



GLOBAL CENTRE FOR PLURALISM  
CENTRE MONDIAL DU PLURALISME

# Corporate Plan 2017



“Diversity is not a reason to put up walls, but rather to open windows. It is not a burden, it is a blessing. In the end, of course, we must realize that living with diversity is a challenging process. We are wrong to think it will be easy. The work of pluralism is always a work in progress.”

– His Highness the Aga Khan, Toronto, 2016

In 2017, the Centre will move to its new global headquarters at 330 Sussex Drive in Ottawa, Canada. Originally built for the Public Archives of Canada (1905-1967) and subsequently housing the Canadian War Museum (1967-2005), the building has undergone a revitalization led by the award-

winning Canadian firm KPMB Architects. The Centre’s Chairman, His Highness the Aga Khan, has invested \$35 million in the rehabilitation of this building to preserve the 20<sup>th</sup> century heritage features, while transforming it into a modern 21<sup>st</sup> century institution for Canada and the world.

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# 01.

## Secretary General's Message

## One of the emerging global challenges of the 21<sup>st</sup> century is finding ways for developed and developing societies to accommodate and value their diversity.

Choosing pluralism is not easy. It means accepting others who look like us, as well as those who do not. It means recognizing the shared bonds that unite us. It demands political choices that may be difficult – even unpopular – grounded in accommodation and compromise. Leadership is essential to advancing pluralism.

Pluralism faced significant challenges in 2016. To take examples from the Western world, from the anti-immigrant strands in the United Kingdom's Brexit movement to anti-Muslim rhetoric in the American presidential campaign, some have responded to immigrants and refugees with fear and prejudice. At the same time, by accepting over one million Syrian refugees, Germany – a country that only recently recognized immigration as a route to citizenship – showed the world what leadership for pluralism can look like. Canada also displayed leadership on the world stage, welcoming over 35,000 Syrian refugees since November 2015 and making a strong case for the benefits of diversity in society.

In 2016, Justice Albie Sachs, a former judge of the South African Constitutional Court, delivered the Centre's fifth Annual Pluralism Lecture. His Lecture explored another extraordinary story of pluralism leadership – South Africa's transition from apartheid to multiracial

democracy. Although the country has struggled to sustain this vision, the constitution has remained an important bulwark for advancing and protecting pluralism.

In 2017, the Centre will occupy its new international headquarters at 330 Sussex Drive in Ottawa, a major heritage building that was formerly home to the Public Archives of Canada and then the Canadian War Museum. A year-long program of events will be undertaken to convey the Centre's work and the importance of pluralism, coinciding with Canada's 150<sup>th</sup> anniversary. The Centre's opening in its new building comes at a time when there is a critical need to understand the policies, practices and leadership that will contribute to pluralism in the world.

The Centre will aim to increase this awareness with the launch of several new publications, including the *Pluralism Lens Handbook*, an instructional tool that introduces the Centre's approach to pluralism and suggests concrete ways for societies around the world to put pluralism into practice. Conferring the inaugural Global Pluralism Award in November will highlight pluralism in action and the achievements of pluralism champions – individuals and organizations who are tackling the challenge of living peacefully with diversity. The Centre will also launch guidelines to help educators transmit the norms and attitudes to their students that shape perceptions of difference and foster positive responses to diversity.

As a global destination for dialogue, and a place for research and learning, the Centre provides a much-needed resource in a world that faces the challenge of living peacefully together with diversity.

**John McNee**  
**Secretary General**

# 02.

## Vision and Mission





**The Centre's vision** is a world where human differences are valued and diverse societies thrive.

**Its mission** is to serve as a global platform for comparative analysis, education and dialogue about the choices and actions that advance and sustain pluralism.

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

Through research, education and knowledge exchange, the Centre's programs:

- › Initiate understanding of the sources of inclusion and exclusion in Canada and around the world
- › Chart pathways to pluralism in specific places and cases
- › Catalyze knowledge exchange and learning about the policies and practices that support pluralism

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Image: The Ottawa Peace Talks at the Global Centre for Pluralism on April 19<sup>th</sup>, 2016 presented in partnership with Interpeace explored the theme of building peace through diversity. Roberta Jamieson, President & CEO of Indspire, spoke about the need for justice, reconciliation and educational opportunities for indigenous peoples in order to build a Canada that embraces diversity.





