



Lycée Français International Denis Diderot Année scolaire 2023-2024

Minutes Board of Directors' meeting WEDNESDAY 29 NOVEMBER 2023 NON PUBLIC VERSION

NOM DES PARTICIPANTS	FONCTION	Prés.	Exc.	Abs
Arnaud SUQUET	French Ambassador		X	
Denis SAINTE-MARIE	Cooperation and cultural action Advisor (COCAC)	X		
Jean-Baka DOMELEVO ENTFELLNER	Consular Advisor for French abroad		X	
Bruno MARIS	Principal	X		
Laura MARLIERE	Administrative and Finance Director		X	
Malika OUREYA	Deputy to the Administrative and Finance Director	X		
Claire KARADI	Director of the Elementary level	X		
Christelle ADJAGBA	Representative of the Administrative staff	X		
Frédéric GRAZIANA	Representative of the Secondary teachers		X	
Mildred N PITA	President of the board/Head of HR Committee		X	
Emilie GASC	Vice-President/Head of Canteen/Hygiene Comm.	X		
Armando M SIROLLA	Treasurer/Head of Finance Committee	X		
Josie WANG	Secretary/Head of Communication Committee	Proxy AS	X	
Carlos SHYIRAMBERE	Vice-treasurer/Finance and Maintenance & Security committees	X	Proxy AS	
Esryne ONGOMA	Board member /Human Resources Committee	Proxy Ebby/AS	X	
Ebby GATAMU	Board member / Communication committee	X online		
Judy KAGURE	Board member /Head of Maintenance & Security committee	X		
Anne-Laure HOUSPIC	Board member/Human Resources & Communication committees		X	
Nassira BAUCHAMP	Board member/ Canteen/Hygiene and Maintenance & Security committees	X		
Rebecca GRANATO	Board member /Finance and Human Resources committees	X online	Proxy Émilie	
Dickson MIGIRO	Board member /Communication and Maintenance & Security committees	Proxy Judy	X	
Marie-Noëlle SENYANA-M	Task Officer for Parents Association (APE)	X		
Invitees / Other participants:		Public version to be disseminated to all staff and parents through the website		

AGENDA

- a) Quorum CG – Approval of minutes of the “Special Budget” BoD of 10/11/2023
- b) Words from French Embassy
- c) Pedagogic highlights
- d) Financial situation – Finance Committee
 - a. Cash flow situation
 - b. School fees payments
 - c. AEFE: Reimbursement 2021 debt / Payments 2023
 - d. Follow up on priority maintenance works and equipment purchase

e) Human Resources Committee – Updates

VOTES

- a) CDD2: AES Coordinator
- b) Additional hours for Hist/Geo teacher
- c) Trial period extension : principle
- d) Retirement for 2 staffs: Final decisions
- f) Hygiene/Canteen Committee: Updates: cold room
- g) Maintenance & Security Committee: Updates: Firewall
- h) Communication Committee: Updates: Communication strategy_contract

AoB:

NEXT BOARD OF DIRECTORS MEETING: TUESDAY 30 JANUARY 2024: 8.15-10.15am

The meeting starts at 8.25 am. The APE's Vice-president greets all participants and proceeds with the quorum.

1. The quorum is reached with 7 CG members including the vice-president and the treasurer (5 are in the room and 2 are online). 1 online member, Rebecca gives her proxy to Emilie, 3 members excused gave their proxies: Josie to Armando, Dickson to Judy and Esryne to Ebby.

The total of votes will be counted on 10 votes.

The minutes of the last Board of Director's meeting « Special Budget 2024 » of 10/11/2023 are approved by 10 votes on 10.

The chair Person gives the floor to the representative of the French Embassy.

2. Message from the Embassy: Mr Denis Sainte Marie highlight three points :

- I. **The cost of Human Resources:** The board of Directors needs to think about a strategy to contain the cost of the Human resources in order to allocate a sufficient budget to much-needed renovation work at the Lycée.
- II. **Cash flow:** Particular attention must be paid to the acquisition of Euros in order to meet our commitments to the AEFÉ and to continue repaying our debts to the AEFÉ. Once the debts have been cleared, the Lycée will be able to plan more substantial renovation work.
- III. **A new school applying for accreditation: Two Girafes.** This school currently focuses on nursery and 1st year primary classes. It is run by a Franco-Kenyan. Having more French schools does not necessarily mean that we will have fewer students. It's a way of increasing awareness of the French school system. At the moment, this school teaches in French but does not follow the French curriculum. In the future, it could either choose the CNED international option or obtain the Education France label or accreditation. Located not far from the LFDD, a number of its students continue their education at the LFIDD.

