



Lycée Français International Denis Diderot Année scolaire 2022-2023

Compte Rendu **CONSEIL D'ADMINISTRATION** – Minutes **Board of Directors' meeting**

MARDI 29 NOVEMBRE 2022 / TUESDAY 29th NOVEMBER 2022

Compte rendu rédigé le 30 novembre 2022

NOM DES PARTICIPANTS	FONCTION	Prés.	Exc.	Abs
Arnaud SUQUET	Ambassadeur de France		X	
Mathieu GUÉRIN	Conseiller de coopération et d'action culturelle (COCAC) par intérim	X		
Jean-Baka DOMELEVO ENTFELLNER	Conseiller des Français de l'Étranger		X	
Bruno MARIS	Proviseur	X		
Frédéric ROURE	Directeur administratif et financier	X		
Claire KARADI	Directrice du primaire	X (online)		
Christelle ADJAGBA	Représentante du personnel administratif	X		
Elisa ROCHAT	Représentante du personnel enseignant secondaire			
Baptiste METAIS	Représentant du personnel enseignant primaire			
Mildred N PITA	Présidente CG /Resp. Commission RH	X		
Emilie GASC	Vice-Présidente CG	X		
Armando M SIROLLA	Trésorier CG	X		
Josie WANG	Secrétaire CG /Resp. Commission Communication	X		
Bity DIENE	Membre CG	Proxy MP	X	
Omar ZARAI	Vice- trésorier	Proxy EG	X	
Philippe TISSIER	Membre du CG-Commission Maintenance / Sécurité	Proxy JW	X	
Carlos SHYIRAMBERE	2eme vice-trésorier CG	Proxy MP		
Esryne ONGOMA		X		
Ebby GATAMU		X		
Marie-Noëlle SENYANA-M	Chargée de mission auprès de l'APE	X		
Invités / Autres participants : Dioulde KANE contrôleuse de gestion		Diffusion version publique: tous les membres de l'association des parents d'élève via le site internet		
Prochain CA : 8 décembre 2022				
Annexes : Notes budgétaires				
<p>1. The quorum is reached with 6 members present (including the president) and 4 members excused who gave proxies (2 to Mildred, 1 to Émilie et 1 to Josie). The total of votes will be counted on 10 voices.</p>				
VOTES				
<p>1. The Board of directors approved the minutes of the previous BoD meeting of September 23rd 2022. 2. The Board of directors voted by 10 votes in favor, the 2023 Budget presented by DAF, which will be submitted for approval to the General Assembly on December 15th,2022.</p>				

AGENDA

1. Quorum CG - Approval of last BoD's minutes, 23/09/2022
2. Words from the French Embassy
3. Highlights on pedagogical aspects
4. BUDGET 2023 – vote CA (before vote in General Assembly 15/12)
5. Updates and votes (if necessary) from other Commissions: a. Human Ressources b. Hygiene/Canteen c. Maintenance/Security d. Communication

AoB

NEXT BOARD OF DIRECTOR'S MEETING: December 8th, 2022, from 10.00am -12.00pm

The meeting started at 10.20 am

2. Words from the French Embassy:

M. Mathieu GUERIN greets all participants and thanks for having received all budgetary documents in advance of the meeting. As a first point, he mentions that the Embassy is closely following up on the negotiations initiated by the former ambassador to limit and/or cancel the penalties on arrears that the LFDD should pay to KRA, once the principal of the debt will be cleared by December 2022.

The 2nd point is related to the debt due to AEFÉ, for the 2021 remunerations, the Embassy, representing AEFÉ in Kenya, notices that they demonstrate very good collaboration and do not seem to change their position as they understand that the priority is to repay KRA debt to avoid more penalties.

Finally he thanks all members of the board and the direction for the work done for the adoption of a realistic budget that is necessary for the good functioning of the LFDD.

