

Africa Centre: Governance & Management Review

Recommendation

That the November 9, 2018, Office of the City Auditor report CR_6548, be received for information.

Executive Summary

This report presents the results of the Africa Centre: Governance & Management Review.

Report

The Africa Centre is a nonprofit organization and its mission is to create opportunities for access and full participation in Edmonton through the realization of its four strategic objectives: Advancement and Empowerment, Identity, Integration, and Engagement and Alignment. These objectives are reflected in the services they provide which include adult literacy, seniors' wellness, mentorship and employment for young adults, holistic development programs for children, and community building events.

To support these initiatives from 2013 to 2017 the City awarded \$1.97 million to the Africa Centre (\$1.14 million in unrestricted operating funding from the Multicultural Relations Office grant and \$833,000 in restricted (i.e., program specific) funding from the Family Community Supports and Services grant). Both grants are currently managed by the City's Social Development Branch in the Citizen Services Department.

This review was performed at the request of City Administration and after receiving approval from the Africa Centre Board. We compared the Africa Centre's governing structure, processes, and documents to best practices in nonprofit board governance. We also reviewed its management processes and conducted a variety of financial analyses. We found the following:

1. The Africa Centre can make improvements to its governance by better aligning its governing structure, processes, and documents to best practice.
2. The Africa Centre is using City grants in accordance with the grant requirements.

3. The Africa Centre needs to adopt a collaborative budgeting process that considers entity risks, operational needs, and strategic priorities to ensure optimal use of grant awards year-over-year.

To address our findings we recommend that the Africa Centre improve its governance structure and processes and also update its governing documents to better align with best practices in nonprofit governance. We also recommend that the Africa Centre implements a collaborative budgeting process that prioritizes entity risks, operational needs, and strategic priorities to ensure optimal use of grant awards year-over-year.

Policy

Bylaw 16097, Audit Committee Bylaw, Section 14(d) states that, "Committee will review all reports from the City Auditor dealing with completed audit projects."

Public Engagement

Public engagement was not required for this report.

Attachment

1. City of Edmonton Office of the City Auditor - Africa Centre: Governance & Management Review