



Lycée Français International Denis Diderot

Année scolaire 2022-2023

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

JEUDI 27 AVRIL 2023 / THURSDAY 27 APRIL 2023

Compte rendu rédigé le 28 avril 2023

NOM DES PARTICIPANTS	FONCTION	Prés.	Exc.	Abs
Arnaud SUQUET	Ambassadeur de France		X	
Denis SAINTE-MARIE	Conseiller de coopération et d'action culturelle (COCAC)	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		
Christelle ADJAGBA	Représentante du personnel administratif	X		
Elisa ROCHAT	Représentante du personnel enseignant secondaire	X		
Gwenaëlle BEAUCHEMIN	Suppléante du Représentant du personnel enseignant primaire	X		
Mildred N PITA	Présidente CG /Resp. Commission RH	online		
Emilie GASC	Vice-Présidente CG/ Resp. Comm. Hygiène/Cantine	X		
Armando M SIROLLA	Trésorier CG/Resp. Commission Finance	Proxy EG	X	
Josie WANG	Secrétaire CG /Resp. Commission Communication	No Proxy	X	
Bity DIENE	Membre CG	No Proxy	X	
Omar ZARAI	Vice- trésorier	No Proxy	X	
Philippe TISSIER	Membre du CG-Commission Maintenance / Sécurité	Proxy EG	X	
Carlos SHYIRAMBERE	2ème vice-trésorier CG	X		
Esryne ONGOMA	Membre du CG	Online		
Ebby GATAMU	Membre du CG	X		
Marie-Noëlle SENYANA-M	Chargée de mission auprès de l'APE	X		
Invités / Autres participants :	Diffusion version publique: tout le staff et tous les membres de l'association des parents d'élève via le site internet			

Annexes : Notes d'aide à la décision

AGENDA

1. Quorum CG – Approbation du compte rendu du CA du 30/03/2023 / Approval of minutes of March 30th CA
2. Message de l'Ambassade de France / Words from French Embassy
3. Points saillants sur les aspects pédagogiques
4. Situation financière – Commission Finance / Financial Situation – Finance Commission
5. Commission Ressources Humaines – Votes / Human resources Commission - Votes
6. Commission Hygiène/Cantine / Hygiene & Canteen Commission
7. Commission Maintenance/Sécurité / Maintenance & Security Commission
8. Commission Communication / Communication Commission

AoB:

PROCHAIN CONSEIL D'ADMINISTRATION : MERCREDI 24 mai 2023 de 8h15 à 10h15

NEXT CA: Wednesday 24 May 2023, 8.15-10.15 am

VOTES:

1. The minutes of the last CA of March 30, 2023 are approved by 5 votes out of 5.

The meeting starts at 08.37am. The chairperson greets all participants and thanks them for their presence.

1. **The quorum is reached** with 5 members present (3 physically including the vice-president and 2 online). 5 members are excused and 2 gave their proxy to Emilie GASC (Armando and Philippe). In case Mildred needs to leave before the end of the meeting, she will give her proxy to Carlos.

The total of votes will be counted out of 7.

The minutes of the last CA of March 30, 2023 are approved by 7 votes out of 7.

The chairperson gives the floor to the representative of the French Embassy.

2. Words from the Embassy

Mr Denis Sainte Marie has been in his function for 4 months now and participated to all board of director's meeting organized during this time. He noticed that all members are very committed to improve the school and develop the next strategic vision. In June, the General Director of the AEFÉ will pay a visit to the school for its 60th Anniversary. He will be briefed on the current situation of the school which is much better than 2 years ago, even if the financial situation is still fragile and resources need to be managed carefully. At the same time the school needs to maintain its attractivity by continuing to promote the bilingual curriculum, which is unique in Nairobi, pursuing with the choice of extra scholar activities and by making some improvements to the current infrastructure.

The school will probably take advantage of the venue of the AEFÉ's director to share its vision for the future and talk about any potential support from AEFÉ for the future construction works of the Lycée.

