

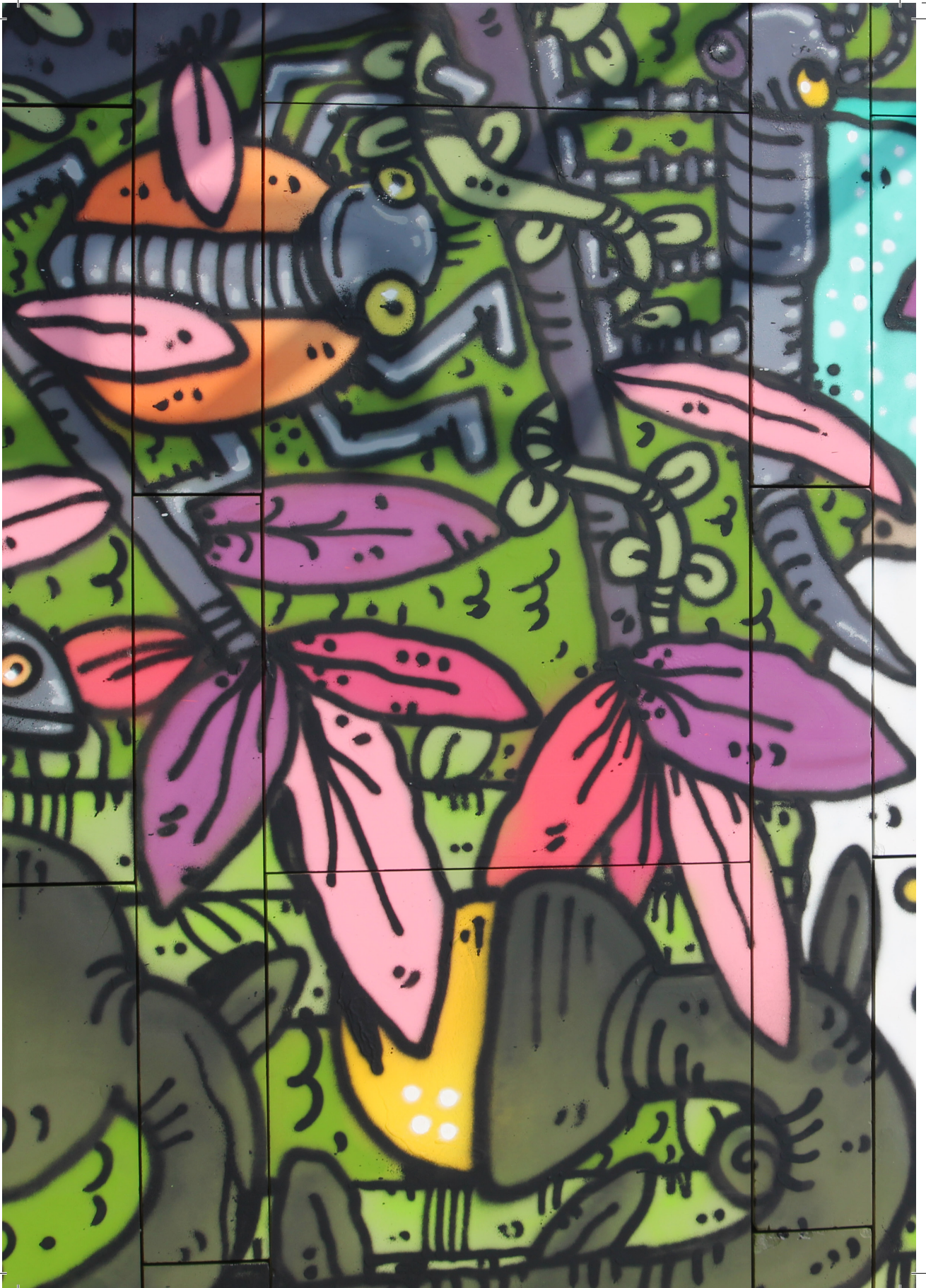
ANNUAL REPORT 2021 - 22



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Alliance Française

Delhi





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At the close of the year, I am pleased to present the Annual Report 2021-22 of Alliance Francaise de Delhi (AFD).

The financial year began on a subdued note as we faced the devastating second wave of Covid-19 and had to contend with the uncertainties of the pandemic throughout the year.

Notwithstanding the adverse circumstances, it is reassuring to note that AFD performed reasonably well with regard to student registrations which increased to 8,126 enrolments during the year as compared to 7,455 enrolments in the last financial year. The satisfactory registrations were achieved due to the untiring efforts of our dedicated teaching faculty ably led by Mr. Guillaume Grangeon, the Academic Director and the diligent executive team which provided vital support spearheaded by Mr. Stephane Amalir, Director of AFD. Regular training sessions enabled the faculty to master the latest teaching techniques for online classes and impart a high level of pedagogy to our students.

It is noteworthy that amidst all the difficulties, AFD has exhibited robust financial results. The net surplus income is almost the same as in the pre-covid financial year 2019-20. The excellent financial performance has been achieved largely due to various prudent measures adopted by the Governing Body. These steps to mitigate unwarranted expenditure have facilitated the organization to become leaner and more efficient. Some of the initiatives undertaken are highlighted below:

- Winding up the Gurugram Annexe which, even after having been in operation for more than twelve years, was unviable and an enormous drain on the resources.
- Closing the Noida Annexe due to Covid.
- Reducing surplus housekeeping staff at AFD.
- Restructuring administrative staff policy by putting an end to arbitrary ad-hoc promotions and ad-hoc increase in salaries over and above the promotions and annual

increments approved by the Governing Body.

- Reviewing the performance bonus policy of administrative staff.

While the cultural landscape was muted for most of the year due to prevailing circumstances, the Bonjour India Festival 2022 brought a welcome breath of fresh air. The inaugural event “A Twist of Fate”, was a spectacular street show with giant puppets curated by Les Grandes Personnes from Aubervilliers in France. It was showcased in Delhi on 28th March. The puppets were a visual delight as they danced and walked in the spacious and serene environs of Lodhi Garden. Some of the other exhibitions/events held were Convergence: A Panorama of Photography’s French Connections In India, Elektrik: Electro Dance with a touch of baroque music, Strings Together: A fusion of Kora, Guitar and Tabla, Analemma by Romain Timmers: A Modern Circus Performance and A Trip To France, 1970: A Photo Exhibition by Perman and Dalwadi. The Bonjour India festival received an overwhelming response from the public and was extensively covered by the media.

With regard to the legal issues pertaining to Provident Fund and Service Tax matters, it is gratifying to report that the Hon’ble Delhi High Court decided the matters in favour of AFD and accordingly AFD has recovered Rs.6,76,832 alongwith interest thereon of Rs.2,55,223 aggregating to Rs.9,32,055 from the Provident Fund Dept. and has recovered Rs.7,67,859 alongwith interest thereon of Rs.4,34,839 aggregating to Rs.12,02,698 from the Service Tax Dept.