3. Pedagogic Highlights



All events are posted on the school website: Before the holidays: two events: the "Taste Week" and the "La grande lessive" exhibition at the Yaya.

After the holidays, Halloween for the elementary level, Remembrance Day to commemorate 11 November and Wellness Week with different activities at all levels.

This week is French High School Week, with the theme of sport, in connection with the 2024 Olympic Games. Student interviews on this theme will be conducted and posted on the website.

Swimming lessons resume next week and throughout January in another heated pool at the Royal Golf Club. A school outing is planned to the Taita Hills.

January will also see the Astronomy Week and school trips to Naivasha, Sagana and Aberdare.

Visit from the Zone Inspector (elementary level), Mr MISIURNY, from 13 to 17 November:

Two years after his last visit, he had a very good overall impression, particularly of the quality of the teaching provided, which is confirmed in particular by the assessment results in CP, CE1 and CM1, which are higher than those of the other establishments in the zone.

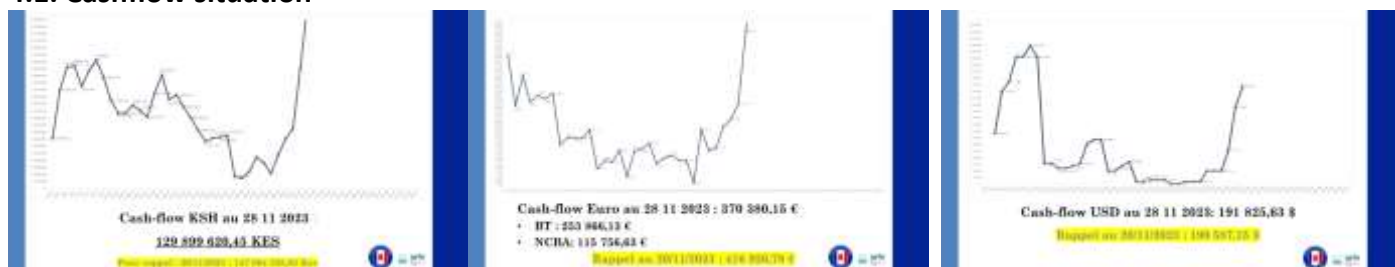
As far as improvements are concerned, these relate mainly to the buildings, especially for nursery schools. Although the classrooms are spacious and suitable for children aged 3 to 6, they are outdated, do not reflect the quality of teaching and need refurbishment. The inspector insisted on the importance of considering nursery as a strategic priority to consolidate the base of our pupils who will continue their education at our school. It should be noted that the kindergarten currently has 20% fewer pupils than in 2019, so the school has room to accommodate more children.

Comments : The Management Committee also considers the kindergarten to be a priority among the renovation work to be carried out at the school, which is to be reflected in the 2024 budget.

4. Financial Situation

The Deputy-DAF presents the financial situation.

4.1. Cashflow situation



Cash position at 28/11 :

- **In Kes 129,899,620:** after the monthly payment of salaries and other current expenses.
- **In Euros, a total of €370,380** (€258,866 at the BT and €115,756 at the NCBA) which takes into account payments for the balance of the SOFIP order paid last week.
- **In USD, \$191.825,** stable.

On the Euro account, there is a difference of **€66,237.22 (BT and NCBA €)** due to the disbursements expected in the next few days of the balances for all accounts relating to employees from whom we have recently separated.

4.2. Recovery of school fees

RECOURS DES PAIEMENTS 2023-2024 au 28/11/2023					
Période due	Objet	Facturation	Encaissement	Impayés	%
Trimestre 1 - Sep - Dec	School fees	311,61 MKE\$	287,36 MKE\$	24,21 MKE\$	0,83
	Canteen	23,21 MKE\$	18,23 MKE\$	5,31 MKE\$	0,77
	AES*	28,18 MKE\$	11,38 MKE\$	8,78 MKE\$	0,50

RECOURS DES PAIEMENTS 2023-2024 au 28/11/2023					
Tiers déjà facturés*	Objet	Facturation	Encaissement	Impayés	%
Trimestre 2 - Jan - Mars	School fees	16,68 MKE\$	17,42 MKE\$	0,28 MKE\$	0,98
	Canteen**	A venir			
Trimestre 3 - Avr - Juin	School fees	75,06 MKE\$	65,42 MKE\$	10,21 MKE\$	0,87
	Canteen**	A venir			

RECOURS DES PAIEMENTS 2023-2024 au 28/11/2023					
Période due	Objet	Facturation	Encaissement	Impayés	%
Trimestre 2 - Jan - Mars	School fees	16,68 MKE\$			
Trimestre 3 - Avr - Juin	School fees	145,29 MKE\$			

Rate of recovery for the 1st quarter: 91% for school fees, 74% for canteen fees and 44% for AES which invoicing is annual.