### About Us

Founded in Ottawa by His Highness the Aga Khan in partnership with the Government of Canada, the Global Centre for Pluralism is an independent, charitable organization.

Inspired by Canada's experience as a diverse and inclusive country, the Centre was created to advance positive responses to the challenge of living peacefully and productively together in diverse societies.

The Centre is governed by an international Board of Directors and chaired by His Highness the Aga Khan.

### Pluralism

The Centre defines pluralism as a set of values and actions, founded on respect for diversity, which support and sustain inclusive societies.

In pluralist societies, choices are made to ensure the full participation of all people in political, economic and socio-cultural life. Every person becomes a valued member of society – regardless of ethnic, religious or cultural differences.

Image: Global Pluralism Think Tank meets in Ottawa in January 2016





# 03.

## Highlights 2016

*“Diversity doesn’t destroy unity, but true unity depends upon acknowledging diversity. It’s not a unity that’s imposed. It’s a unity that’s felt, enjoyed, realized by the people who are affected by it.”*

– Justice Albie Sachs of South Africa,  
Annual Pluralism Lecture at the Aga Khan Museum in Toronto, May 2016





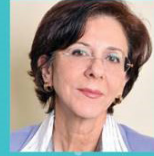


# Highlights 2016

## The Jury



The Right Honorable Joe Clark,  
former Prime Minister and  
Foreign Affairs Minister of  
Canada, Canada (Chair)



Rima Khalaf,  
Executive Secretary, United Nations  
Economic and Social Commission  
for Western Asia, Jordan



Naheed Nenshi,  
Mayor of Calgary,  
Canada



Bience Gawanas,  
Lawyer & Special Advisor to the  
Minister of Poverty Eradication  
and Social Welfare, Namibia



Rigoberta Menchú,  
Indigenous rights activist  
& Nobel Prize Laureate,  
Guatemala



Pascale Thumerelle,  
Vice-president, Head of  
Corporate Social Responsibility,  
Vivendi, France

## Global Pluralism Award

- › An international jury of experts, chaired by the Rt. Hon. Joe Clark, was appointed to select the winners of the inaugural Global Pluralism Award.
- › 144 completed applications from 43 countries were received from a broad range of sectors.



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PLURALISME

GLOBAL  
PLURALISM AWARD

Changing the Global Conversation about Diversity

## Global Engagements

### Pluralism through History and Memory

- › In collaboration with local partners, a national call for papers was launched. Eight research papers were produced exploring Kyrgyzstan's rich history of diversity and highlighting lessons from the past for increasing levels of inclusion.
- › Global experts were convened to support the Government of Kyrgyzstan develop more inclusive narratives for history education curricula.

### Pluralism and the Private Sector in Kenya

- › The Centre supported a study, in partnership with the Nairobi-based Institute of Economic Affairs, about the potential for the private sector to drive pluralism in Kenya.

### Implementing the Kenyan Constitution's Pluralism Provisions

- › A key feature of the new Kenyan constitution is an explicit focus on strengthening national unity and identity, while respecting and celebrating Kenya's diversity. With the Nairobi-based Katiba Institute, research was supported to assess the implementation of the constitution five years on. Results will be published in 2017.



### Pluralism, Governance and Democratic Transitions

- › With UNDP and International IDEA, the Centre co-presented a conference in Tunis about the role of constitution-making bodies and parliaments in building social cohesion and peaceful political transformations in the Arab region.
- › With the Centre for Humanitarian Dialogue, a roundtable for policymakers was organized on advancing pluralism through peace processes and the role Canada can play.

### Sharing Canadian Experiences of Pluralism

- › The Centre collaborated with the Trudeau Foundation on a study about the economic dimensions of pluralism in Canada to be released in February 2017.

### Education for Pluralism

- › Partnerships were initiated with the International Baccalaureate, UNESCO, and the *Organisation internationale de la Francophonie*.
- › The Centre contributed to global conferences on values-based education in Delhi, Paris, Toronto and Seoul.
- › The development of the Centre's guidelines on educating for pluralism commenced in collaboration with an international working group.
- › A workshop on pluralism was delivered to a group of international youth leaders at the *Organisation internationale de la Francophonie's* conference in Paris.