3. Pedagogical Highlights: Period from 27 March to 26 April

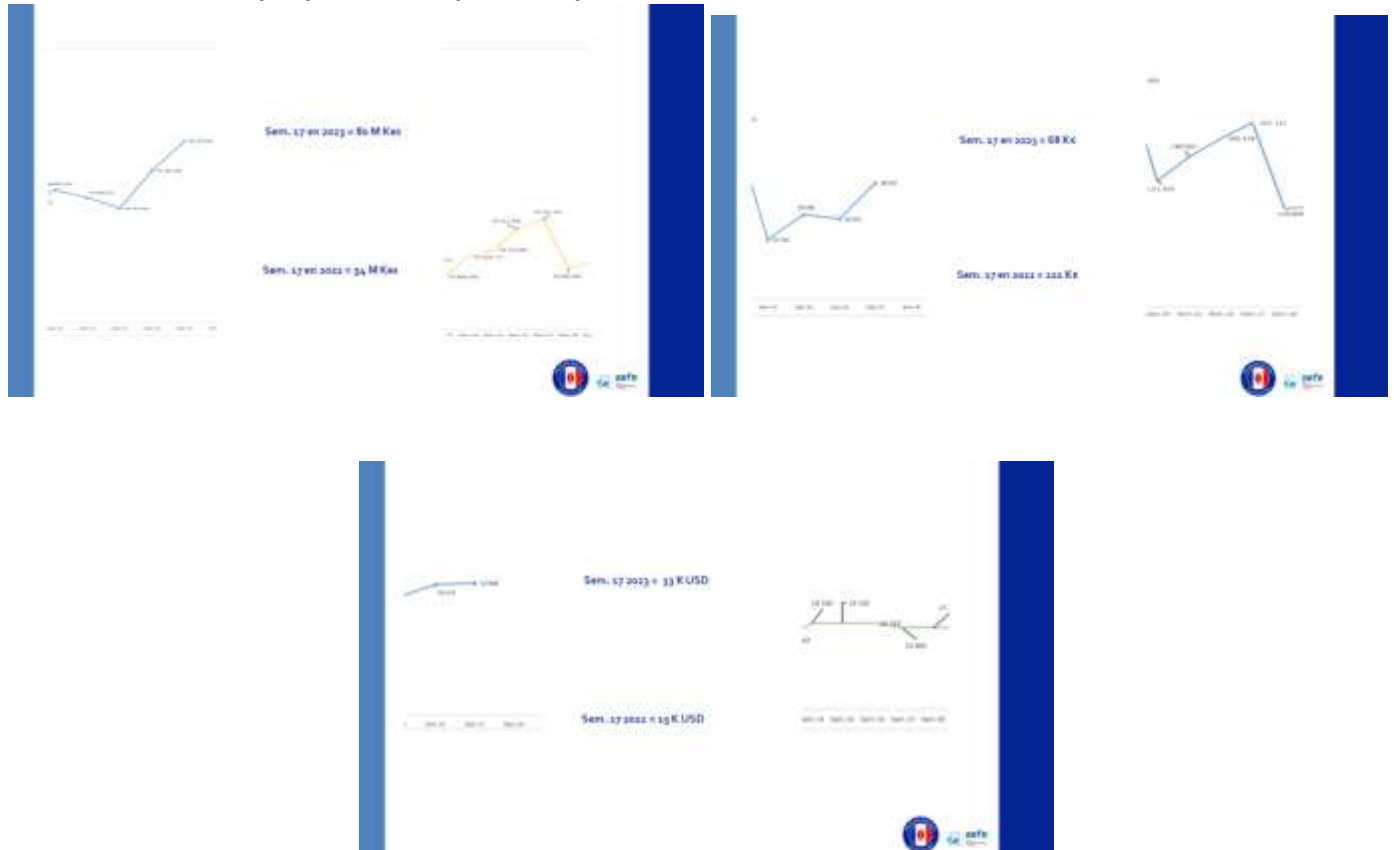
Evènements	Events
- Semaine du bien-être à l'école	- Well being week at school
- Représentations théâtrales	- Theater plays
- Carnaval	- Carnival
- Venue du groupe Couleur Terre	- Musical group Couleur Terre
- Body Mapping	- Body Mapping
- Concours de récitation	- Poetry competition
- Festival du film d'animation	- Film festival
- Echanges ADN	- ADN Exchanges
- Lions games de Johannesburg	- Lions games, Johannesburg
- Coupe d'Asie de foot	- Foot Asian cup
- A venir : Remise récompense MUN	- to come : MUN awards
Dispositifs pédagogiques :	Pedagogical programs :
Lancement de l'e learning	Lancement de l'e learning
Labellisation Génération 2024	Labeling Olympic games 2024 

Primary & Secondary:

- MUN awards ceremony yesterday in the presence of the French Ambassador and COCAC to congratulate college and lycée students who won most of the prizes
- Participation of LFDD to Lion's games in Johannesburg and Asian Football Cup in Bangkok. LFDD won the 3rd place in both events. An award's ceremony will be organized.
- **LFDD to obtain two labels:** 2nd level of EF3D, ecological commitment and Generation 2024 to show the commitment of the school in sports activities. This refers to the Olympic Games that will be organized in Paris in 2024
- **ITS LEARNING:** The platform was launched in the primary school, thanks to the efforts of the primary teachers who spent a lot of time on it. For next school year the whole school will be using it. It will really improve the communication between parents, teachers and the school in general.
- **Preparation of next school year:** registration process has been launched for present and future students / recruitment process of teachers is ongoing
-

4. Financial Situation:

4.1 Cashflow on 26/04/2023: KES / EUROS / USD



In KES, compared to the same week in 2022, the situation is better.