Reminder letters have been sent to parents who have not yet paid their school fees, and next week the penalties will be applied to outstanding invoices, in accordance with the financial regulations.

For terms 2 and 3, annual payments are considered. Some annual payments have not yet been collected (9.8% trim2 and 10.21% trim3).

Quarterly payments will be invoiced for the 2nd quarter on 15 December: 150.45 Mkes and for the 3rd quarter on 15 March : 149,38 Mkes (inclusive of departures in the course of the year)

4.4. AEFÉ Debt 2021 and 2023 AEFÉ returns



2021 debt: Currently 60% of the amount has been repaid. Payments interrupted in April resumed in August and will continue until December, at a rate of €39,600 per month. They will continue at the rate of €22,000 per month from January to October 2024.

2023 Returns: Invoices received to date total €945,260.96. An amount of €65,077 relating to grants awarded to French nationals has been deducted. **Only €100,000 was paid in November. This leaves a balance to be paid of €780,183, to which will be added the last invoice to be received at the end of November.**

To this will be added the overtime paid to seconded teachers and the 1% of the total payroll representing the school's contribution to the regional training centre in Johannesburg.

A request has been made to the AEFÉ for the balance to be paid in 2024 to be staggered. We have an agreement in principle, but we are awaiting their official return.

This payment plan is very ambitious, as in 2024 the school will pay the end of the 2021 debt, the 2023 instalments and part of the 2024 instalments, but this should enable us to clear our debts before we can obtain loans from the AEFÉ for the Lycée's development.

This is what is planned for the 2024 budget, which will be presented at the General Meeting in December 2023.

COCAC's comments: An item on human resources should be included, as there are 3 major projects for 2024:

1. A new salary scale to be finalised for future recruitments, by the start of the next school year at the latest (since we cannot touch the salaries of current staff) and which should make it possible to contain the wage bill and release funds to improve infrastructures. Work needs to be done on allowances: for example, housing allowance is a % of salary, with no ceiling.

2. Salary increases, their frequency and the calculation key used must be clearly defined and discussed with staff.

3. Consider a reduction in school fees for staff who have their children at the school: if possible for the start of the 2024 school year. This would also be an attractive factor for future employees.

Comments:

- It is important to discuss these issues in the HR Committee, and to include a human resources strategy in the strategic plan.

- Above all, think about opening a social dialogue with employees.

- We need to calculate the cost of School Fees cuts for current staff and make projections by the end of May at the latest.

- We can use the HR study comparing salaries and benefits, which is due to deliver its final conclusions very soon.

All this work will need to be initiated as soon as possible and then finalised by our CFO, as soon as she returns from maternity leave.

4.4. Euro requirements by the end of 2023 :



Purchase of around €140,000, partly with USD and Kes.

Maintain a minimum cash position of 142Mkes, covering 2 months of operations (HR and pure operations).

Explore several avenues to buy Euros at a better rate (bureau de change/other banks/NCBA) and have a reserve for several months.

We can also think about **fund-raising activities** with sponsors, by communicating the strengths and attractiveness of the Lycée and presenting them with a development plan for the school. We will be discussing this at the strategy meeting on 8 December.

It remains to be seen whether the AEFÉ's School Development Department (PGD) will provide a state guarantee.

4.5 Investments and priority maintenance works :



- **SOPHOS:** The IT security software that the School has just purchased is being launched and the School's Senior IT is currently undergoing a 3-day training course on the subject.

- **Priority works for the summer of 2024** (possibly starting before then) Renovation of the nursery classrooms.

- **Management of the canteen:** The Finance Committee has recommended that an audit of the canteen service be carried out to improve the system for checking that children are enrolled, for transmitting information to the canteen and for making up the deficit that we have. A presentation of the canteen audit will be made at a future joint canteen/finance committee meeting.