# Highlights 2016

## Pluralism Lens

### Accounting for Change in Diverse Societies

- › A set of retrospective ‘change cases’ were commissioned, which will be published in 2017 with funding from the International Development Research Centre. The series examines the drivers of pluralism in diverse societies at moments when a society became either more pluralistic or more exclusionary. The series helps to explain the pivot points between these two paths.

### Intersections: Practising Pluralism

- › Five ‘intersections papers’ were commissioned examining how the Centre’s pluralism thesis intersects with other fields of practice that address diversity. The research aims to understand how a pluralism lens can strengthen existing fields of practice, such as human rights, social development, democracy promotion and social cohesion. The papers will be published in 2017.

### Global Pluralism Think Tank 2016

- › Nearly 40 researchers from around the world convened in Ottawa in January to help the Centre clarify and develop its pluralism lens on diversity. Participants included members of the Centre’s international research advisory group, change case authors and authors of the Centre’s intersections series.

### Monitoring Pluralism

- › Two workshops were organized to explore a values-based approach to defining indicators for pluralism, with a view to creating a tool for monitoring the global state of pluralism.



Dr. Frances Stewart (University of Oxford) at the Centre's inaugural Global Pluralism Think Tank



## Communications and Public Programs

### Virtual Centre and Social Media

- › Work is ongoing to design and develop a new website for launch in 2017.
- › A social media presence was launched on Facebook and Twitter, garnering 1,400 followers in the first seven months.

### Events

- › Events reached over 1,600 people through in-person attendance and livestream viewers, including the first Ottawa Peace talks co-hosted with Interpeace.
- › The Annual Lecture was held in May featuring freedom fighter and former Justice of the South African Constitutional Court, Mr. Albie Sachs.

### New Global Headquarters: 330 Sussex Drive

- › Construction concluded. The Centre will move to the new headquarters in early 2017 with an official opening in the spring.
- › A visitor program is in development, including interpretive exhibits and a video featuring interviews with global leaders of pluralism.

### Monitoring, Evaluation and Learning

- › A monitoring, evaluation and learning framework was developed to track emerging learning and results, and implementation began.



The Rt. Hon. Adrienne Clarkson, former Governor General of Canada, at the Ottawa Peace Talks

# 04.

## Plans and Priorities 2017

The coming year will be an opportunity to share some of the major results of the Centre's start-up period, including the Centre's *Pluralism Lens Handbook*, the inaugural Global Pluralism Award and a range of events based on the Centre's global research and engagement. Most of all, in 2017 the Centre will open 330 Sussex Drive in Ottawa and welcome Canadians and the world into its new home.

### New Global Headquarters: 330 Sussex Drive

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- › Commence the Centre's operations at 330 Sussex Drive, a landmark heritage facility which has been revitalized by a \$35 million investment by His Highness the Aga Khan to create a global destination for dialogue and learning about pluralism in Canada
- › Formally inaugurate the building with an event featuring the Centre's two founding partners
- › Launch a visitor program in the summer of 2017, as one of the National Capital Commission's Confederation Pavilions – a series of new and rarely seen buildings in the Capital providing a unique opportunity for residents and visitors to discover the region's built heritage
- › Deliver the inaugural year's calendar of events and programming, including an art program featuring Canadian art emblematic of the country's ongoing pluralism story

### Global Pluralism Award

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- › Use the Award to increase awareness about concrete actions to advance pluralism in different countries
- › Award jury meets in Ottawa to select the inaugural Award winners
- › Meet with the winners and produce communications materials about their initiatives
- › Celebrate the winners at a ceremony in Ottawa at the Centre's new headquarters in November



# Plans and Priorities 2017

## Global Engagements

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### Pluralism, Governance and Democratic Transitions

- › Launch Katiba Institute's study of the 2010 Kenyan constitution, which evaluates the constitution's effectiveness at addressing national unity, identity and diversity
- › Publish and disseminate the Centre's paper, *Democratic Transition through a Pluralism Lens: the Case of Tunisia*
- › Convene a Pluralism Forum, *Kenya 10 Years After*, to assess the country's prospects for pluralism since the violence of 2007 featuring the African Union Panel of Eminent African Personalities
- › Expand the Centre's network of organizations and partners working on political transitions

### Economic Dimensions of Pluralism

- › Disseminate the Trudeau Foundation's findings with a public event and a roundtable with policymakers about the economic dimensions of pluralism in Canada
- › Disseminate findings of the Centre-funded study on pluralism and the private sector in Kenya from the Institute of Economic Affairs