In EUROS, the situation is worst, as we have only 68K €, compared to 221 K € in 2022.

In USD, we have the double compared to last year at the same period.

Factors explaining the situation of EUROS:

- Problem of devaluation of KES: parents who paid in € during the 1st and 2nd quarters are now paying in KES.
- Payment of 94,000 Euros as the last installment of 2022 AEFE invoices. For the 1st time since 10 years, LFDD is on time.
- The amount of AEFE bursaries given to French families is not more paid to the school but deducted from the AEFE invoices, so the amount of debts and invoice is reduced. However, this impacts our Euros cashflow.
- Lycée still paying 2021 AEFE debt with monthly payment of 22,000 EUR till October 2024.

The negative effects of the KES devaluation on the salaries' payment:



The current salary grid is in Euros is not conform in Kenya, maybe even illegal, waiting for the legal opinion from our lawyers. The majority of the salaries is paid in KES using an exchange rate that is changing regularly which makes the

salaries unstable. From February 2022, the exchange rate used is the chancellery, which was more stable than the CBK, but due to the devaluation of KES, it started now to be very unstable as well. This is also very difficult to follow up without precise budgetary projections as HR expenses are 70% of the budget and the amount varies.

Evolution of HR expenses:



The 2023 budget voted in December 2022 was based on a rate of 1 € = 123 KES. The chancellery rate was stable from April 2021 to April 2022 at 129 KES but then started to vary from 119 to 127 and at the beginning of 2023, it was at 135 and 143 on 1st of April. Monthly HR expenses were budgeted at 32 mios KES per month for 2023. In January 2023, the expenses were lower but since February we are overspending. In April it will be around 4 mios KES over.

Positive effects of exchange rates on salaries between Oct 2022 and Mar 2023 / Savings on HR costs in 2022:



A salary increasing of around 7%, not budgeted. The rationalization of HR expenses made in 2022 allowed to save around 200,000 Euros per year, by stopping outsourcing contracts and by hiring permanent staff instead.

Short term issues and proposed solutions:



Les enjeux en Ksh pour la fin de l'année scolaire

CASH POSITION		Au 31 Mars 2023		Au 31 Juin 2023	
Recettes	10 000 000	10 000 000	10 000 000	10 000 000	10 000 000
Charges	12 000 000	12 000 000	12 000 000	12 000 000	12 000 000
Excédent	-2 000 000	-2 000 000	-2 000 000	-2 000 000	-2 000 000
<p>Étant donné que le LEPD pour récupérer 30,8 M Ksh pour atteindre un montant de 1,1 M USD.</p> <p>L'adoption d'un nouveau grille en Ksh permettrait d'économiser 2,5 M Kes par mois.</p> <p>Malgré ces efforts, la trésorerie sera insuffisante pour faire face à toutes les dépenses déjà engagées.</p> <p>Au mieux, un manque de 2,5 M Kes sera constaté, obligeant le Lycée à recourir à des facilités de paiement avec intérêt.</p>					

The budget forecast indicates around 148K € deficit till end of school year, end of June 2023.

The short-term solutions could be the following:

- Suspension of reimbursement of 2021 AEFE debt (monthly 22K €)
- Transfer 30K USD in Euro's account
- Stop paying salaries in Euros and pay in KES in May for those having KES account or pay in EUR using the KES exchange rate with some losses.

The main issue is the salary grid that is in Euros and should be changed into a KES grid.

In 2019 the Lycée had a capital of 300 mios KES in bank account and 100 mios KES on Mpesa. Currently there are no more reserves, not even one month in advance.

By mid-May, the school will have received the legal opinion from the lawyers on the way to stop paying salaries in euros and to have a new salary grid in Kes. As soon as possible, the direction and management committee should open a social dialogue with the staff to make them understand the situation and for those who are paid in EUROS, to accept to be paid (temporarily or not) in KES and to sign an addendum to their contract.

At the end of June and considering all these proposed measures, the school will still need 2,5 mios KES. The DAF will start discussing with the NCBA on a loan with interests, in order to continue to pay salaries till September.

For April, no changes will be made on salaries. The urgent measure is to adopt a salary grid in KES, with a rate of 127 kes that was discussed with the staff reps but not presented to all staff.

Other immediate measures that will be taken by the DAF are: to stop expenses of more than 50,000 kes, to ask to some suppliers to extend the deadline for payments and suspend AEFE 2021 debt's payment.

Comments on the suspension of AEFE reimbursement: this is a case of Force majeure but this is risky as in the near future, the school would like to benefit from some loans from AEFE with no interest, to upgrade the infrastructure of the school in order to improve its attractiveness.

However, AEFE noticed some days ago that this was the first time for 10 years that the school respected the deadline for 2022 annual re-payment to AEFE!

4.2 Recovery of school fees on April 25, 2023:

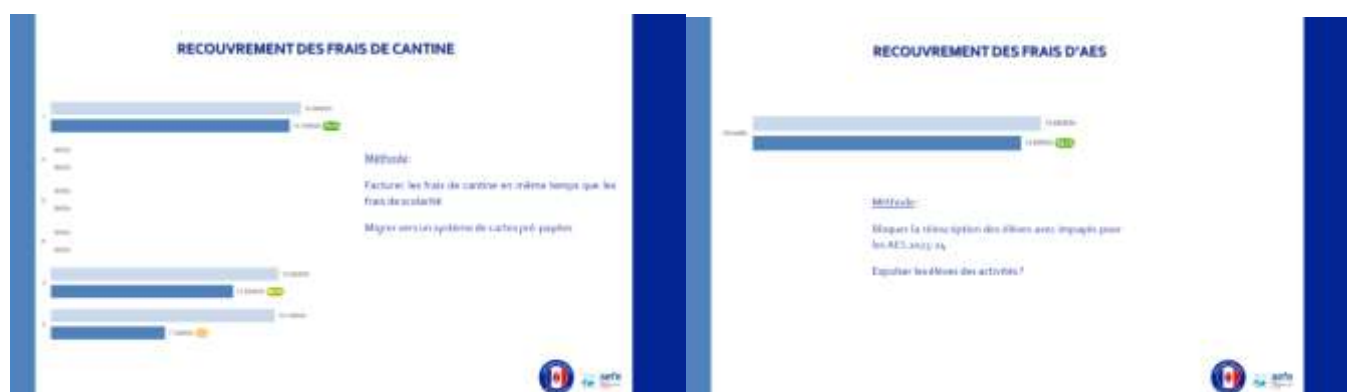
- **1st quarter: 99 %** - balance = 3M KES
- **2nd quarter: 95%** - balance = 12M KES
- **3rd quarter: 68%** - balance = 42M KES

A total of 57 mios KEs to be recovered:

Measures to be taken:

1. Retention of school records for students who are leaving the school and are having unpaid school fees.
2. Block the re-registration on EDUKA for those staying in 2023-24 and having unpaid school fees
3. Apply penalties from Mid-May for 3rd quarter unpaid school fees
4. Expulsion of 2 students from May 15th

Other fees: Canteen and Extra scholar activities



Canteen Fees:

Q 1: 95,6%

Q 2: 80,15 %

Q 3: 51%

Parents are not paying on time.

Solutions: Short term: to invoice at the same time than school fees especially for the three mandatory days

Mid-long term: to invest in a system of prepaid card (turbo-self, costing around 30K Euros)

Extra scholar activities:

93,1% payment received so this is a good rate.

For those having unpaid, they will not be able to register for next year.

To expulse those having unpaid fees is not recommended, as it will penalize the whole team in group sports.

Comments:

For canteen fees:

Waiting for the pre-paid cards, think about the feasibility of selling tickets? Maybe challenging with primary students who could lose /forget the cards

Question of who will control at the entrance, because the current educational Assistants are not enough.

Another solution would be to tick all 5 days on Eduka and parents have to untick.

Long decision-making process:

- Discussions on salary grade started with staff reps and the DAF at the end of 2022 and no decision was taken by the board. Recommendations were made to have a legal opinion and to open a social dialogue. This dialogue will start at the all staff meeting which will be held tonight (April 27th).
- Question of the limits of a Lycée "Conventionné" as LFDD that has an agreement signed with AEFÉ and Parents Association represented by a Management Committee who is the decision-making body.
- Frustration of the direction who is accountable of the school's management to the Embassy (representing AEFÉ) but has not the decision power.
- Board should give delegation or more responsibility to the direction

Comment on the form:

There is a CA every month, votes and decisions are made during these meetings and written minutes are available. Maybe the Task officer should remind at the beginning of each CA the action points and decisions taken during the last meeting and make a follow up.

In case the direction finds the process too lengthy, propositions of changes can be made and extra-meeting can be held with the bureau of the Management committee.

DAF recommends not just a change in procedures but a delegation to the Principal and the DAF with transfer of responsibilities including financial responsibilities.

- For urgent decisions, electronic votes can be organized.
- For information, on the Banque Transatlantique, the DAF is the only authorizer.

Recommendations:

- DAF to write an annex to the Convention with AEFE, detailing delegations and responsibilities to be put in a drive.
- Find a date after holidays to discuss about these issues with the bureau of the Management Committee
- Salary grid could not be voted before consultation with the staff tonight and without having a written legal opinion.
- DAF will present the same presentation made in the CA to the all staff meeting tonight, which is an informative meeting.
- An electronic vote on the fixed rate to be used for the new salary grid in KES will be sent to all staff in English and French after the all staff meeting tonight.
- The results of this consultation and the process to be followed will be discussed with our lawyers after the holidays.
- To be discussed during the next General Assembly in June:
 - potential increase of school fees for next year
 - commitment of parents to pay the school fees in one currency all along the year
- Recommendation to keep the Euro as a reference for the annual budget and school fees.

FOLLOW UP ON TRANSPORT ISSUES (recommendations made by last CA in March):

1. **Mise en demeure** adressée à Fay Hope avec menace de suspension si dans les 15 jours suivant, la compagnie n'a pas présenté les documents requis ainsi que la preuve de maintenance et d'assurance des véhicules.

Action made: Letter was sent to FAY HOPE and they produced all certificate and proofs of regular maintenance made. Only pending question is the quality of garage maintenance services.

2. **Fay Hope doit rembourser à 100% les frais médicaux payés par l'école :**

Action made: Needs to be followed up

3. **Communication aux parents** dès aujourd'hui, informer les parents des mesures prises envers FayHope et de la réunion d'urgence qui s'est tenue:

Action made: communication sent to parents of all kids involved in the incident and general communication to all parents

4. **Révision conjointe** des documents fournis par FayHope et vérification physique des bus par le chargé de Sécurité du Lycée.

Action made: Physical verification of the buses done by Principal and Security officer

5. **Avenant au contrat des parents** pour s'assurer que les dispositions dans le MoU fassent partie des clauses du contrat.

Action made: This was submitted as a recommendation to Fay Hope for them to modify the contracts but the school has no contractual relation with Fay Hope. Contract is signed between parents and Fay Hope.

6. **Les 2 sorties scolaires prévues demain** seront annulées si Fay Hope ne produit pas des certificats de conformité et si la vérification physique n'est pas concluante. **School outing in Nairobi will be done by Fay Hope but for outside of Nairobi, DAF recommends Trace and Tracks a transport company used by Braeburn.**

7. **Pour le futur, le Lycée doit proposer un plan B.**

Action made: As recommended by the DAF, the school will not propose any transport company for next school year and will let the choice to parents, considering the issues with Fay Hope and the low number of kids registered (40). A communication will be sent to all parents after these short breaks, before end of May.

VOTES (will be counted on 5 as two members left):

1. The CA gives its **agreement in principle on the proposition made by HR and Finance commission to develop a salary grid** in KES by 5 votes on 5.
2. **MAINTENANCE**
 1. The contract for Cabro works in front of Auditorium attributed to Brook Hill Projects Ltd for a value of 2,694,948 KES is approved by 5 votes out of 5

3. HUMAN RESOURCES

1. The modification of contract of one staff to include a mission of coordination is approved by 5 votes out of 5.
2. The contract extension for one staff till 31st of August 2023 is approved by 5 votes out of 5.
3. The transition in CDD2 for one staff is approved by 5 votes out of 5.
4. The extension of contract for one staff till July 7th 2023 is approved by 5 votes out of 5.

4. COMMUNICATION

Proposition of marketing and communication strategy received by PULSE

5. CANTEEN

Participation of Eco-delegates who gave recommendations

No one from the direction was there at the last commission. Important to ensure at least one member participate.

Feedback from LENANA who said they do not receive any more the numbers of children present the week after. **Recommendation to review the process of information to LENANA**

The chairperson closes the meeting, wishing that processes can be optimized and the CA to be more efficient in decision making.

NEXT CA: 24 MAY 2023, 8.15-10.15am

La réunion s'est terminée à 10h45