1. Highlights on pedagogical aspects (more details will be given at the next BoD on Dec 8th, 2022)

PRIMARY

The Director of Primary degree presents the situation on the current number of kids registrated for the Kindergarten and the forecast for January 2023

Augmentation des effectifs en maternelle/ Increase in kindergarten enrolment

<p>Les deux classes de TPS/PS/MS et PS/MS sont déjà à 28 pour janvier.</p> <p>Une douzième inscription sera non finalisée.</p> <p>La solution proposée:</p> <p>Ouvrir une classe pour les TPS (environ 10)</p> <p>En attendant d'avoir les moyens de construire une nouvelle classe.</p> <p>Rémunérer une salle de langue pour les CE1.</p> <p>Déménager les GS à la place des CE1 (à côté des autres GS).</p> <p>Utiliser la classe de GS pour les TPS (environ 10). Y affecter une de nos deux remplaçantes qui a déjà travaillé en</p>	<p>The two classes of TPS/PS/MS and PS/MS are already at 28 for January.</p> <p>A dozen registrations are not finalized.</p> <p>The proposed solution:</p> <p>Open a class for the TPS (about 10)</p> <p>While waiting to have the means to build a new class.</p> <p>Remunerate a language room for the CE1.</p> <p>Move the GS to the place of the CE1 (next to the other GS).</p> <p>Use the GS classroom for the TPS (about 10). Assign one of our two substitutes who has already worked in kindergarten.</p>
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With already 28 pupils for the 2 classes of TPS/PS/MS and PS/MS and 12 pending registrations, the short time solution would be to open an additional class only for TPS, using a classroom currently used for language teaching, while waiting for mid-term solution of building a new classroom for the 2023-2024 school year.

Regarding staffing, one substitute teacher hired in June, who already came for replacements could be available.

Q: on access to toilets if number of pupils increase/ A: this will be manageable for the moment but mid-term need to be planned as well as nap room spaces if number increased.

4. Budget 2023:

LES GRANDES LIGNES

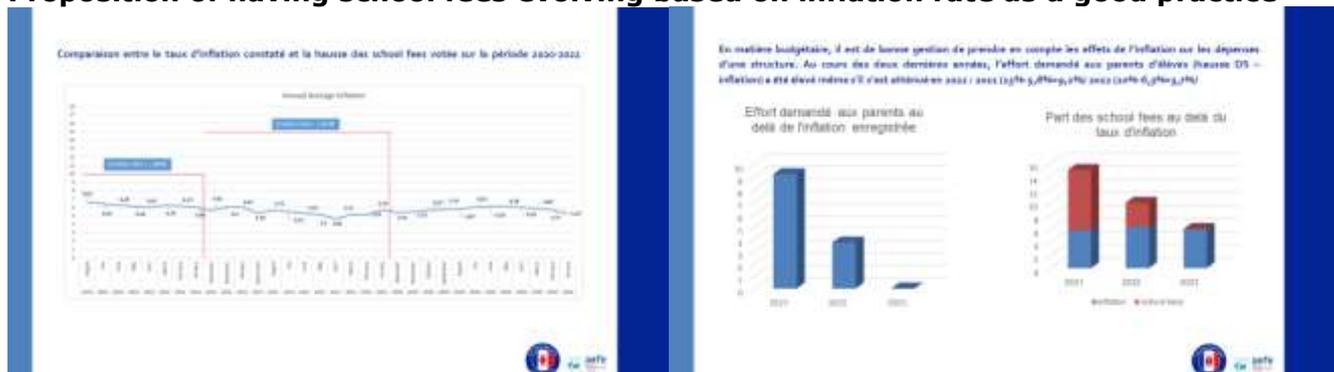
- Un budget prudent basé sur un maintien des effectifs d'élèves constatés à la fin du 1^{er} trimestre, soit 600 élèves.
- Une augmentation modérée des school fees. Les statuts du L'ÉCO prévoient un minimum de 2 % mais il faut prendre en compte l'inflation annuelle au Royaume de 6 %.
- L'intégration des remboursements réguliers à l'AEFE comme dépenses incompressibles.
- La prise en compte des mensualités de la dette AEFE au 30/06/2022.
- Le retour d'une capacité d'auto-financement modeste mais réelle.
- L'amortissement des achats réalisés en 2022.
- Le maintien de plusieurs budgets annexes pour chaque service spécial (cantine, AES, Cambridge).
- Le maintien de la démarche analytique dans le respect budgétaire.