### Promoting Pluralism through History and Memory

- › Continue to pursue programming on this theme in Kyrgyzstan, while seeking to expand to additional geographies
- › Contribute content to an international professional development conference for history educators hosted by EUROCLIO (European Association of History Educators)
- › Commission research on transitional justice to understand the work of historic reconciliation processes
- › Develop workshops for history educators in collaboration with EUROCLIO

## Education for Pluralism

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- › Produce resources for education professionals, including the Centre's *Guidelines for Educating for Pluralism* – an introductory resource for K-12 educators to help students understand and value diversity
- › Contribute to global discussions about education to ensure a clear understanding of pluralism is being incorporated, including at UNESCO's International Education Week for Peace and Sustainable Development
- › Pilot professional development modules for educators in partnership with the International Baccalaureate



Students at the Aga Khan Academy in Mombasa, Kenya work on an activity about religious and cultural diversity.

## Global Analysis

### Accounting for Change in Diverse Societies

- › Launch a new publication series comprised of retrospective change cases and thematic overviews that explore why some diverse societies cohere while others fracture. The cases examine key moments of change when a society moved either toward greater pluralism or escalating exclusion.

### Intersections: Practicing Pluralism

- › Launch a new publication series that considers how a focus on pluralism can strengthen established areas of practice, such as human rights, social development, democracy promotion and social cohesion.

### Second Annual Think Tank

- › Convene the Global Pluralism Think Tank with members of the Centre’s widening global network of researchers and practitioners to peer review the *Pluralism Lens Handbook* and discuss our ongoing indicator work.

### Pluralism Lens Handbook

- › Publish and launch the Handbook, an instructional tool that explains the Centre’s holistic approach to pluralism. It illustrates the effort required to advance the policies, practices and behaviours that foster pluralism. Among the intended audience is change leaders and practitioners from governments, civil societies, multilateral organizations, media outlets, educational institutions and think tanks.

### Monitoring and Assessing Pluralism

- › Reducing pluralism – a complex and contextual issue – into a set of globally applicable indicators is a challenge. We will continue to develop a set of measures which can be tested, building on progress made in 2016.

## Communications

- › Launch a suite of new communications products, including a redesigned website, videos, new publications and interpretive displays at 330 Sussex Drive

# 05.

## Projected Outcomes 2017

### New Global Headquarters: 330 Sussex Drive

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- › Centre's operations moved to new headquarters;
- › Building officially opened;
- › Visitor program launched, providing the opportunity to learn more about the Centre's work through interpretive displays and videos;
- › Calendar of events delivered, bringing the building to life and establishing it as a global destination for dialogue about pluralism.

### Global Pluralism Award

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- › Highly rigorous selection process completed and three Award winners recognized for their innovative contributions to putting pluralism into practice;
- › Award deployed as a tool to increase awareness among Canadian and international audiences about pluralism;
- › Strategy developed for maintaining engagement with networks emerging from the Award, including nominators, winners and runners-up.

### Global Engagements

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- › Network of peer organizations and stakeholders expanded;
- › Findings from commissioned research disseminated to target audiences at knowledge exchange events, helping to advance global understanding of pluralism;
- › Work on history and memory expanded to new geographies;
- › Thematic content of knowledge products, (e.g. governance, economics, history and memory) used as entry points for engaging in new geographies and sectors.





Justice Albie Sachs presents a copy of the South African Bill of Rights to His Highness the Aga Khan at the Annual Pluralism Lecture in Toronto, May 2016.

## Education for Pluralism

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- › Work with strategic global partners broadened;
- › Contributions to strategic policy-level discussions in Canada and around the world on education continue to grow;
- › Core resources and tools for education sector professionals developed;
- › A broad range of global education actors and audiences reached, including policymakers, youth leaders, academics, implementing organizations and community stakeholders.

## Global Analysis

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- › A series of high-quality, peer-reviewed publications, including the *Pluralism Lens Handbook*, launched and shared with key audiences;
- › Research advanced towards the development of verifiable indicators for pluralism;
- › Demand among practitioner networks for the Centre's knowledge products expanded;
- › Evidence base for pluralism widened.

