeria, from Colombia to Malaysia. This collective work demonstrates that pluralism is not merely an idea, but a concrete tool for building resilient, equitable societies, demonstrated inspirationally in the leadership of our Global Pluralism Award laureates.

As we move towards 2025, we will continue to expand and grow this vital work, focusing on our four core pillars – helping societies better understand the challenges they face, equipping leaders to take actions that will enhance belonging and address divisions, and convening different

forums, public and private, to facilitate the often-uncomfortable discussions that are required to advance this work. Finally, we will continue to share and discuss pluralism to build a wider understanding of and commitment to the power of this framing in our society today.

We will do this in close partnership with our global cohorts of Award laureates, with governments, educators and civil society leaders. In a range of contexts from Colombia and Ghana to Canada, Sudan and Afghanistan and beyond, we will continue to accompany leaders in their efforts to take actions that centre the belonging and dignity of all in their work. When they do this, opportunities to work across divisions, to bring in groups that have otherwise been marginalised, to find new approaches to existing problems emerge. Through these efforts, we hope to equip leaders to use pluralism as the foundation for more peaceful and just societies for everyone and at every level – in their communities, their countries and around the world.



## Key results of 2024 & Plans and priorities for 2025

1. **Global Pluralism Award**

---
2. **Global Analysis**

---
3. **Peace and Conflict**

---
4. **Education**

---
5. **Indigenous Perspectives  
on Pluralism**

---
6. **Communications,  
Public Affairs and Convening**

---



## 1. Global Pluralism Award

The Global Pluralism Award celebrates and supports the work of worldwide leaders working to build more peaceful and inclusive societies. This year, the Centre successfully launched the Award's 5<sup>th</sup> cycle, with 311 submissions from over 64 countries.

### Highlights and Results from 2024

Throughout 2024, the Centre supported our 2023 laureates to amplify their messages through a range of forums:

- We co-hosted a live podcast taping of *This Being Human* at the Aga Khan Museum featuring documentary filmmaker Deeyah Khan, with a live audience of over 150 and generating close to 15,000 social media impressions to date. The podcast is available on the Centre's website.
- At the United Nations in Geneva, the Centre and Red de Interepretes y Promotores Interculturales A.C. co-hosted a side event on pluralism, Indigenous languages, and rights on the 17<sup>th</sup> session of the UN Expert Mechanism on the Rights of Indigenous Peoples.



2023 Global Pluralism Award laureate **DEEYAH KHAN** on *The Social*, speaking about her experiences as a documentary filmmaker and promoting the live broadcast taping of *This Being Human*. CREDIT: GCP

- At the Alliance for Peacebuilding's PeaceCon in Washington D.C. the Centre facilitated a high-level plenary on pluralism and trust, featuring laureates Lea Baroudi, founder of MARCH (Lebanon), and Helena Puig-Larrauri of Build Up.
- In partnership with The Dignity Network, Journalists for Human Rights and Alliance for South Asian Aids Prevention (ASAAP), the Centre convened a public screening and discussion in Toronto with India Love Project's co-founder Priya Ramani to promote their new Amazon Prime show *Love Storyiaan* and upcoming book.

---

## Results and Priorities for 2025

In 2025, as we celebrate our 5<sup>th</sup> cycle Award winners, we will use this year to amplify the extraordinary power of the leadership of all 50 of our laureates.

This will include:

---

**Completing** the selection and final due diligence processes for our 5<sup>th</sup> cycle of the Award, including convening our international jury in London.

---

**Convening** our 2025 laureates in Ottawa for a week of public events, workshops, media opportunities and the Global Pluralism Award ceremony.

---

**Amplifying** the work of these laureates, through a wide-ranging set of communications materials featuring the work of our Alumni, 5<sup>th</sup> cycle finalists, and Award jurors.

---

**Engaging** with Award alumni to amplify the impact of the Award and to support this growing community of pluralism leaders.



## 2. Global Analysis

The Global Analysis program develops action-oriented research and tools to support the implementation of more inclusive policies and practices worldwide. This evidence is used by leaders around the world to make better decisions and build programs that centre pluralism in their contexts. Through the flagship *Global Pluralism Monitor*, the Centre enables assessments on the state of pluralism and through these assessments, facilitates deep, in-country engagement and actions to advance pluralism in selected countries around the world.

### Highlights and Results from 2024

Throughout 2024, the Global Analysis program:

- Developed an innovative approach to monitoring the implementation of the 2016 Peace Accords in partnership with the Women of the Ethnic Commission (MCE) and the Centre's Peace and Conflict program. We piloted a new tool, inspired and informed by the Global Pluralism Monitor framework and rooted in Indigenous practice, that enables constructive dialogue among communities and between communities and the government for more effective implementation of the agreement.



Indigenous women from Mexico and Canada in a panel for the **MEXICO WEEK 2024** and as part of the launch of the *Global Pluralism Monitor: Mexico report*, at the Centre, in September 2024. CREDIT: GCP

- Built extensive in-country activities in collaboration with national partners, based on the Monitor findings and framework in Ghana, Malaysia, Sri Lanka. These include advancing dialogue for inclusive legislation, exploring ways of shifting national discourse on recognition and belonging, building capacity to monitor the implementation of policies and co-development of curriculum for leadership training.
- Engaged new audiences on Monitor themes and findings through online webinars, blogs, in-country workshops, and briefings at local, national and at global levels.

---

## Results and Priorities for 2025

In 2025, we plan to:

---

**Advance** in country activities with partners in Colombia, Ghana, Malaysia, Sri Lanka, and South Africa to further the reach of these initiatives and deepen the impact towards pluralism in these contexts.

---

**Publish** Monitor reports for Jordan, Sudan, Tunisia, Kenya, and Nigeria.

---

**Produce** knowledge products on themes from Monitor reports and engagement for use by practitioners in various countries.

---

**Review** the Monitor methodology, to improve the intersectional approach, indicators and operational design for future assessments.

---

**Develop** a foundational publication on the Centre's understanding of pluralism for use by partners and in the Centre's training resources and tools.



### 3. Peace and Conflict

The Peace and Conflict (PAC) program leads the Centre's collaboration with peacebuilders, civil society, media and other leaders in conflict affected contexts. The program develops innovative tools to apply pluralism to traditional methods of conflict resolution, prevention and reconciliation.

#### Highlights and Results from 2024

Throughout 2024, the Peace and Conflict program:

- Trained journalists from across South Sudan on the role of media narratives in promoting pluralism, in peacebuilding and in conflict prevention in partnership with the Association for Media Development in South Sudan (AMDISS). This included a *Media for Pluralism* toolkit, and English and Arabic video courses.
- Developed a toolkit on alliance-building and cooperation with practical strategies on trust building, managing power dynamics in coalitions, and pursue common interests and objectives using pluralism as a guiding principle.
- Advised the *Coalition of Civilian Democratic Forces to end the war in Sudan (Tagadom)* on support development of pluralist approaches to outreach and inclusion at the Founding Conference of Tagadom.



Professors **MIRA SUCHAROV** (centre) and **OMAR M. DAJANI** (right) in conversation at "Reflections from a Vacant Lot", a compassionate dialogue about the conflict in Israel-Palestine, the future of the region and how to talk across difference at the Centre in May 2024.

CREDIT: PATRICK DOYLE

- Conducted a study on local dispute resolution interventions by INGOs over the last 20 years in Afghanistan and developed trainings based on the findings.
- Delivered trainings on mediation and pluralism to Global Affairs Canada, for peace practitioners through the Swiss Government Peace Mediation Course and ETH University's Peace Mediation Masters Course.
- Engaged on pluralism and peacemaking in global forums, including the Berlin Moot, PeaceCon, Austria Peace Forum, the Paris Peace Forum and the Doha Forum.
- Contributed to publications including contributing to a book published by the Swiss Government, *Letters to a Young Mediator*, presented to the UN Security Council.

---

## Results and Priorities for 2025

In 2025, we plan to:

---

**Expand** the monitoring tool for the 2016 Peace Accord implementation in Colombia, and continue supporting the participation of marginalized communities in their engagement in other peace processes in Colombia.

---

**Continue** work in Sudan with the USAID-funded consortium to support civil society organizations and media actors and expand our civil society toolkit with follow-up engagements with Sudanese civil society leaders.

---

**Continue** to support the development of pluralist approaches to a civilian led political process for Sudan.

---

**Continue** to train and work with peace practitioners globally on advancing pluralism through their work in a range of conflict contexts.



## 4. Education

The Centre's Education program builds the capacity of educators, schools, and leaders to advance pluralism. The program provides thought leadership on educating for pluralism, collaborating and consulting with education organisations in Canada and internationally. This year, the Education program deepened partnerships and expanded its network, reaching new audiences including leaders in educational contexts and other sectors to advance pluralism and respond constructively to today's complex challenges.

### Highlights and Results from 2024

Throughout 2024, the Education program:

- Built an integrated pluralism module for UNESCO's Global Youth Initiative curriculum, first piloted in 2023 and to be rolled out globally in 2025.
- Embarked on developing leadership for pluralism training for teachers in the Fédération canadienne des enseignantes et des enseignants (FCE), the francophone unit of the Canadian Teacher's Federation (CTF).
- Facilitated the development and delivery of a pluralism module as part of the Aga Khan Foundation Canada's Leadership for Development course and follow-up co-learning conversations.



2023 Global Pluralism Award laureate **ESTHER OMAM** visiting the Centre during a series of meetings and speaking engagements in Ottawa, in October 2024. CREDIT: GCP

- Raised pluralism in education in a range of global forums, including in the UN Summit of the Future Action Days, on panels discussing our collective humanity and pluralism, and interculturality and pluralism in STEM (Science, Technology, Engineering, and Mathematics) education.
- Strengthened links between pluralism and Indigeneity through discussions and engagement in a Canada-wide convened by the Northern Council for Global Cooperation.
- Continued to develop practical educational resources for adult learners and update our Learning Framework for Pluralism to reflect current research and evidence.

---

## Results and Priorities for 2025

In 2025, we plan to:

---

**Develop** and roll out in-person trainings, online collaborative sessions and tools for the Fédération canadienne des enseignantes et des enseignants (FCE).

---

**Cultivating** additional partnerships and funding to support the further development of our tools and resources and enable delivery of more leadership for pluralism trainings.

---

**Roll out** the UNESCO Global Youth Training with the pluralism module and core elements of the course on pluralism. This will reach at least 400 youth per year.

---

**Planning** and establishing partnerships to enable the Centre to convene a flagship training, the Global Centre's Leadership for Pluralism Summer Institute in 2026.

---

**Finalize** the foundational curriculum resources for our Leadership for Pluralism training and for use across the Centre's programs.



## 5. Indigenous Perspectives on Pluralism

As the rights and perspectives of Indigenous communities are central to advancing pluralism, we continue to be committed to connecting Indigenous perspectives and pluralism. Our contributions as an organisation offer opportunities for our pluralism lens to have important impact, and for us to learn and adapt approaches.

### Highlights and Results from 2024

In 2024, the Centre:

- Facilitated an “Indigeneity and Pluralism” review that uses the Monitor assessments to surface evidence-based findings and advance understanding of Indigeneity and pluralism.
- Convened a side event at the UN Expert Mechanism on Indigenous Peoples in partnership with Red de Intérpretes y Promotores Interculturales A. C. (REDIN), a 2023 Global Pluralism Award laureate, exploring how pluralism can serve as a transformative framework for securing rights and justice for Indigenous Peoples, particularly through the vital role of language interpretation featuring the Special Rapporteur on the Rights of Indigenous Peoples, Francisco Calí Tzay.



**JESÚS HERRERA** and **PAULA CORTEZ ACACIA**, from 2023 Global Pluralism Award Laureate Red de Intérpretes y Promotores Interculturales, in Geneva on the UN Expert Mechanism on Indigenous Peoples, in July 2024. CREDIT: GCP

- Piloted a monitoring tool adapted by Indigenous and Afro-Colombian women, integrating and centering Indigenous experiences and practices. By the end of 2024, the tool will have been implemented in two regions, including the Awa Indigenous' territory in the Pacific region.
- Co-hosted a session for the National Day for Truth and Reconciliation in Canada with the Hill Times and The Other Hill on community approaches to Reconciliation led by Rose LeMay, a leading adult educator on cultural competence and anti-racism and a 2021 Award laureate.

---

## Results and Priorities for 2025

In 2025, we plan to:

---

**Build** our relationships with organizations, nations and communities in Canada, Colombia, Asia and globally to explore joint programming and experience-sharing.

---

**Work** with Indigenous organizations and communities in Canada to explore the connections between Indigenous ways of knowing and the Centre's conceptualisation of pluralism to further build Indigenous knowledge throughout our program.

---

**Promote** "Where Sussex Meets the Kich Sibi" report to increase visibility of findings among parliamentarians and officials at different levels of Government.

---

**Convene** a series of in-person and virtual events and workshops on Indigeneity and immigration in Canada, recognizing that building connections between immigrant and Indigenous populations is crucial to the success of advancing Truth and Reconciliation in Canada.

---

**Use** the Indigeneity and Pluralism review to better use the Monitor findings to surface experiences of Indigenous peoples, enrich work with Indigenous peoples in countries, and deepen the articulation of pluralism from an Indigenous perspective.



## 6. Communications, Public Affairs and Convening

Our work in 2024 centered on increasing the visibility and reach of the Centre's work and messages on the value of pluralism. At this time of polarization, demonstrating pluralist leadership is a central feature of our communications. We achieve this by elevating the stories of the Awardees to amplify the need for pluralist leadership in the face of global polarization and demonstrate the practical impact of pluralism.

### Highlights and Results from 2024

#### COMMUNICATIONS:

- Amplified the 2023 Global Pluralism Awards laureates' work in Canada and globally.
- Increased the visibility reach of our message in Canada through media engagements for the Secretary General and laureates (e.g., Rogers Daytime, CTV Morning Live, The Social).



Secretary General **MEREDITH PRESTON MCGHIE** presents her Talk, "Peacemaking and the Power of the Middle Ground" at TEDxCalgary in May 2024.

CREDIT: DAVID KOTSIBIE

- Launched the 5<sup>th</sup> Award cycle with a 30% increase in nominations, reaching new demographics, including youth.
- Improved user experience for the Global Pluralism Award through a redesign of the Award website.
- Grew our social media following to 15,500+ across platforms.

#### **EVENTS & OUTREACH:**

---

- Increased the number and type of spaces the Centre is engaging in, including the Berlin Moot, TEDxCalgary, PeaceCon, Philanthropic Foundations Canada National Conference, EngageFest!, World Forum for Democracy, Paris Peace Forum, the Halifax Security Forum, Doha Forum, and the Obama Foundation's Democracy Forum.
- Presented the Secretary General's TEDx Talk, "Peacemaking and the Power of the Middle Ground", to an audience of over 300 people in Calgary and drawing nearly 1,000 views online.
- Organized "Reflections from a Vacant Lot", a public discussion on how to talk across difference in the context of Israel-Palestine, attracting over 1,000 attendees in-person and online.
- Co-hosted events with Heritage Ottawa to honour The Right Honourable Adrienne Clarkson and with the Senate of Canada to celebrate the Senate's gender parity milestone, reaching new audiences in Canada through themes and stories of belonging.

---

## Results and Priorities for 2025

For 2025, our communications campaign will focus on storytelling for change, again with core themes of leadership and the power of pluralism to address division. We will support and convene a range of engagements with past Award laureates and our program partners around the world.

We also plan to:

---

**Map** previous awardees to assess the Award's impact on their capacity to advance their work and demonstrate the impact of the Centre's support.

---

**Enhance** our digital communications, including our newsletter, to broaden our reach and elevate our profile with a goal of doubling our audience and, using innovative formats, increase our follower base by 50% across social media platforms.

---

**Implement** in-house media training and other internal communications support for staff as ambassadors of pluralism.

---

**Continue** to convene both public and private spaces for dialogue on a range of issues connected to the programs and to wider social issues in Canada and globally.

---

**Increase** the number of engagements with media in Canada and internationally.



## 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.

## 2025 / Corporate Plan

### Highlights, Results and Priorities

<b>Global Centre for Pluralism Endowment Fund (\$'000)</b>	<b>JAN-MAR 2024</b>	<b>APR-JUN 2024</b>	<b>JUL-SEP 2024</b>	<b>JAN-SEP 2024</b>
Portfolio Value at Beginning of the Period	71,416	72,858	72,260	71,416
Interest, Dividends and Fund Distributions	558	540	599	1,697
Realized Capital Gains	1,317	152	91	1,560
Unrealized Capital Gains / (Losses)	467	(390)	3,480	3,557
Portfolio Value before Withdrawals	73,758	73,160	76,430	78,230
Withdrawals for Operating Expenditures	(900)	(900)	(900)	(2,700)
<b>Portfolio Value at the end of the Period</b>	<b>72,858</b>	<b>72,260</b>	<b>75,530</b>	<b>75,530</b>

During the period from January to September 2024 the Fund's value increased by \$6.8 million (or 9.8%) and resulting in a net surplus of \$4.1 million (or 5.9%) after covering monthly draws of \$2.7 million during the same period for the Centre's operations.

Performance (% return) Period ending September 30, 2024	YTD Sep 2024		
	Fund (Net)	Benchmark	Median
Overall Portfolio	9.8	11.0	—
<b><u>Underlying Funds:</u></b>			
Canadian Equity	15.2	17.2	16.2
Foreign Equity	16.0	21.6	18.1
Bonds	5.0	5.1	4.9
Commercial Mortgages	6.3	5.0	5.5
Infrastructure Fund	4.2	6.6	—

The fund balance as of September 30, 2024, was \$75.5 million. The gross growth of the Fund since inception was \$50 million, comprised of \$24 million in interest, dividends, and fund distributions; with \$18 million in realized capital gains; and \$8 million in unrealized capital gains.

## Projected Expenditures and Revenues

The prudent management of the Centre's operating costs continues to be a top priority. In November 2024, the Board approved a \$4.2 million budget for 2025. This funding draws on the Endowment, a carry-forward from 2024, external funding, and individual donations, ensuring financial sustainability for the year ahead.

In 2025, program spending is projected to account for 90% of the Centre's total expenditures.

## Risk Mitigation

The risk management strategy is updated annually for review by the Audit Committee and Board. Initiated by the Secretary General, it is discussed with the Management Committee prior to the Board Meeting in November. The Management Committee monitors ongoing risk mitigation actions and tracks risk changes. Risks are identified through management discussions and may be amended during reviews. The goal is to reduce risk vulnerability.

Regular risk management measures encompass several different actions that management and staff will have in place on a routine basis to mitigate and understand risks. This includes quality control measures around programme implementation, regular compliance checks on systems and funding agreement requirements, annual audits, forward financial planning, procuring insurance covers, and the quarterly review of the risk management framework itself.