A realistic budget: based on 600 students / which considers:

- the inflation rate (school fees to be increased not by 2% (as in statutes) but per inflation rate)
- AEFE debt 2021: 22,000 EUR/month to be paid till Oct 2024 on AEFE debt
- AEFE "repayments" for 2022
- A self-financing capacity still low but existing
- Amortization of 2022 purchases
- The additional budgets for each special service (canteen, AES, Cambridge)

Proposition of having school fees evolving based on inflation rate as a good practice



2021: 15% increasing of school fees corresponding 10% more than the 5% inflation rate
 2022: 10% corresponding compared to 4% more than the 6% inflation rate

For 2023: DAF proposes to use the annual average inflation rate of 2022 as per the CBK of 6% instead of taking the expected 2023 inflation rate

Le Central Bank of Kenya (CBK) constate une accélération du taux d'inflation sur la fin de l'année 2022 avec des taux à +6,81% en septembre et +7,48% en octobre, contre une moyenne de 6,3% depuis le début de l'année.

Pour la rentrée 2023, le DAF recommande une hausse des school fees reflétant le niveau de l'inflation constatée au Kenya en 2022.



EVOLUTION DES SCHOOL FEES

	PERIODE C		PERIODE B		PERIODE A		Différence C-B	
	School fees 2020-2021	Others	School fees 2021-2022	Others	School fees 2022-2023	Others	French/Kenyan	Others
Maternelle	200 000	400 000	700 000	800 000	811 919	1 024 476	0	0
Elementaire	1 037 450	1 296 796	968 750	1 235 080	681 180	1 086 437	34 258	72 703
Collège	1 167 321	1 437 134	1 101 444	1 354 767	1 001 311	1 232 524	10 087	82 847
Total	1 394 771	1 933 926	1 770 194	2 389 847	1 494 410	3 343 437	10 432	158 353
	Hypothèse +6%		Hypothèse +12%		Hypothèse +13%			

Hypothèse de départ: 10% d'ajustement sur les school fees l'inflation observée sur 2022

Contingence: 10% sur l'année de + 20 000 KES à + 300 000 KES à l'école

Important to explain to parents that the real increase is what goes beyond the inflation rate.

THE EXPECTED INCOMES

Pour le budget 2023, le niveau de recettes attendu s'élevait à Ksh 285,000,000 en hausse de Ksh 26,3 M (+9%) par rapport au budget 2022.

A ces montants s'ajoutent des recettes supplémentaires :

- Compensation des bourses nationales par l'AEFE : Ksh 14,000,000

- Contribution autres services : Ksh 3,000,000

- Ventes diverses réalisées par le SFOI : Ksh 1,000,000

A l'actuel, la projection est prudente car basée sur un seul de nos élèves. Nous ne se voit ni aucun contrat ni aucun futur. L'ambition du budget est de parvenir à une projection régulière des effectifs d'élèves inscrits.

Revenement au budget principal des excédents réalisés sur les budgets annexes.

LES ETAGES DE LA FUSÉE = RECETTES =



School fees:

Main incomes are the school fees, paid either annually or by trimester.

For kindergarten, proposition not to increase the school fees for next year and re-assess in 2 years as this was done to increase attractiveness of the school. **Numbers of new registrations in kindergarten demonstrates that this is efficient.**

Other incomes are AEFE compensation on national bursaries, contribution from services (e.g.AES) and various sales made by the school.

Proposition of modification of statutes

In the statutes: Currently Article 7 states that there is at least 2% annual increase FOR GENERAL ASSEMBLY: to propose a modification of the Article 7

Q: 1. Why French and Kenyan families pay less than other parents?

A: This is very common in AEFE network as the French government is participating partially (42%) to salaries of "residents/detaches" teachers and 100% to direction team' salaries and the school is participating for the rest (58%).