## Communications and Public Programs

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- › Clear and consistent narratives about the Centre and pluralism developed and incorporated into all communications materials;
- › A range of engaging communications vehicles created and shared with key stakeholders;
- › Reach of events broadened to new local and global audiences;
- › Publications, news and events disseminated to global audiences through a dynamic new website and an expanded social media presence.

# 06.

## Fund Management

The \$40 million Endowment Fund constituted by the two founding partners in March 2007 provides a strong base on which to grow the Global Centre for Pluralism. The Centre uses the income generated by the Fund to support its operations.

The Fund is invested with an investment policy objective to generate a total annual real return of 4 percent of the Endowment on average over the long-term, before investment management fees, to support operations. The Centre has engaged Proteus Performance as Investment Advisor, Lincluden Investment Management as Portfolio Manager and CIBC Mellon as Custodian.

The Fund is invested within the asset allocation limits and other requirements of the Centre's Board-approved Statement of Investment Policy. In 2016, the Fund continued to grow resulting in a net surplus of \$0.8 million. The Fund balance as at September 30, 2016 was \$54 million after draws of \$2.7 million for the Centre's nine months of operational expenses.

The portfolio manager continues to follow discipline 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 we continue to keep an eye on short term performance against benchmarks.

<b>GCP Endowment Fund (\$'000)</b>	<b>Q1 2016</b>	<b>Q2 2016</b>	<b>Q3 2016</b>	<b>YTD 2016</b>
Portfolio Value at Beginning of the Period	53,165	52,952	53,436	53,165
Interest, Dividends and Fund Distributions	392	451	400	1,243
Realized Capital Gains	86	191	486	763
Unrealized Capital Gains	209	742	587	1,538
Portfolio Value before Withdrawals	53,852	54,336	54,909	56,709
Withdrawals for Operating Expenditures	(900)	(900)	(900)	(2,700)
Portfolio Value at the end of the Period	52,952	53,436	54,009	54,009

<b>Performance (% return) 12 Months ending September 30, 2016</b>	<b>Fund</b>	<b>Benchmark</b>	<b>Median</b>
Overall Portfolio	6.7	6.3	
<u>Underlying Funds:</u>			
Canadian Equity	16.2	15.8	13.2
Foreign Equity	1.8	0.3	2.6
Fixed Income	3.5	3.2	5.5



# 07.

## Projected Expenditures and Revenues



The prudent management of the Centre’s operating costs, while supporting the ambitious program results for 2017, remain key priorities for the coming year. At the November 2016 Board of Directors meeting, the Board approved an annual budget for 2017 of up to \$3.79 million. This total amount includes a special draw on the accumulated income of the Fund to accelerate programming and prepare for the Centre’s public launch next year at 330 Sussex Drive.

Expenditures include staff salaries and associated benefits; fees and expenses associated with office administration, governance and investment management; and core programs. In 2017, program spending accounts for 88% of the Centre’s budget expenditures.

# 08.

## Risk Mitigation

In November 2014, the Board of Directors approved a Risk Management Framework for the Centre, which is updated annually and reviewed by Directors at every fall meeting of the Board. The Code of Ethics and Conduct, approved by the Board in 2015, is also reviewed annually by the Board and staff. The Code is appended to all contracts for the information and action of contractors, including the Centre's investment advisors. On a routine basis, the following actions are taken by the Centre to mitigate and manage risks:

- › The Members of the Corporation, made up of representatives of the Centre's two founding partners, meet annually to appoint the auditors, receive a report from the Board of Directors and review and fill any Board vacancies.
- › The Board meets twice a year, providing strategic guidance and 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 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 manager 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 Investment Management Committee with a non-Board member with professional investment experience to assist in the Committee's work.

# 09.

## Performance Monitoring Strategies

Capturing the impacts of our work is a priority for the Centre. Because our work is multi-dimensional, it requires an innovative and creative approach to monitoring, evaluation and learning.

In 2016, the Centre worked with leading monitoring and evaluation experts to develop a systematic monitoring, evaluation and learning framework suited to our needs. Implementation of the framework has begun, with the approach currently being built into our existing reporting mechanisms. The framework will provide us with continuous learning about our programs, which will inform our growth. By capturing the results of our work, the framework demonstrates the impacts of the Centre's programs and activities, and provides accountability to stakeholders.

The Funding Agreement requires the Centre to conduct, once every five years, an external independent evaluation of its programs and activities, and a performance audit. The next evaluation will be for the period 2012 to 2016.

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