5. HUMAN RESSOURCES COMMITTEE

Updates:

The arrival of **two new teachers:** 1 for FLE (French as a Foreign Language) / 1 to join the pool of substitutes

- 3 Teaching Assistants have been recruited, 2 of whom have already started and the 3rd will arrive at the beginning of December.

- 1 school teacher currently under a performance improvement plan. Feedback will be given to the HR Committee.

Votes : recommendations from HR Committee :

- - To offer a 2-year fixed-term contract from 16/12/2023 to a staff, on the basis of a positive evaluation by his supervisor, which was received by the HR Committee.
- **The recommendation was approved with 9 votes in favour and 1 abstention out of 10 votes.**
- - To add an 8 hours to a secondary teacher on top of the 3 hours of History/Geography to support the MUN and post-baccalaureate orientation in Canada/USA and England.
- **The recommendation was adopted with 10 votes in favour out of 10.**
- - The trial period for local recruits is two months (8 weeks). More often than not, part of the trial period falls during holidays. The HR Committee recommends that the trial period be automatically extended beyond the holidays to cover the full 8 weeks and that the end date of the trial period be noted on the contract.
- Comment: the two-month trial period is too short. If we want to change it, we have to go back to the HR Committee, because it's a change in the contract. Depending on the contract, we also have the option of extending the trial period by a further two months, but this must be done before the end of the first trial period.
- **The recommendation was not voted on and was returned to the HR Committee for reworking.**
- For contracts where the trial period is currently in progress, HR will inform the employee concerned in writing of the actual end date of the trial period.
- **Retirements:** 1. For one staff to be retired end of Dec 2023: the HR Commission's recommendation was to extend the residence permit until April 2024 and to keep the child in her care, who was enrolled at the LFDD, until the end of the school year.
- **The representative of the administrative staff** explained that she had received this staff, who complained that she had been given late notice of the decision taken on her application to extend her retirement date, which had been sent in June 2023 and for which she had not received a reply until September 2023. To date, she has not been informed of the amount to which she is entitled after 15 years of employment and of what she will receive for the "package" pension. What's more, the RP doesn't understand why they would accept the request of one staff and not the other one. The only exceptions made were for teachers.
- The Principal was surprised that she had not received information in time, especially after 15 years of service. It's a question of values. As far as he was concerned, he would decide to keep her on until the end of the year, so that she would have at least 6 months to organise her retirement.
- The question arises as to why the HR manager didn't give him the information about his entitlements in time. Once again, the question of the headmaster's delegation of authority arises, so that he can act without having to wait for the HR committee or go through the board. Six months ago, he said he would call the people concerned to let them know what to expect.
- Perhaps there's a problem of communication between HR, the Board and management, and the result is that the issues are not moving forward. We need to find ways of improving the system.
- **Comments:** What is the role of HR? Isn't it to keep employees informed? Especially for retirements, which are known well in advance.
- The problem has more to do with the fact that the decision was taken late regarding the requests made and then the lack of information. The Lycée needs to improve relations between staff and HR. A retirement under these conditions does not reflect well on the Lycée. At least 6 months before retirement, staff must know what they are leaving with.
- Furthermore, a decision can be taken on the basis of the interests of the service, but it must be justified in writing.

In conclusion, the HR Committee's recommendation was not adopted, and instead the Board voted by 10 votes out of 10 in favour of extending the contract, the duration and conditions of which

would be discussed by the HR Committee, on the basis of the recommendations made by the head of HR. This decision was justified by the delay in communicating the decision to staff and the lack of information regarding the package to be received according to the terms of the contract. The HR Manager will propose the practical details of the contract at the next HR Committee meeting.

For the other staff to retire:

The HR Committee's recommendation is based on the need for continuity of work, the specific skills required and institutional knowledge. The Board recommends **an extension of the contract, the duration and conditions of which will be discussed by the HR Committee, based on the recommendations of the HR Manager. A handover will take place before the summer holidays.**

The vote was counted as 9 in favour, as one person was no longer on the line.

Other Committees:

The canteen committee has sent a communication to parents asking them to make their children aware of the need to respect the canteen staff and the food.

In conjunction with the Canteen Committee, the Maintenance Committee decided not to proceed with the purchase of a new cold store, but to improve the existing one, pending consideration of a larger-scale project involving the canteen.

The Communications Committee has selected PULSE/Ringier to develop the communications strategy. The contract is currently being finalised for a three-month period from December to the end of February.

The AES committee has not yet got off the ground. The members of the Management Committee participating in it have just been identified.

The chair person thanked all those present and closed the meeting.

The meeting ended at 10.35am