Note that a parent requested to add this point to the agenda of the next General Assembly which will be done and discussed.

DAF will explain this to the parents during the General Assembly.

Q:2. Can we put the amount of school fees to be paid in EUR and US instead of KES?

A: School fees can be paid in any of the 3 currency (EUR/KES/USD) and the rate used for the budget is the Chancellery rate given by French government.

DAF will also explain the exchange rate which is used.

THE EXPECTED EXPENSES



For the 2023 there is a surplus of 45mios kes, as a not for profit association this is not taxable but school will need to clarify with fiscalist lawyers what does it mean for a Company Limited by Guarantee? Does it correspond to a profit and may be taxable?

In terms of expenses, the biggest part is the HR costs, almost 70%, then the 3 types of refunds to AEFE.

KRA debt is out of the budget but will impact the cash-flow if we have to pay penalties. Normal for a school to have HR costs as the major line, in past years it went till 90%. This is important to stabilize the HR costs and will be done among other with a benchmarking exercise with other international schools to ensure that we remain competitive and attract the best, at the same time not creating demarcation between staff "residents/detaches" and local hired staff from different nationalities. For teachers, think also to hire young ones, at the beginning of their career.

Analytic budget: some budgetary lines

Communication: 3 million kes to improve external/internal communication

Outsourced costs decreased: end of 2 IT external contracts /

Amortization of IT equipment: in 4 years

For the first time, we have a surplus of 45 mios kes that the school will invest in infrastructure (sports field, basketball pitch, gymnasium, auditorium, cold room) and maintenance/construction (asbestos removal, pavement, new classroom). These investments will be important to improve attractiveness of the school. To be noted that these prices are estimations. For each infrastructure project, a proper tender process will be done based on detailed specifications.

KRA debts: TO GIVE HOPE In 2021: 144,511,014 as the principal (95%) paid in 1,5 year without putting at risk the school, meaning that this amount paid could be used for investment in the next years

Recommendation for the DAF: This collective effort (parents/admin/board/Embassy) to absorb KRA debts should be presented and underline first to the community of parents, before to present the budget and at the end the increase of school fees.

Recommendation: To start thinking of other ways to raise money / e.g. fundraising to some companies (painting...)To think out of the box: sell branding materials ...

Discussions:

STAFF REP: Does the budget include an increasing of salaries? Cf. inflation rate/

The freezing of salaries was done last year due to the difficult financial situation of the school but also because most of the staff are already paid ahead of the curve. This will be confirmed with the benchmarking exercise that will be done in the near future. Increasing of salaries does not go automatically together with inflation rates /

The school is still coming out of the crisis, so it needs to see what is possible. Maybe not an inflation rate's related increase for all staff but to be considered for the lowest salaries that are at the bottom of the pyramid, as they may be impacted more by the increasing of cost of life than higher salaries (Kenyan schools increasing, basic commodities prices...). Hopefully the school will have better days ahead and our

finance will allow to be flexible. In the meantime, the school can make a gesture and communicate it to staff.

Current CBA stipulating 5% increase each year. This was frozen last year due to School's financial situation and was explained to staff. School to be careful not being at risk if not respecting a legally binding document, because if staff sues school, this could cost.

Recommendation: The school should ask for legal advice

For the mid-term/long-term (after 2024), loans on building will be possible with AEFE or banks only when school will have a SELF-FINANCING CAPACITY.

Recommendation: Installments of school fees distribution: last installment is higher, than before. This can put at risk the school if parents are leaving the school without to pay. School can minimize the risk in blocking access to parents to exams results if they have any unpaid fees.

VOTE: The budget was approved by 10/10 votes in favor

President closed the meeting thanking all participants for their time and recommends to align the budget with a good communication to parents. We should also encourage parents to participate or give proxies for the next General Assembly. A special thank to the Assembly for its constant presence and support.

5. Updates on other commissions / to be done during next CA meeting December 8th, 2022

PROCHAIN CONSEIL D'ADMINISTRATION : 8 décembre 2022 10.00-12.00pm

Meeting ended at 12.26pm