The feedback of members is of immense importance and is given due consideration by the Governing Body. A concern raised by some members was that since Max Catering had managed the cafeteria for more than twelve years, an appraisal should be done and if required, fresh proposals sought. Accordingly, an extensive, comprehensive and transparent three stage selection process was carried out. An advertisement was published in two national newspapers as well as on the AFD website for offers to run the cafeteria. Thirteen applications were received, of which seven vendors were shortlisted who gave presentations to the Building Committee. Thereafter, three vendors were selected for food tasting and finally “Too Mikkii Tapas” was chosen to run the cafeteria. The new vendor has commenced operations on a revenue sharing basis which will further augment our resources.

A vital element for the efficient working of any institution lies in the synergy that the Governing Body shares with the Executive team. At AFD, this interface is facilitated by the functioning of five thematic advisory committees – Academic; Building; Cultural; Governance, Finance & Legal; and Membership – that allow for exchange of ideas and collaborative decision-making. While the Governing Body has endeavored to frame policies by adhering to the principles of good governance such as transparency, ethical management practices, impartiality and concern for social welfare, it has also been unflinching in taking bold and radical decisions in the interests of the organization.

I would like to place on record my appreciation for Mr. Stephane Amalir for his com-

mitment and professionalism. In a short span of two years, he has understood the needs of the organization and has worked proactively with the Governing Body to ensure smooth operating procedures. The Governing Body shares a good rapport with the Director which has facilitated a harmonious working environment. I would also like to convey my gratitude to him for promoting new initiatives and for promptly implementing strategic decisions taken by the Governing Body. I wish him continued success during his tenure.

Externally, AFD shares a strong rapport and close working relationship with its key partners, the French Embassy and Institut Français. I am extremely grateful to the Ambassador of France, Mr. Emmanuel Lenain who has always encouraged and reinforced our endeavors. I would also like to thank Mr. Emmanuel Lebrun Damiens, Counsellor for Education, Science & Culture of Institut Français, India for his cooperation and support.

My sincere gratitude to the esteemed members of the Governing Body for their commitment and for contributing enormous time, effort and their nuanced inputs to ensure optimal performance of the institution.

With this AGM, I have completed my tenure as President and it is extremely satisfying that much of what we had set out to accomplish has been achieved. Key legacy issues having been resolved, AFD is now poised to re-establish annexes in the NCR region and create new benchmarks of excellence.

My best wishes to all of you. It has been an honour to serve this prestigious institution.

Sandeep Sapra
President



En cette fin d'année, j'ai le plaisir de vous présenter le Rapport annuel 2021-22 de l'Alliance Française de Delhi (AFD).

L'exercice fiscal a démarré de façon modeste du fait que nous faisons face à la deuxième vague dévastatrice de Covid-19 et que nous avons dû composer avec les incertitudes de la pandémie tout au long de l'année.

En dépit des circonstances défavorables, il est réconfortant de constater que les résultats de l'AFD sont plutôt bons concernant les inscriptions des apprenants qui sont passées de 7 455 au cours de l'exercice précédent à 8 126 cette année. Ce chiffre satisfaisant a pu être atteint grâce aux efforts infatigables de notre corps enseignant dévoué, sous la houlette avisée de M. Guillaume Grangeon, directeur pédagogique, et de la diligente équipe administrative menée par Stéphane Amalir, directeur de l'AFD, qui a fourni un soutien vital. Des séances de formation régulières ont permis aux enseignants de maîtriser les techniques d'enseignement en ligne les plus récentes et d'impartir un haut niveau de pédagogie aux apprenants.

Il convient de noter que malgré toutes ces difficultés, l'AFD a obtenu de bons résultats financiers. L'excédent de recettes est quasiment le même que pour l'exercice fiscal 2019-20, soit avant Covid. Cette excellente performance financière a pu être réalisée en grande partie grâce aux diverses mesures prudentes adoptées par le Conseil d'administration. Visant à éviter des dépenses injustifiées, elles ont permis d'alléger l'organisation et de la rendre plus efficace. Vous trouverez ci-dessous quelques-unes des initiatives mises en place :

- La fermeture de l'Annexe de Gurugram qui, bien qu'en activité pendant plus de douze ans, n'était pas viable et pesait énormément sur les ressources.
- La fermeture de l'Annexe de Noida du fait de Covid.
- La baisse de l'excédent d'effectif au sein de l'équipe d'entretien de l'AFD
- La restructuration de la politique en matière de personnel administratif en mettant fin aux promotions ad-hoc arbitraires ainsi qu'aux augmentations de salaire ad-hoc en sus des promotions et augmentations annuelles approuvées par le Conseil d'administration.
- La révision de la politique concernant les primes de rendement pour l'équipe administrative.

Même si le paysage culturel était sobre pour la plus grande partie de l'année en raison des circonstances, le Festival 2022 Bonjour India a apporté une bouffée d'air frais. L'événement inaugural « A Twist of Fate » (« Un coup du sort ») était un spectacle de rue spectaculaire figurant des marionnettes géantes et créé par Les Grandes Personnes d'Aubervilliers (France). Il s'est tenu à Delhi le 28 mars. Les marionnettes, alors qu'elles dansaient et marchaient dans Lodhi Garden, spacieux et serein, furent un régal pour les yeux. Les autres événements/expositions ont été, entre autres,

Convergence : A Panorama of Photography's French Connections in India (Convergence : Un panorama de photos prises par des Français en Inde), Elektrik: Electro Dance with a touch of baroque music (Elektrik : Danse électro avec un soupçon de musique baroque), Strings Together: A fusion of Kora, Guitar and tabla (Cordes jouant ensemble : Une fusion de kora, guitare et tabla), Analemma by Romain Timmers: A Modern Circus Performance (Analemma de Romain Timmers : Un spectacle de cirque moderne) et A Trip To France, 1970 : A Photo Exhibition by Permanand Dalwadi (Un voyage en France en 1970 : Une exposition de photos de Permanand Dalwadi). Le festival Bonjour India a été un grand succès auprès du public et largement suivi par les médias.

En ce qui concerne les questions juridiques liées à la Caisse de prévoyance et à la taxe sur les services, il est réjouissant de signaler que la décision du tribunal de grande instance de Delhi à pencher en faveur de l'AFD et qu'en conséquence l'organisation a récupéré 676 832 INR plus les intérêts s'élevant à 255 223 INR, soit un montant total de 932 055 INR, de la Caisse de prévoyance ainsi que 767 859 INR plus les intérêts se montant à 434 839 INR, soit un total de 1 202 698 INR, de l'administration fiscale.

Les retours des membres sont extrêmement importants et pris en considération par le Conseil d'administration. Un point soulevé par des membres concernait Max Catering qui gérait la cafétéria depuis plus de douze ans ainsi que le besoin de procéder à une évaluation et, le cas échéant, à un appel d'offres. En conséquence, un processus de sélection en trois étapes, transparent, exhaustif et approfondi a été mis en place. Un avis offrant de gérer la cafétéria a ainsi été publié dans deux journaux nationaux ainsi que sur le site de l'AFD. Treize candidatures ont été reçues parmi lesquelles sept sous-traitants ont été retenus qui ont fait une présentation au Comité en charge du bâtiment. Puis trois candidats ont été choisis pour une dégustation de plats et finalement « Too Mikkii Tapas » a été choisi pour s'occuper de la cafétéria. Le nouveau sous-traitant a démarré son activité avec un contrat prévoyant un partage des recettes, ce qui viendra s'ajouter à nos ressources.

Pour qu'une institution marche bien, il est vital qu'une synergie existe entre le Conseil d'administration et l'équipe administrative. À l'AFD, cette interface est facilitée par l'existence de cinq comités consultatifs thématiques, à savoir le Comité pédagogique, le Comité en charge du bâtiment, le Comité culturel, le Comité en charge de la gouvernance, des finances et des questions juridiques et le Comité des adhésions, qui permettent d'échanger des idées et de prendre des décisions concertées. Même si le Conseil d'administration s'est efforcé d'élaborer des politiques en adhérant aux principes de bonne gouvernance tels que la transparence, des pratiques de gestion éthiques, l'impartialité et le souci d'une protection sociale, il n'a pas hésité à prendre des décisions audacieuses et radicales dans l'intérêt de l'organisation.

Je voudrais exprimer ma gratitude à M. Stéphane Amalir pour son engagement et son professionnalisme. En seulement deux ans, il a compris les besoins de notre organisation et a travaillé de façon proactive avec le Conseil d'administration pour assurer la mise en place de procédures opérationnelles fluides. Le fait que le Con-

seil d'administration ait de bonnes relations avec le directeur a permis un environnement de travail harmonieux.

Je souhaiterais également le remercier d'avoir promu les nouvelles initiatives et mis rapidement en œuvre les décisions prises par le Conseil d'administration. Je lui souhaite toute la réussite possible durant son mandat.

À l'extérieur, l'AFD a de bons rapports et une relation de travail étroite avec ses partenaires clés, l'ambassade de France et l'Institut Français. Je suis extrêmement reconnaissant envers l'ambassadeur de France, M. Emmanuel Lenain, qui a toujours encouragé et appuyé nos initiatives. Je voudrais également remercier M. Emmanuel Lebrun-Damiens, Conseiller de Coopération et d'Action culturelle à l'Institut Français en Inde, pour sa coopération et son soutien.

Ma sincère gratitude aux membres du Conseil d'administration pour leur engagement et pour avoir contribué, sans compter, leur temps, leurs efforts et leurs contributions nuancées afin d'assurer que l'institution fonctionne de façon optimale.

Avec cette Assemblée générale, mon mandat en tant que président vient à son terme et il est extrêmement satisfaisant de constater que la plus grande partie de ce que nous voulions accomplir l'a été. Les principaux problèmes dont nous avons hérité ayant été résolus, l'AFD est dorénavant prête à ouvrir à nouveau des annexes dans la Région de la Capitale nationale et à créer de nouveaux records d'excellence.

Je vous présente, à tous, tous mes meilleurs vœux. Ce fut un honneur de servir cette prestigieuse institution.

Sandeep Sapra
Président





The year 2021-22 has gone by, witness to many an unexpected happening both pleasant and unpleasant.

On the downside, of course, there was the dreadful second wave of the pandemic which violently affected the country and saw several members of the Alliance française lose their loved ones. All our thoughts are with them and their families. In addition, though less tragic, the pandemic also thwarted the aspirations of many students and even teachers who had to defer their plans to study in France, or even to study French with us.

On the positive side, it is the resilience and the courage of the various teams that first come to mind: despite the headwinds, the Alliance française ship stayed on course, and kept everyone on board. I am very proud and honored to be at the helm of such an establishment.

More than once, we thought that we could return to face-to-face classes and welcome our students back to the Alliance, and each time we had to revert online. We have explored new forms of pedagogy, including hybrid courses where students can choose to attend one half of the course online and the other half in the classroom, but like any new venture, this project is yet to find full acceptance. We also conceptualized workshops apt to be organized both on our premises or entirely online.

And of course, if this worked for academics, the same flexibility had to be contemplated for all cultural activities. The health situation led to the postponement of many events, particularly within the framework of the Bonjour India Festival, which is mentioned in the "Culture" section of this report. This led to a lot of frustration amongst artists, hall owners and even spectators, but the teams took the challenges head on and armed with patience and determination, constantly overcame the failures and never gave up.

However, we never attempted any cost-cutting in the domain of training: whether it be training in first aid, in fire protection and of course educational training. The safety of staff and students, the quality of the courses, (the only guarantor that makes the Alliance Française stand up fearlessly to any competition!) are a priority.

The maintenance of the premises is equally important. Our building, albeit iconic, is aging and as shown in the section devoted to maintenance, we have for several months worked on improving the premises: next year, we hope to provide you with an even safer building and a more beautiful environment too.

As regards our cafeteria, following a long but transparent procedure, we have selected a new service provider who appears to be highly satisfactory: the menu proposed upholds quality, and we hope to further improve this new service which caters not only to students but also to guests from outside. The cafeteria is yet to be named: we will get back to you for your suggestions!

On the translation front, we have also improved the services provided to the client: it is now simpler, more transparent and faster.

Finally, the “support” departments such as the IT and accounting departments have also revised their procedures thereby becoming more professional: the former by implementing preventive maintenance, the latter by using the new Arc-en-Ciel which now allows better monitoring of dashboards, and that of the daily management of the establishment.

Finally, I must mention the volunteers, elected to the Board of Directors. They not only work alongside the Management, but are also attentive to the voices of the various teams. I can only thank them for the time they devote to the Alliance, their technical and practical skills which they graciously share, their unwavering support for all projects, whether educational, technical or cultural.

Of course, in September 2022, the term of our Academic Director, Guillaume, will come to an end. We can only thank him for all the work accomplished: the deployment of the Arc-en-Ciel software which constitutes the nervous system of the Alliance, the transition to online courses with the development of dynamic and interactive content, as well as the initial and in-service teacher training, not only in Delhi but across the country. Finally, I cannot fail to cite his many videos with a thousand “likes”, especially the one in Hindi! Thank you, Guillaume, for all this and for a lot more.

Guillaume will be succeeded by Mr. Frédéric Wolska who will take up his new assignment in the autumn session. Frédéric who has a vast experience in FLE holds a degree in Linguistics (Sorbonne, Paris) and in Education Sciences (Lilles). He has worked at the Chamber of Commerce and Industry of Paris, at the International Center for Pedagogical Studies (CIEP), Sèvres, in Cambodia and in ... India.

Starting from April 2020, we have initiated a varied number of projects, not only

restricted to the cultural and academic domains, but also in the sphere of quality control with the constant improvement of our administrative procedures and the maintenance of our building. But we will have further opportunities to talk about these.

Stéphane Amalir
Director



L'année 2021-22 s'est écoulé, avec ses bonnes et ses moins bonnes surprises. Du côté négative, bien entendu la seconde et terrible vague de la pandémie qui a violemment touché le pays et au cours de laquelle plusieurs membres de l'Alliance ont perdu des proches. Toutes nos pensées pour eux et leur famille. Par ailleurs, si cela est bien entendu moins tragique, la pandémie a aussi contrarié beaucoup d'étudiants et même de professeurs qui ont dû remettre à plus tard leur plan pour partir étudier en France, voire pour étudier le français avec nous.

Du côté positif, c'est la capacité de résilience et le courage des équipes qui me viennent en premier à l'esprit : malgré les vents contraires le navire Alliance française a conservé son cap, et gardé tout le monde à son bord. Je suis très fier et honoré de piloter un tel bâtiment.

A plusieurs reprises, nous avons pensé pouvoir ouvrir les classes et accueillir les étudiants au sein de l'Alliance, et plusieurs fois nous avons dû rebasculer en ligne. Nous avons exploré de nouvelles formes de pédagogie, notamment les cours hybrides où les étudiants peuvent choisir de suivre la moitié des cours en ligne et l'autre moitié en classe, mais comme toute nouveauté, ce projet prend du temps pour convaincre. Nous avons préparé des ateliers capables de s'adapter à un accueil en présentiel mais aussi pour une diffusion en ligne à 100%.

Et bien sûr, si cela est valable pour l'académique, la même souplesse a dû être envisagé pour toutes les activités culturelles. La situation sanitaire a conduit à des reports de nombreux événements, notamment dans le cadre du Festival Bonjour India, développé dans le chapitre « Culture » de ce rapport, cela a engendré beaucoup de frustration de la part des artistes, des salles voire des spectateurs, mais les équipes ont fait front et armées de patience et de volonté ont sans cesse sur le métier remis leur ouvrage.

Nous n'avons toutefois jamais fait d'économie sur les formations : formation aux premiers secours, à la protection contre l'incendie et bien entendu formations pédagogiques : la sécurité des personnels et des étudiants, la qualité des cours, (seule garante qui fait que l'Alliance française ne craint pas la concurrence !) sont une priorité.

La maintenance des locaux est aussi importante, notre bâtiment, s'il est iconique, vieillit et comme le montre le chapitre consacré à la maintenance, nous avons depuis plusieurs mois travaillé sur l'amélioration des lieux : nous espérons l'an prochain vous offrir un bâtiment encore plus sûr et un environnement encore plus beau.

Pour notre cafétéria, nous avons sélectionné, suite à une procédure longue mais transparente, un nouveau prestataire qui nous donne toute satisfaction : la qualité du menu proposé est au rendez-vous, et nous espérons encore améliorer ce nouveau service offert aux étudiants mais également au public extérieur. Il reste à lui donner un nom : nous reviendrons vers vous pour vous demander de partager vos idées !

Du côté des traductions, nous avons aussi amélioré le service rendu au client : plus simple, plus transparent, plus rapide.

Enfin, les Départements « support » comme le service informatique et la comptabilité ont eux aussi révisé leurs procédures et sont devenus plus professionnels : le premier en mettant en place une maintenance préventive, le second en s'appuyant sur le nouveau logiciel Arc-en-Ciel qui permet aujourd'hui un meilleur suivi des tableaux de bord, et donc du pilotage quotidien de l'établissement.

Enfin, il me faut mentionner les bénévoles, élus au Conseil d'Administration, qui sont présents aux côtés de la Direction, mais aussi à l'écoute des équipes. Je ne peux que les remercier pour le temps qu'elles et ils consacrent à l'Alliance, leurs compétences techniques et pratiques gracieusement offertes, leur soutien indéfectible envers tous les projets, qu'ils soient pédagogiques, techniques ou culturels.

Bien entendu, en septembre 2022, notre Directeur académique, Guillaume, terminera sa mission en Inde. Nous ne pouvons que le remercier pour tout le travail accompli : le déploiement du logiciel Arc-en-Ciel qui est devenu le système nerveux de l'Alliance, le passage des cours en ligne avec le développement de contenus dynamiques et interactifs ainsi bien entendu que les formations initiale et continue des professeurs, non seulement à Delhi mais dans tout le pays. Enfin comment ne pas mentionner ses vidéos au millier de « likes », notamment celle en Hindi ! Merci Guillaume pour tout cela et pour bien d'autres choses.

Pour le remplacer, nous allons accueillir au cours de la saison d'automne, Monsieur Frédéric Wolska. Frédéric a une grande expérience en FLE, il est diplômé en linguistique (Sorbonne, Paris) et en Sciences de l'Éducation (Lilles). Il a travaillé à la Chambre de Commerce et d'Industrie de Paris, at International Center for Pedagogical Studies (CIEP), Sèvres, in Cambodia and in ... India.

Nos projets à partir d'avril 2022 sont nombreux et variés, dans les domaines culturels et académiques bien entendu, mais également en termes de démarche qualité avec l'amélioration constante de nos procédures administratives et la maintenance de notre bâtiment. Mais nous aurons l'occasion d'en reparler !

Stéphane Amalir
Directeur



ADMINISTRATION

After going through lockdown for almost two years due to the pandemic, we have started operating the institution full-fledged from the year 2022. Our BLDCOM committee has gone through a long process to find new vendor to run the Cafeteria, AFD finally managed to start the Cafeteria services from April 2022 with the new vendor TOO MIKKII TAPAS.

As a part of Building Renovations, we are still working to make our building more habitable by renovating, we are in consultation with architect Mr. Rajesh Dongre, who is also one of the architects who initially designed the building, to get the schedule of work to proceed further. Renovation & Refurbishment project includes Display Box, Stone cladding, pavement, painting of pergola and jalis, new electrical panel etc.



INFORMATION TECHNOLOGY

It was a challenging time for the IT department during the time of the pandemic and post-pandemic, which increased the demand for IT innovations, transparency, and digitalizing various services. As a part of the challenge, a new teaching methodology called hybrid classes was successfully implemented. A hybrid class is a course that combines traditional, face-to-face along with online learning classes.



We have successfully migrated to new AEC management software by ATL software under the stewardship of Academic Director Mr. Guillaume Grangeon. AEC streamlined many process and operation in our organization e.g. management of courses, enrolments, schedules teachers and classes. It has simplified management of all types of exams and also provides accounting management of billing and payments.

AFD is also in the process of cost-effective & flexible solutions and also implementing them in-house which gives us full control of data and security without being dependent 3rd party vendors. We have successfully implemented open source newsletter manager and email marketing software called phpList for sending email newsletters and announcements to subscribers. We have increased the newsletter view rate and the deliverability rate from 50% to 99%. We have also implemented open source groupware solutions like Zentyal as an alternative to Windows Server to provide domain and directory servers for windows domain login and file sharing for internal staff. We have increased our website's online presence by optimizing it with daily updates. We had 52,000 visitors from all over the world in the last 3 months with an average engagement time of 2 minutes 34 seconds.

Looking forward, we are focusing on implementing more open source solutions like the mail server, HRM software, and other collaborating software that are now in the testing phase.

BONJOUR India 2022



CULTURAL ACTIVITIES

After the second outbreak of COVID-19, it was a transition year for Alliance Française de Delhi. With the world evolving to the post pandemic lifestyle, we shifted and experimented our ways the cultural events were organized with a motive to break the wearisomeness and get people back to the physical presence to experience the true essence of the cultural events with the necessary precautions. The year comprised of an immense variety of events, ranging from music, dance art, poetry, exhibitions and debates with the highlight of the year “Bonjour India Festival”.

Bonjour India Festival 2022

The fourth edition of Bonjour India festival, organised by the French Embassy in India, the French Institute in India and the Alliance Française Network in India, showcased in 19 Indian cities with a program of 120 events created in collaboration with French and Indian partners, in domains including education, science, literature, cinema, gastronomy, street art, performing arts and photography.

The festival commenced in Delhi with a grand opening of ‘A Twist of Fate’ - French street performers Les Grandes Personnes who brought giant puppets who marched along with bands and opera singers in the beautiful lanes of Lodhi Gardens. Exceptionally an event was allowed in Lodhi Gardens, one of the most alluring spaces of Delhi. There was an overwhelming turnout of about 1300 – 1500 people and the audience loved watching the remarkable spectacle to every bit!



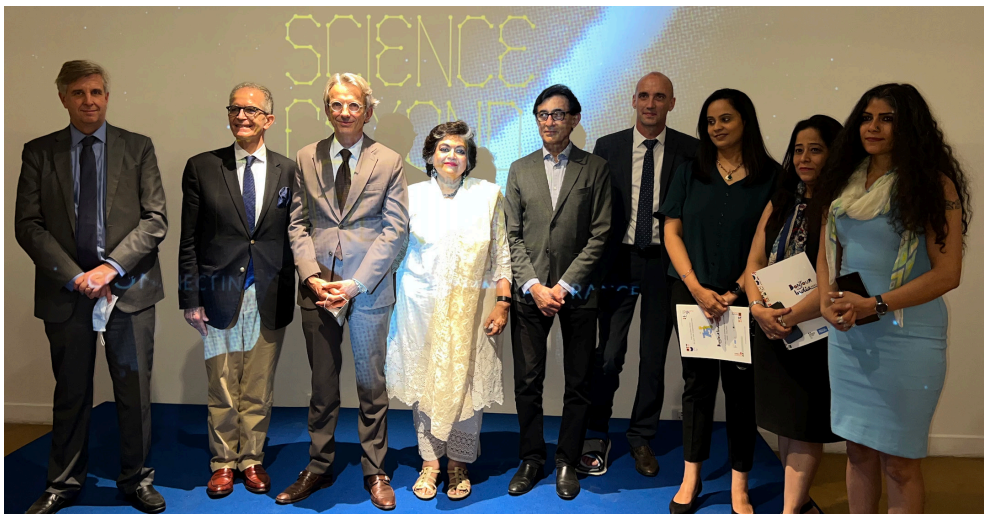
We did not fail to cover any genre of art, from different forms of music which included fusion of Indian Classical Carnatic Vocals with percussion instrument Mridangam and French Instrument Harp in 'Plucking Ragams' to an instrumental fusion of kora, guitar and tabla in 'Strings Together'. Both these events were piloted by Alliance Française de Delhi and experiences a huge success. Moreover, people also got to enjoy French Jazz performances in events like 'Nunataq' and 'Electric Pô' in the capital.



Other diverse events like 'Let's Dance!', screening of beautiful short films on dance, followed by a DJ Party and a contemporary theatrical dance performance 'S.Thala', 'Analemma': a modern circus and 'Café-Cinema', in which people got to experience the fusion of French cinema and gastronomy in open air were the further highlights.



Some significant exhibitions were also organised during the Bonjour India festival naming 'Science Beyond Borders'- an exhibition to connect the dots between India and France to understand centuries long partnership in science and technology at the IHC, 'A Trip to France' – a photography exhibition by renowned photographer P. Dalwadi at the Taj Palace, 'Convergence' – an exclusive photography exhibition presenting works of prominent French photographers who have travelled & lived in India from the mid-nineteenth-century to the 1970s at the Kiran Nadar Museum and 'City for All' - A public art festival questioning the place of gender in cities at Bikaner House.





To culminate the festival, a dance performance called 'Elektrik by Blanca Li' was organized which proved to be an extraordinary event with elements of electric dance with a mix of street style hip hop, attended by a vast audience of around 800 people from a diverse age groups and sorts.

Each event of the Bonjour India festival was one of its own kind which truly encouraged all kinds of people to engage, explore and appreciate various art forms.

From the Alliance Francaise de Delhi, a program led by Mr Stephane Amalir, Director of Alliance Française de Delhi, along with a major support from the Embassy of France in India and Institut Français en Inde, the Culture Department went the extra mile with all their energy, time and effort in making the 4th edition of Bonjour India Festival a grand success. We would also like to thank all our partners and supporters – the NDMC, India Habitat Center, IGNCA, Hotel Taj Palace, Bikaner House, The Piano Man Jazz Club, Kalasetu for being our partners on this journey.



Francophonie Week



The Francophonie Week is a series of events depicting the French Culture in all its diversity in collaboration with several francophone countries. This year, the week commenced with a musical concert – Belgican Rhapsody – A musical performance by Max Vandervorst in partnership with Wallonie – Bruxelles International and the The Embassy of Belgium in New Delhi, followed by Canadian, Romanian, and Egyptian film screenings in collaboration with their respective embassies.



The culmination of the Francophonie Week, the Francophonie Méla, this year was bustling with energy as it was organised after a break of 2 years! The day started with a football tournament – Footballphony, in partnership with Decathlon, where various francophone embassies participated, accelerating the spirit of the day. The Embassy of Belgium bagged the first position. Later in the afternoon, the Mela commenced with the embassies setting up their stalls, portraying their culture through different means such as some organised contests and quizzes, some organised activities, some offered their specialities and some even served their savouries and delicacies. During the day many cultural performances from different delhi schools and AFD students were along organised. As every year, AFD's Got Talent had a huge participation with a variety of performances like skits, music and dance performances from the AFD students.



Exhibitions

On the occasion of the 195th anniversary of the experimentation with photography, proposed by Alkazi Foundation, the French Institute in India and the Alliance Française de Delhi organised a photography exhibition, 'Unsealed Chamber: The Transient Image'. Curated by Rahaab Allana, this show presented 4 contemporary artists – Indu Antony, Philippe Calia, Aparna Nori and Arpan Mukherjee.



Another significant exhibition 'New Beginnings', an initiative by Alliance Française de Delhi along with TARA Child Protection and Empowerment, Vicky Roy, Assam Investment Advisory Society and Save the Children was organised with an to reiterate and promote the values of Education, Protection, Dignity and carving out an Identity among children. A series of animated short films by TARA Child Protection and Empowerment and a panel discussion was also part of this project.



To bring in a touch of new culture, Alliance Française de Delhi organised an exhibition – 'In Another Green', in partnership with the Embassy of Israel, which explored the dynamics of colonialism in Israel through the theme of nature.



Ciné-Club



A very distinct way to connect people to a language is through Cinema. Alliance Française de Delhi has managed to organize more than 20 films of various genres including historic films, animated films, fictions, nonfictions and many more. Over the period of time, AFD's Cine-club has gained popularity among the Delhi Crowds which include the students, diplomats and expats, cinema lovers and more.

EUNIC Cluster

EUNIC which stands for European Union National Institutes for Culture, is a network of European organisations engaging in cultural relations bringing European cultural collaboration to life in more than 100 countries worldwide with a network of 133 clusters, drawing on the broad experience of the members from all EU Member States and associate countries.



Under the framework of the EUNIC India cluster, Alliance Française de Delhi took part in the festivities of the European Day of Languages where multiple artists, poets from different European countries are invited to speak about language, its migration and transformation.

Another prominent event organised was 'The Long Night of Literatures' as it returned in a brand new avatar as 'The Long Weekend of Literatures 2021'. With the theme of 'Belonging: Beyond Borders', the festival promised to be a unique platform with the coming together of authors from 11 European countries and India. It featured online panel discussions, quizzes, and audience interaction sessions focused on themes of diversity and belonging.

Debates and Talks

To cater to the intellectual needs of the people, we make sure to have various debates and talks. One such event was [In]Debate with the title Mahatma Gandhi: 'Our Contemporary' in October, as October is the birth anniversary of Gandhi. The online discussion had eminent panellists which included Prof. Ramin Jahanbegloo (Philosopher, Director – Mahatma Gandhi Centre for Peace), Dr. Bindu Puri (Chairperson – Centre for Philosophy, JNU), Dr. Pooja Tyagi Sharma (Economist, Professor at Delhi University), and Prof. Shama Banoo Abbasi (Assistant Director, Mahatma Gandhi Centre for Peace) as the moderator. Apart from such online talks, we have also organised offline events like "ANDRÉ MALRAUX: Our Contemporary" under the sphere of the [In]Writing series.



[In]Writing is a series of meaningful dialogues with Indo-French authors focusing on the different aspects of writing. This particular event was a conversation with Mr. Jean-Claude Perrier (French Author, Journalist) & Dr Balveer Arora (Chairman, Centre for Multilevel Federation). Alliance Française de Delhi in collaboration with the Embassy of France in India along with French Institute organised another [IN] Writing session – Vagabondage with Mr LP Dalembert, poet & writer from Haïti, shortlisted for the Goncourt Prize 2021 in conversation with Ms Arunima Mazumdar, Independent writer & literary critic. We also screened a movie in collaboration with Centre de Sciences Humaines de New Delhi in the event - BARIZ(Paris) le temps des campements, a film by Dr. Nicolas Jaoul, followed by a discussion of the documentary with Nicolas Jaoul (Film Director) and Prof Nandini Sundar (Sociology, Delhi School of Economics).



Other events

One of our many notable events, was the film screening of the film JAYA GANGA (1996) followed by a conversation with the Director/Author Mr. Vijay Singh, an Indian novelist, screenplay-writer and film-maker living in Paris. Jaya Ganga was Vijay Singh's first feature film, an adaptation of his earlier novel. It premiered in competition at the World Film Festival, Montreal, and then travelled to over 50 international festivals. It ran for 49 weeks in the Paris cinemas before playing on 80 screens in the UK.



Rise to Fame was another very special event, because we welcomed our students back to the premises. Students performed various art forms and it was a lovely start to a new chapter of AFD! Another very contrasting, yet intriguing event was the Holocaust Remembrance Day in collaboration with United Nations in India, Embassy of Israel, UNESCO New Delhi and with other diplomatic missions for the International Day of Commemoration in Memory of the Victims of the Holocaust.



<<Flagship Events>>

Design x Design

In joint collaboration with Design X Design & Audacity, Alliance Française de Delhi organised the 12th Design X Design 20under35 Exhibition 2022 in February. As every year, it involves showcasing the work of emerging designers practicing in India, to facilitate the reading of prevailing trends across various design-based creative industries. There were more than 20 talented young designers of various fields which reflected in their work. It was a beautiful gathering of appreciating art with a glass of wine in hand.



Fête de la musique



For this year's Fête de la musique, the day was consisted of 3 consecutive events for the people to make the most out of the festival! The celebration commenced with a music competition "Faites de la Musique" at ML Bhartia Auditorium. There were performances of multiple genres ranging from Jazz Blues, to Bollywood light music. Following this was a performance by Trance Fusion Music, a Franco-Indian band at Social, DLF Avenue, Saket. The audience was introduced to a very unique composition of French music with a touch of Indian instruments. The event concluded by a DJ Party for the students. It was a lovely night of good music, lively dance and scrumptious food.



Sports Events

In the anticipation of Paris Olympics 2024, AFD organised a decent number of sports events this year. A recent event was the 20 km cycling event – Ride in Lutyens Delhi. This event was in collaboration with Edify Sports. The participants had a beautiful morning, witnessing the sunrise and riding through the lush green roads of Lutyens Delhi. The participants were treated with a French breakfast in the end by L'Opéra, which was the icing on the cake!



ACADEMIC ACTIVITIES

1. CLASSES

2021-22 has gradually started gaining the momentum with each session since the pandemic. Continuing with the trend of offline, online and hybrid classes, AFD has bounced back stronger than before. An upward trend in registrations is seen with an increase of 11% in 2021-2022 with a higher demand of offline classes followed by online, then hybrid. Students at AFD are happy to be back in face-to-face classes. Many ex-students living outside the city and even the country are opting for online classes. Alliance Française de Delhi is the only centre with highest number of hybrid classes as compared to other centres. Functioning of offline classes with regular capacity has resulted in full occupancy of all the classrooms at the Lodhi Centre. In order to cater to the growing demand, classes will be soon conducted in LFID premises also, as before pandemic.



Teachers have adapted to the normal routine with more enthusiasm and energy. Class capacity for each modality is different, stressing upon focussed attention and qualitative teaching. Maximum size of each modality is as below:

- Offline-20
- Online-17
- Hybrid-17

There has been a noticeable increase in registrations of C2 level. This evidences contributions of three elements: an improved student retention, high quality of teaching provided at the Alliance Française de Delhi, and the steadily rising importance of professional French at higher levels.

	2019 - 2020	Progression from one year to another (%)	2020 - 2021	Progression from one year to another (%)	2021 - 2022	Progression from one year to another (%)
<i>Number of different students (total)</i>	4828	+1%	3697	-23.43%	4706	+2.70%
<i>Number of registrations (total)</i>	8713	+7.40%	7352	-15.70%	8171	+11.00%
<i>Number of hours sold (total)</i>	738635	+5.40%	617358	-16.50%	668236	+8.20%

2. CERTIFICATIONS

2.1 System of evaluation at AF de Delhi is exclusive.

Tests are conducted at the end of each session and Exams are conducted at the end of each level (end A1, A2, B1, B2, C1, C2) and the final marks which determine promotion to the next level also include marks for internal assessment.

2.2 We also organize internationally recognized exams and test sessions to evaluate proficiency in French:

2.2.1 The DELF and DALF Tout Public certification exams developed by the FEI (France Éducation International of the French Ministry of Education) include the following levels: Elementary level (A1, A2), Independent level (B1, B2) and Experienced level (C1, C2), along with Delf Junior A1, A2 and B1 sessions.

2.2.2 Tests to assess French language proficiency, specifically meant for aspiring Canadian immigrants: TCF Canada (Test de Connaissance du Français or Test to assess proficiency in French) offered by FEI.

2.3 Registrations and results

2.3.1 DELF-DALF

The first session of 2021 was conducted in September after the pandemic respecting COVID-19 guidelines, it was exclusively for 17 students who were applying for 'French Assistant' program through 'Institut Francais en Inde'. The session went smoothly. Another session was organised in October 2021 with 343 registrations. It was the first big session since the pandemic. The registrations are likely to pick up good pace once the situation normalises.

Comparative figures for Delf/Dalf

	2019-2020	2020-2021	2021-2022
A1	461	105	192
A2	680	120	250
B1	514	119	286
B2	170	71	178
C1	29	17	29
C2	2	1	6
Total	1814	433	995

2.3.2 TCF Canada

Around 52 candidates had appeared for TCF Canada exam in the year 2021-22. Presently, we are only conducting TCF Canada exam at the center. This exam has gained good popularity amongst the students who are aspiring to immigrate to Canada. The computer delivered version of the exam is working well with the candidates.

3. Training

3.1. Initial training

Following the signing of a partnership agreement with the University of Mans, a University degree in French as a Foreign Language (DUFLE) is now being offered at two centres (Delhi and Bombay). This year, the training was conducted partially online. In Delhi, 24 candidates appeared for the selection tests and have taken up this new degree course. The final exam is held in September which will allow these candidates to get a degree jointly awarded by AF and Le Mans University.

3.2. Continuous training

The impact of coronavirus has put a hold on the training programme this year also.

3.3. In service training (Off-site training)

Teachers were unable to attend the traditional off-site training program due to the impact of coronavirus.

4. Usage of softwares in teaching

The teaching operations of AF continue to be in robust financial health and there has been a steady increase in registrations. The AFD provides very good quality services which continued during the pandemic too.

AFD is using the software AEC extensively now for registration, translation, accounting, library, etc. It has been a great success for registration also. It's compatibility with the other software, Apolearn has proved to be very useful for Academic purpose. All the modifications done on AEC automatically get updated on Apolearn making the whole process of registration and classes smooth and more efficient. Online classes are a huge success amongst the teachers and the students, thanks to the efficiency of these softwares. Looking at the success rate and growing demand, AFD has decided to keep some proportion of virtual classes permanently in every session including hybrid.

5. Use of social media to promote classes and exams

Following the trend of digitalization, we have been promoting classes and other academic events through various social media sites like Instagram, Facebook, etc. apart from the AFD website. It has proven to be a good connect with a wider audience, especially the younger generation during and even after the pandemic.





FRENCH LIBRARY

The year 2021-2022 witnessed a sharp increase in the library activities and number of visitors in the media library. In the year 2021 all the workshops were held online, weekly 9 workshop were conducted by the librarians which were open to all French language learners:

Lecture et ecoute à partir d'un livre audio: Niveau B+ sur plateforme culturetheque (adults).
French Story listening and reading on culturetheque A1 & A2 level (adults)
Story Listening via culturetheque For Kids & Teen (beginners) followed by quiz activity
Conversation à partir de niveaux A2
Conversation à partir du niveau B1 et plus
Speaking through visuals more of Question Answer session A1 &A2
Games (vocabulary building games), Board games. (Open to all levels). Kahoot quiz on past tense
Conversation avec les débutants (A1)
Kids workshop with small Francophone kids

The library also welcomed its members back to the premises in the month of October 2021. Though it started slow but the footfall increased within few weeks. Since January 2022, AF Delhi library was fully operating and its premises were also opened from minimum to maximum capacity for public.

Statistique	2021-2022
Total registered members of the library	3263
Number of active members	1750
Culturethèque registrations	1930
Number of documents borrowed	4309
Total number of books	17327

Culturethèque.com

Culturethèque, online library platform was created by the Institute Française de Paris in November 2013. This platform gives access to thousands of digital books, films, audio books, music tapes of concert, educational games and magazines etc.

At the literary front, books/documents produced and published by Hachette FLE, Clé international, Didier Editions and Samir éditeur for audio books in easy French, Iznéo for comics, Damocles for bilingual comics, Feed books for reading your favourite classics can be found in our library.

Collection

The media library has a large collection of books, magazines, CD's and DVD's. The librarians highlight these sections by offering their recommendations personally to its members. The learner's library section was created in this year for Graphic novels especially for students. The documents were selected with the help of professors and then classified as per the levels prescribed by CECR.

Section	Number of books
Albums	581
Adult comics	1339
Youth comics	557
Adult CD's	513
Youth CD's	10
DVD Documentaries	174
DVD Fiction	538
DVD Youth	127
Documents Adult	5282
Documents Youth	355
Francophone	388
India	637
Grammar books	1114
Pedagogical books	495
Mangas	78
Poetry	277
Magazines	662
Adult novels	2864
Youth novels	1105
Theatre	231
Total	17327

The French library organized various workshops for the students of Alliance Française de Delhi. These online workshops were open to anyone who wished to improve their French.

Spoken French Workshop based on different interesting themes by Ms Sharbani

Roy, twice a week on different themes starting from intermediate to B2 and above levels now almost shifted to offline.

Twice a week Games and recreational workshops based on French language and culture with Ms. Aayushi Saklani, as library is fully open to public so these workshops are now conducted offline in library.

Twice a week Book reading workshops based on Culturethèque were animated by Ms Mridula Khanduri for teenagers and adults.

Network online Trainings and activities

Since August 2021 under the umbrella of the AF network librarians received different online trainings such as story telling for kids, art appreciations. With the objective of reviving the libraries and invite students back after the pandemic. These online network activities which were conducted by all libraries of AF network to have a larger audience from all over India in English.

DADA- the art appreciation Workshops: (online) via Zoom platform on following French Artists for kids in English.

1. **Claude Monet (August 2021)**
2. **Henri Matisse (November 2021)**
3. **Niki de Saint Phalle (February 2022)**

These art and craft workshops were appreciated by our young students.

French Kaleidoscope (a live session) on 'French Theatre' on 10 of November 2021 via Livestorm Platform with honorable speaker Mr. Somasundaram by Ms Mridula Khanduri and Sharbani Roy (host).

Story Telling Training with Alliette Lauginie - In 2021 IFI organized training for AF Library and Pedagogy department. Divided in three sessions for each network department. This helped us in improving our own individual interactive sessions with our learners.

Digitalisation of library (Médiation numérique en bibliothèque, construire une Bibliothèque vivante) with Céclie Palusinski – The training sessions focused on the digitalization of libraries and discovering new ways to animate activities online and introducing new digital tools.

Kahoot Quiz- Since July 2021 till April 2022 every month each of network library's organized one Monthly quiz on French Culture, Music, Literature, Fashion, Tourism etc. and participated by all India network students and library users via paid Kahoot platform by IFI. This was really a hit and appreciated. AF Delhi library organised two Kahoot Quiz for the month of September 2021 and April 2022.

This year in April 2022 AF Delhi Library have participated in Read Out Loud Competition in French our another National Level Network event which is a part of Library Fest 2021-22, in which more than 45 students participated from our AF Delhi centre. This competition was on the basis of class levels which in collaboration with all our teachers who had worked actively to train the students. As a result of their trainings along with student's enthusiasm, hardwork and participation we had so many participants for this national level competition who performed indeed very well.

Other projects with Culture and Pedagogy departments from IFI and AF networks
Defi International- In collaboration with cultural department of all AF network, Delhi library team organized live quiz competition online.

Pepite Internationale- In November 2021 Library organized this online workshop with school children which was appreciated by kids.

From the beginning of Year 2022 library has been organizing Story telling workshop for kids (8-13 years old) with French Native Miren Mirentxu.

From February 2022 we have also started Read out loud workshop once in a month for Teenagers/beginners students and once in a month for Adults higher levels students like B1, B2 and above levels. With other two volunteer French native ladies Linda Elbahar and Laurence Renard initially online now shifted to offline.



TRANSLATION CELL

- With the team of 13 translators and interpreters on board, the Translation Cell is now a 32 years old department in providing sworn and certified translations under the French Embassy in India.
- It will be appropriate to term the financial year 2021-22 as the recovery year for the Translation Cell, with an increase of 45% in revenues.
- After a yearlong lockdown, the French universities have started the intake of Indian students which resulted in increase in the volume of administrative translations of certificates for the students going to France for higher studies. The peak season months of June, July and August months was the time of the year when 35% of total revenue was generated.
- Adding another arrow in our quiver, a four day long online interpretation assignment for an international conference on Leprosy for World Health Organization was successfully concluded by our ace interpreters.
- Another milestone in interpretation services was touched with multiple online interpretation sessions in the months of September and October 2021 were completed for Nucleus Software Exports Limited, for their client based in Canada.
- Two major interpretation assignments for the French Embassy were steadily carried out. The first one in December 2021 between Bureau of Police Research and Development and Delhi Police. The second one in November 2021 among French Embassy and Narcotics Department of India (NCB and OFAST).
- The cell also undertook a sizeable translation assignment from UNESCO, related to Education sector. Two major legal translation assignment were also completed successfully for Canadian High Commission.
- A voluminous legal translation assignment from a legal firm - S&R Associate on urgent basis, with a comparatively less time line was undertaken and was finalized by our team members. Finally, the financial year concluded with big assignment by Sharma Fabricators for translation of documents for French visa application and administrative purpose.
- New flat rates were introduced for the regular certificates along with the new software Arc- en- ciel, this was also adopted by the cell for billing purpose.
- With the increase in the activities of the Translation Cell we anticipate the increase in our revenues and expansion in our clientele in the coming year.

FINANCES

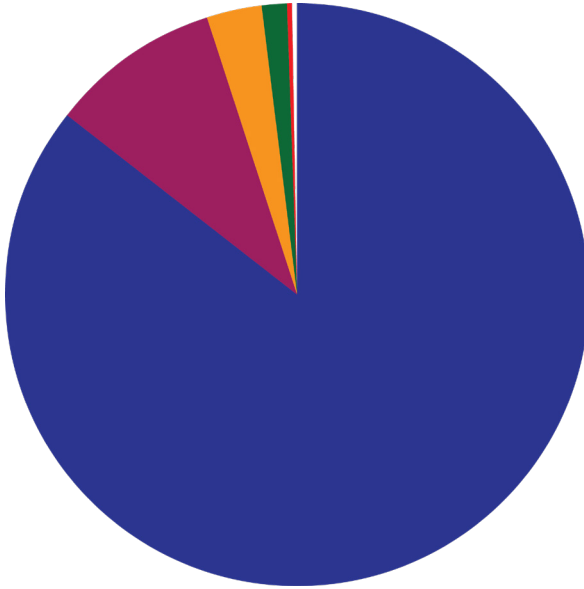
There was a surplus of income over expenditure of Rs. 305.79 lacs against a surplus of Rs. 72.14 lacs in the previous year. The increase in surplus by Rs. 233.65 lacs over the previous year was mainly due to Increase in number of students and less Discounts given in fees to students.

INCOME:

S.No.	Particulars	Amount
1	French Language Classes - 85.58 %	13,93,22,067
2	Cultural & Educational Activity - 1.44 %	23,52,132
3	Translation - 3.01 %	49,07,083
4	Subscription - 0 %	-
5	Interest - 9.48 %	1,54,28,101
6	Other Income - 0.4 %	6,45,808
7	Booking - 0.1 %	1,67,612

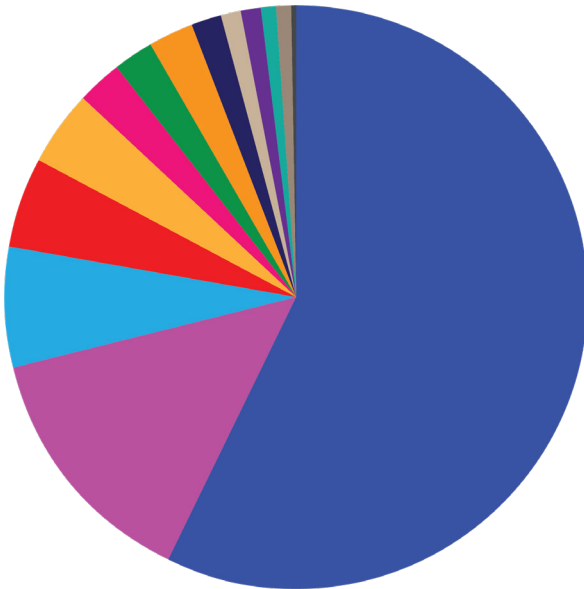
EXPENSES:

S.No.	Particulars	Amount
1	Salaries & Social Benefits - 57.34 %	7,16,18,257
2	Repair & Maintenance - 5.01 %	79,22,470
3	Depreciation - 2.45 %	38,47,761
4	Translation Expenses - 2.35 %	18,88,058
5	Statutory Expenses - 1.06 %	14,36,584
6	Printing & Stationery - 0.24 %	1,02,856
7	Watch & Ward Expenses - 1.93 %	31,05,912
8	Cultural & Educational Activities - 6.63 %	62,95,856
9	Electricity/Telephone Expenses - 2.26 %	27,15,276
10	Staff Welfare - 0.73 %	9,94,204
11	Bonus - 4.14 %	50,18,242
12	Other Operating Expenses - 1 %	51,82,336
13	Legal & Professional Fees - 0.87 %	11,81,150
14	Professional Educationist Expenses (Teachers) - 13.99 %	1,49,42,267



INCOME

- 85.58%** French Language Classes
- 9.48%** Interest
- 3.01%** Translation
- 1.44%** Cultural & Educational Activity
- 0.4%** Other Income



EXPENSES

- 57.34%** Salaries & Social Benefits
- 13.99%** Professional Educationist Expenses
- 6.63%** Cultural & Educational Activities
- 5.01%** Repair & Maintenance
- 4.14%** Bonus
- 2.45%** Depreciation
- 2.35%** Translation Expenses
- 2.26%** Electricity/Telephone Expenses
- 1.93%** Watch & Ward Expenses
- 1.06%** Statutory Expenses
- 1%** Other Operating Expenses
- 0.87%** Legal & Professional Fees
- 0.73%** Staff Welfare
- 0.24%** Printing & Stationery



GOVERNING BODY



Sandeep Sapra
President



I.M. Chishti
Vice-President



Aruna Vasudev
Vice-President



Aditya Arya
Secretary



Vaishali Gupta
Joint Secretary



J.L. Sarin
Treasurer



Harpreet Singh
Member



Surya Bhatia
Member



Amita Mishra
Member



Shashi Banerjee
Member



Manisha Sondhi
Member



Aude Priya Wagziarg
Member



Dr. Mohan Kumar
Member



Stéphane Amalir
Ex-Officio Member



Guillaume Grangeon
Ex-Officio Member



Nathalie Mitra
Permanent Teacher /
Teachers' Representative

ADMINISTRATION TEAM



Stéphane Amalir
Director



Guillaume Grangeon
Academic Director



Vasanti Gupta
Consultant Pedagogy



Arshad S. Rahmani
Manager
Administration



Rita Suri
Executive Assistant
to Director



Mitushi K. Kapoor
Head Culture &
Communication



Ravneet Kaur
Academic
Coordinator



M.R. