

# Corporate Plan 2023



GLOBAL  
CENTRE FOR  
PLURALISM

CENTRE  
MONDIAL DU  
PLURALISME





Credit: Andrea Cardin

**“What can be encouraged is the ability to restructure society. Why not restructure the ideas that it is based on, the knowledge that it holds; restructure the voices it includes. We can restructure and build institutions, and a society, that are inclusive to all voices, races and ethnic groups.**

**[...] I want you to think about your own responsibility as settlers within a restructured society, one that we can build together. I want you to think about and reflect on how we can become a united front and rebuild that broken bridge.”**

– Kyrstin Dumont, an Algonquin advocate from Kitigan Zibi First Nation, speaking at the launch of the report, *Where Sussex Drive Meets the Kichi Sibi: History and Pluralism* at 330 Sussex, October 4, 2022.

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**Front cover:** 2021 Global Pluralism Award laureates visit Ottawa.

From left to right: Matt Beard (All Out), Carolina Contreras, Trésor Nzengu Mpauni, Dani Elazar (Hand in Hand Center for Jewish-Arab Education in Israel), Mustafa Mahmoud (Namati Kenya), Lenin Raghuvanshi, Rose LeMay, Omaid Sharifi (ArtLords).

Missing: Puja Kapai and Community Building Mitrovica

Credit: Patrick Doyle

## 01

## Secretary General's Message

**When I look back at this past year, and look to our plans for the future, an overarching theme emerges: relationships.** With strong relationships comes trust, belonging and a greater likelihood of recovery from tensions and divisions. Building inclusive, equitable and just societies requires meaningful relationships.

Relationships challenge us to move outside of our own ways of seeing the world. Through our historical report, *Where Sussex Drive Meets the Kichi Sibi*, we were introduced to an approach of "two-eyed seeing", adapted from a Mi'kmaw concept of connecting Indigenous and Western knowledge to create a deeper field of vision. This principle is a reminder of how deeply Indigenous perspectives can guide the work that we do towards pluralism, from Colombia to Canada, from Nagaland to Myanmar.

In this spirit, I have been reflecting on the words of Kyrstin Dumont, an Algonquin advocate from Kitigan Zibi First Nation. She spoke at our headquarters at the launch of the Kichi Sibi report<sup>1</sup>. Kyrstin joined us on behalf of her grandfather, Elder Albert Dumont, who is the author of the poem, "City of Ottawa" (see page 15). Kyrstin said,

"What can be encouraged is the ability to restructure society. Why not restructure the ideas that it is based on, the knowledge that it holds; restructure the voices it includes. We can restructure and build institutions, and a society, that are inclusive to all voices, races and ethnic groups. [...] I want you to think about your own

responsibility as settlers within a restructured society, one that we can build together. I want you to think about and reflect on how we can become a united front and rebuild that broken bridge."

Her words capture the importance of building connections together with those who hope to reimagine and co-create more inclusive societies and systems, while actively reckoning with past and present injustices. This resonates with me when I think about discussions this year with leaders in Kenya, Afghanistan, across Asia and elsewhere. It will be a touchstone of how we take our work forward; we are already seeing that this approach is unique from other organizations.

Imagine turning a kaleidoscope and seeing new patterns and colours emerge. Our approach to pluralism works much the same way. It enables people to see their spaces differently and to reflect on patterns they were not able to see or discuss before. It enables them to take better decisions, which directly address the sources of division and exclusion in society.

Kaleidoscopes are constantly shifting, as light refracts and reflections change. Our pluralism approach is ever evolving, as well. It does not impose a static solution on groups and communities. It fosters experimentation and learning.

For our pluralism lens to be a trusted tool by our collaborators, they must first trust our organisation. This requires that time be spent gaining a deeper sense

of the realities in each context. With this wisdom and knowledge shared, co-creation can begin to support flexible, nuanced, kaleidoscopic solutions to the biggest pluralism challenges in each unique context.

Concretely, we see this approach reinforced in our engagement in Colombia. This fall, our team met with communities and social leaders in Colombia to discuss the findings of the Global Pluralism Monitor report. The Monitor measures the state of pluralism in countries around the world and helps to inform political, economic, social and cultural decision-making. It shines the light on root causes of exclusion to improve prospects for pluralism.

Based on the Monitor assessment for Colombia, we are providing technical expertise to adapt the Monitor

framework to our partners' needs. This will be used as they engage with the new government under President Gustavo Petro and advance both the Colombian peace process and wider social and economic transformations. Leadership and agency will remain with the actors in Colombia, using a pluralism lens to amplify their wisdom and shape the national dialogue.

Our work is reminding us daily that *how* we work is as consequential as *what* we do. This approach, rooted in two-eyed seeing, learning and relationships, opens up new perspectives and worldviews, all of which deepen our work and enrich our approaches to pluralism.

**Meredith Preston McGhie**  
Secretary General



Meredith Preston McGhie moderating a discussion with former President of Mozambique, Joaquim Chissano, and former President of Colombia, Juan Manuel Santos, at the Oslo Forum 2022.

Credit: Ilja C. Hendel

<sup>1</sup> The historical report, *Where Sussex Drive Meets the Kichi Sibi*, was commissioned by the Centre in 2021 to deepen understanding of Indigenous dispossession and colonialism in the national capital region and on the lands surrounding our building. The report is available on the Centre's website at [www.pluralism.ca/sussex-meets-kichi-sibi](http://www.pluralism.ca/sussex-meets-kichi-sibi)

# O2

## About the Centre

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

### Vision

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

### Mission

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



Global Centre for Pluralism staff at the Centre's headquarters in Ottawa.

Credit: Luke Mistruzzi



*Afghanistan, My Love* exhibit at the Aga Khan Museum in Toronto, featuring a community mural by ArtLords, a 2021 Global Pluralism Award laureate.

Credit: Alnoor Meralli

### The Centre's programs include:

- › **Global Pluralism Award:** Celebrating and supporting the work of worldwide champions working to build more peaceful societies that respect differences
- › **Educating for Pluralism:** Building the capacity of educators and schools to advance pluralism
- › **Global Analysis & Pluralism Monitor:** Developing action-oriented research and tools to support the implementation of more inclusive policies and practices around the world
- › **Peace and Conflict:** Applying a pluralism lens to support peace processes around the world

### 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, which are grounded in respect for diversity.

We are living an historic moment of urgency for pluralism. Societies worldwide are being challenged to address issues of injustice, inequality and exclusion.

When societies commit to becoming more just, peaceful and prosperous by respecting diversity and addressing systemic inequality, the impacts can be transformational. When the dignity of every individual is recognized, everyone feels they belong. We are all better off, for generations to come.

### Governance

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

- His Highness the Aga Khan (Chair)
- Princess Zahra Aga Khan
- Alicia Bárcena Ibarra (began term in 2022)
- Iain Benson (term concluded in 2022)
- Rt. Hon. Adrienne Clarkson
- Mike DeGagné (began term in 2022)
- Huguette Labelle
- Rt. Hon. Beverley McLachlin
- James Mwangi
- Azim Nanji
- Marty Natalegawa
- Margaret Ogilvie (term concluded in 2022)
- Khalil Shariff

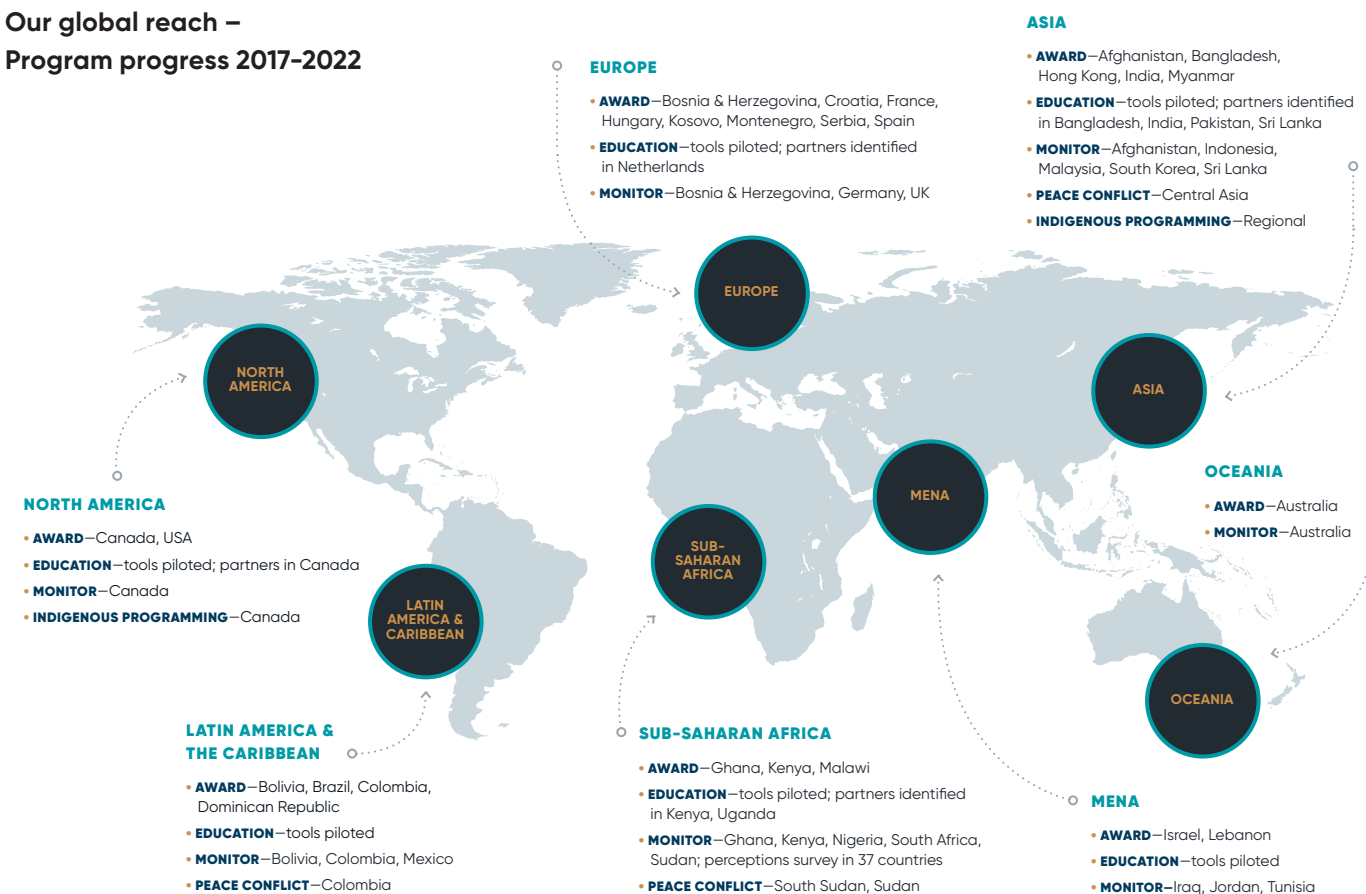
# 03

## Key Highlights and Results of 2022

This year has been one of expansion across all programs. There is a growing recognition among the Centre’s partners about the need for new ways to address division, polarization and marginalization, and to integrate reconciliation with Indigenous peoples throughout this work. Pluralism is being sought out as a transformative

approach to inspire action and influence policy change. The Centre’s programs continued to advance this mission through a wide range of initiatives around the world, collaborating and co-creating with community builders, educators, policymakers, activists, peacebuilders, Indigenous leaders and more.

### Our global reach – Program progress 2017-2022



Roundtable discussion at the Centre, “Educating for Peace and Pluralism”, featuring Dani Elazar, CEO of Hand in Hand: Center for Jewish-Arab Education in Israel, a 2021 Global Pluralism Award laureate.

Credit: Patrick Doyle



Roundtable discussion at the Centre on “Human Rights, Minority Rights and Pluralism”, featuring 2021 Global Pluralism Award laureate Puja Kapai, Associate Professor of Law at the University of Hong Kong.

Credit: Patrick Doyle

### Recognizing, supporting and inspiring pluralism champions

The **Global Pluralism Award** celebrated the achievements of its 2021 laureates in a virtual Award ceremony video production that reached an estimated 70,000 viewers and a week of in-person events, meetings and workshops in Ottawa. These gatherings gave Award laureates the unparalleled opportunity to:

- gain visibility for their work in Canada and beyond,
- expand their professional networks outside of their local context and fields of practice,
- explore new partnership opportunities, and,
- connect to learn about, inspire and support one another’s work.

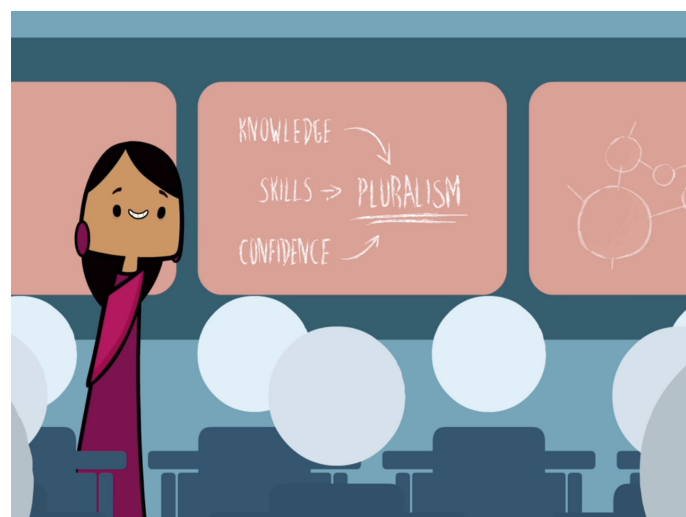
### Advancing pluralism through education

The **Educating for Pluralism** program helped education leaders in four Canadian provinces to identify and address exclusion in their schools through a pilot of the *Reflection Tool for Schools*.

A pilot of professional development training for educators helped teachers in 35+ countries to overcome key challenges to advancing respect for diversity in the classroom, such as:

- › tackling one-sided historical narratives that perpetuate conflict;
- › creating space for discussions that explore controversial social and political issues in the classroom;
- › fostering digital literacy to address fear and hate-based narratives about diversity on social media.

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.



### Developing knowledge and evidence to impact policy and practice

Drawing on qualitative and quantitative data about institutional and cultural responses to diversity in a country, the Centre's **Global Pluralism Monitor** team completed 20 country assessments. The resulting country reports are designed to impact policy and practice by making recommendations about how to foster more just, peaceful and prosperous societies, where exclusions are addressed. Much of the work in the years to come will focus on outreach about the findings and engaging in dialogue with stakeholders to increase the reports' impact.

### Supporting partners to lay the groundwork for pluralism

Staff worked with networks and partners in Colombia to use the **Global Pluralism Monitor** findings and framework to empower implementation of policies that lay the groundwork for sustainable peace and political, economic and social change in Colombia. A series of regional workshops held in the fall with representatives of local Indigenous and Afro-descendant organizations generated recommendations aimed at adding value to the ongoing implementation of the peace process in Colombia.

### Strengthening peacebuilding efforts

The Centre's program on **Peace and Conflict** grew rapidly: new tools and research were developed, mediation training was delivered and a growing number of requests were received to provide technical support to a range of peacebuilding initiatives. The program is already helping peacebuilders to apply a pluralism lens to strengthen the sustainability of peacebuilding efforts in Central Asia, with initiatives planned in Sudan and South Sudan.

### Expanding awareness of Indigenous perspectives on history and pluralism

Indigeneity continues to be a dominant theme, connected to all of our programs. With the Asia Indigenous Peoples Pact (AIPP), the Centre convened a regional conference on Indigenous self-governance, civic space, democracy and pluralism in Thailand in September. The conference brought together Indigenous leaders and allies from across Asia and internationally to share experiences. The conference raised awareness about how advancing pluralism can support greater respect and protection of Indigenous

governance and autonomy, themes that are reinforced in several of the country reports from the **Global Pluralism Monitor**.

In Canada, the Centre hosted a public event about the findings of the historical report, *Where Sussex Drive Meets the Kichi Sibi*, which garnered national media attention and has contributed to the Centre's development of a series of actions to expand its work in support of reconciliation and on Indigeneity and pluralism in Canada and beyond.



Panelists at the launch event for the report, *Where Sussex Drive Meets the Kichi Sibi*. From left to right: Sabre Pictou Lee and William Felepchuk from Archipel Research and Consulting.

Credit: Andrea Cardin

# O4

## Plans and Priorities 2023



The vital importance of pluralism continues to be reinforced not only by the Centre's partners, but also by global events from this past year. In the wider society, there exists an ongoing need to bridge divides and bring people together in respect and understanding across cultures, religion, ethnicity, language, history and so forth.

This is the existential challenge that the Centre's work addresses. Next year, the Centre will continue to advance these efforts through its core programs.

Mustafa Mahmoud, of Namati Kenya, an organization that was a laureate of the 2021 Global Pluralism Award, at a roundtable discussion at the Centre during Award week.

Credit: Patrick Doyle

### Global Pluralism Award

The upcoming Award cycle offers new opportunities to inspire and inform by bringing to light exceptional examples of pluralism in action from a range of fields of practice and geographies. Laureates' stories will be amplified through multi-media campaigns, events and an Award ceremony in Ottawa. The 2023 laureates join a growing and active network of pluralism champions around the world that make up our Award alumni.

The Centre was pleased to welcome a new Chair and several new jurors to the independent, international jury in 2022. The practice of careful due diligence to support the jury's deliberations will continue as a hallmark of the high quality of the Award process.

This cycle also marks the launch of a 10-year funding partnership with TD Bank Group. We are grateful for their support to the Award program.

Plans and priorities include:

- › Complete grant cycle with 2021 winners
- › Complete due diligence and selection process for the 2023 Award
- › Produce communications assets featuring the work and experiences of Award alumni, 2023 laureates and jurors
- › Convene the 2023 laureates in Ottawa for events, workshops and media opportunities, including an Award ceremony
- › Launch an alumni engagement strategy to amplify the achievements of this network

“This Award says: ‘We see you and you matter to us.’ It honours and celebrates the work and perseverance of change-makers who break new ground while working within the very structures that marginalize them.”

– Puja Kapai, Associate Professor and 2021 Global Pluralism Award laureate

Members of the Miss Rizos team, including 2021 Global Pluralism Award laureate, Carolina Contreras, featured at an event at the Centre on beauty, empowerment and representation.

Credit: Patrick Doyle



### Educating for Pluralism

Feedback received from the pilots of the *Reflection Tool for Schools* and the online professional development for educators in 2022 underscored the need for these resources in Canada and beyond. Participants relayed how their learning experience was both practical and inspiring, and offered suggestions for how to improve the resources. These findings from the pilots will inform refinements to the training modules, resources and tools, in preparation for their implementation in international contexts outside Canada. This new phase of development will be done collaboratively with partners in Asia and Africa.

Plans and priorities include:

- Adapt the *Reflection Tool for Schools* based on feedback and prepare for wider implementation
- Update the professional development training for educators based on feedback and prepare for wider distribution in more complex global contexts
- Develop an introductory guide on the use of disaggregated data for advancing pluralism in education systems
- Design professional development for how to embed pluralism into the human resources of educational institutions

### Global Pluralism Monitor

In 2023, the Centre will work with partners and networks in selected countries to increase the impact of the Global Pluralism Monitor assessment findings. This work will be complemented by a suite of communications materials, public events and a digital presence for the Monitor.

Deepening engagement about the Monitor’s findings with stakeholders in each country is demonstrating results in Colombia and is poised to do the same in Ghana, Malaysia, Sri Lanka and in regional forums. These discussions have demonstrated the importance of the Monitor and the breadth of issues it surfaces, as

well as how the findings can inform decision-making to address root causes of exclusion and improve the prospects for pluralism.

Regional partnerships are essential to sustaining and broadening this work. In 2023, partnerships will continue to be built in Asia, Africa and Latin America.

Plans and priorities include:

- Employ the Monitor findings and framework to inform the work of in-country networks and practitioners
- Strengthen partnerships and networks to engage with Monitor findings and to broaden outreach and engagement in selected countries in Asia, Africa and Latin America
- Produce a suite of strategic communications products to support international outreach
- Launch the report for Canada with a flagship event featuring dialogue with decision-makers and thought leaders
- Inform the work of international and multilateral organizations



Global Pluralism Monitor staff participate in a workshop with the Colombian organisation, Volviendo Juntas a la Raiz (Women Returning Together to the Root).

Credit: GCP

### Peace and Conflict

The Centre continues to test approaches for applying pluralism to peacebuilding in various conflict-affected and developing country contexts. This includes developing new tools and resources, and providing support to actors engaged in peacebuilding and conflict prevention. As the program expands, demand for the Centre's support will grow, and funding will be sought to ensure the work can scale up accordingly.

Plans and priorities include:

- › Develop tools and resources for peacebuilders to integrate pluralism into their work
- › Provide support to peacebuilders working in conflict-affected contexts
- › Strengthen the application of pluralism by local partners working on the implementation of the Ethnic Chapter of the Peace Agreement in Colombia
- › Secure financial support to sustain and expand this work

### Indigenous Perspectives on Pluralism

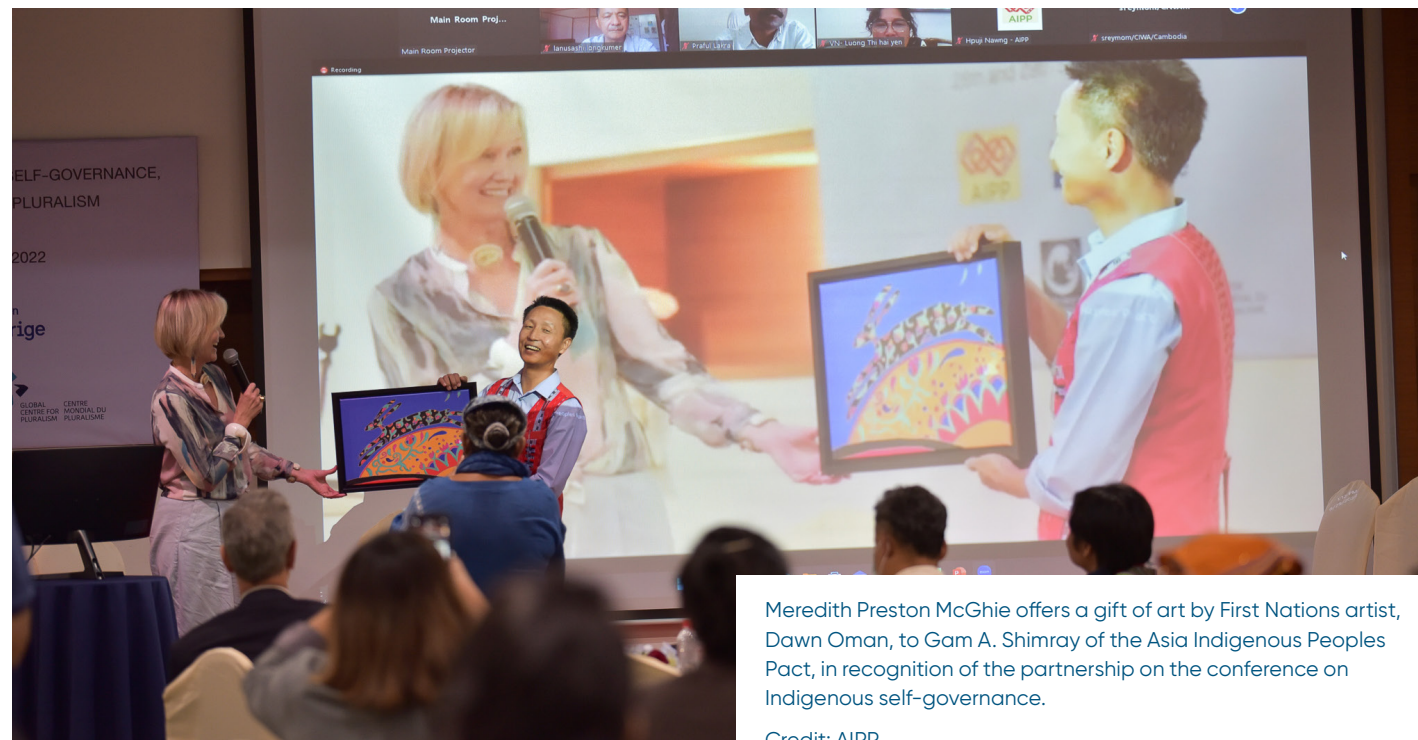
#### Program in development

Canada continues to work towards reconciliation with Indigenous peoples. Globally, Indigenous communities

must play a prominent role in the advancement of pluralism. Reconciling Indigenous social norms, land and resource claims and governance systems with state systems that have not been historically receptive – or worse – is a considerable challenge. This issue underscores the complexities of a pluralist approach, as well as its inherent value. The Centre continues to build out a program of work connecting Indigenous perspectives and pluralism.

Plans and priorities include:

- › Build partnerships with organizations in Canada, Asia and globally to explore joint programming
- › Work with Indigenous experts to produce analysis and related materials that build on Global Pluralism Monitor findings and the experiences of Indigenous leaders and experts
- › Raise awareness by disseminating the findings of the Centre's report, *Where Sussex Drive Meets the Kichi Sibi*; engage in dialogue with the local Ottawa community; and perform Indigenous ceremonies at the building, all guided by Indigenous elders
- › Secure financial support to sustain and expand this work



Meredith Preston McGhie offers a gift of art by First Nations artist, Dawn Oman, to Gam A. Shimray of the Asia Indigenous Peoples Pact, in recognition of the partnership on the conference on Indigenous self-governance.

Credit: AIPP

### City of Ottawa

When your city was being planned  
My drum, was not heard  
My song, not requested  
My voice, was not asked to contribute  
My ancestors were not summoned  
But still you went ahead  
And your city came to be

Where we once feasted and played  
Where the bones of our dead lay  
Your city came to be

- Elder Albert Dumont of Kitigan Zibi Anishinabeg  
First Nation, appointed Ottawa's English Poet  
Laureate for 2021-2022

# O5

## Projected Outcomes 2023-2025

Over the long-term, the Centre's work aims to positively change both the "software" of pluralism, such as societal attitudes and norms about diversity, as well as the "hardware" of pluralism, the institutional responses to diversity. Through its research, educational tools, events and programs, the Centre contributes its expertise and resources to help policymakers and practitioners take actions and decisions that lead to more peaceful, prosperous and just societies.

In the next three years, the Centre's core programs and activities are directed towards increasing the global commitment to pluralism. Why? Because the impacts of pluralism are transformational. Strategic partnerships and funding will be increased with this pivotal goal in mind.

### Increased awareness and understanding about:

- › Tangible ways pluralism can be advanced in society across different fields of practice and geographies
  - 2023 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
- › How to integrate pluralism into peacebuilding in various conflict-affected and developing country 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
  - Tools, resources and approaches in development

**2023 AWARD JURY** GLOBAL PLURALISM AWARD PRIX MONDIAL DU PLURALISME



**Dr. Marwan Muasher**  
Vice President, Carnegie Endowment for International Peace  
JORDAN (Chair)



**Ambassador Annika Söder**  
Chair, European Institute of Peace  
SWEDEN



**Ms. Kim Ghattas**  
Author and journalist  
LEBANON



**Bishop Precious Omuku**  
Archbishop of Canterbury's Special Representative on Conflict in Sub-Saharan Africa  
NIGERIA



**The Honourable Ratna Omidvar**  
International expert on diversity and immigration  
CANADA



**Ms. Reeta Roy**  
President & CEO, Mastercard Foundation  
CANADA



**Ms. Yásnaya Elena Aguilar Gil**  
Ayuujk linguist, writer, translator, Indigenous human rights activist  
MEXICO

**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 to 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

**Generated new knowledge about pluralism:**

- › New resources developed on the systemic ways to advance pluralism in education
- › Research published drawing out key findings from the Global Pluralism Monitor assessments across various themes
- › Knowledge products developed based on Afrobarometer perception survey data from 37 countries

**Program expansion and impact supported with additional funding**

- › Secured financial support to sustain and expand programs and research in all priority areas

**By 2025:**

- › 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 sustainably 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 is being used by increasing numbers of community leaders,

- › governments, civil society and other practitioners to point to 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 technical inputs to integrate pluralism in their work
- › The Centre and its headquarters in Ottawa are widely viewed as a global destination for dialogue and learning about pluralism thanks to rigorous analysis, timely resources, high-quality events and thought-provoking commentary, and the Indigenous history of the land and surrounding area is well-known in the community
- › Indigenous perspectives and approaches from across the globe are informing the Centre’s work
- › Additional external funding is secured to support program growth, expansion and impact



From left to right: Meredith Preston McGhie (Global Centre for Pluralism), Benoit Lafontaine (KBF Canada), the Hon. Ahmed Hussen (Canada’s Minister of Housing and Diversity and Inclusion), Ilwad Elman and Fartuun Adan, of the Somali peacebuilding organization Elman Peace Centre, at an event featuring their work.  
Credit: Patrick Doyle



H.E. Reem AlKhaled, Ambassador of the State of Kuwait to Canada, speaking at the Centre on diplomacy and pluralism, with Meredith Preston McGhie and H.E. Jacqueline O’Neill, Canada’s Ambassador for Women, Peace and Security.  
Credit: Andrea Cardin

## 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.

The Fund's performance reflects the recent downturn in the equity markets. From January 2022 to September 2022, the Fund's value decreased by \$3.4 million (or 4.6%) and resulting in a gross decrease of \$5.8 million (or minus 7.8%) after covering monthly draws of \$2.4 million during the same period for the Centre's operations.

The Fund balance as of September 30, 2022, was \$68.9 million. The gross growth of the Fund since inception was \$37.2 million, comprised of \$19.4 million in interest, dividends, and Fund distributions; with \$15.6 million in realized capital gains; and \$2.2 million in unrealized capital gains.



Meredith Preston McGhie speaking at the 2022 Paris Peace Forum on the panel, "Peace by the People: Involving civilians in conflict resolution".

Credit: Jean-Charles Caslot

Global Centre for Pluralism Endowment Fund (\$'000)	Jan-Mar 2022	Apr-Jun 2022	July-Sep 2022	Jan-Sep 2022
Portfolio Value at Beginning of the Period	74,701	72,524	67,157	74,701
Interest, Dividends and Fund Distributions	490	517	436	1,443
Realized Capital Gains	872	270	33	1,175
Unrealized Capital Gains/ (Losses)	(2,639)	(5,254)	1,837	(6,056)
Portfolio Value before Withdrawals	73,424	68,057	69,463	71,263
Withdrawals for Operating Expenditures	(900)	(900)	(600)	(2,400)
Portfolio Value at the End of the Period	72,524	67,157	68,863	68,863

Performance (% return) Period ending September 30, 2022	YTD 2022		
	Fund (Net)	Benchmark	Median
Overall Portfolio	-8.5	-12.6	
<u>Underlying Funds:</u>			
Canadian Equity	-6.1	-11.1	-9.0
Foreign Equity	-22.2	-19.1	-17.6
Bonds	-6.6	-7.7	-11.5
Commercial Mortgages	-0.1	-4.7	-4.4

## 07

## Projected Expenditures and Revenues

The prudent management of the Centre's operating costs remains a key priority for the coming years. In November 2022, the Board of Directors approved an annual budget for 2023 of up to \$4.5 million. This total amount includes the annual draw from the Endowment, a carry-forward from 2022 and external funding from Global Affairs Canada, International Development Research Centre (IDRC), TD Bank and individual donations.

In 2023, 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 sub-committees in November 2022. 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



GLOBAL CENTRE FOR PLURALISM    CENTRE MONDIAL DU PLURALISME

GLOBAL CENTRE FOR PLURALISM  
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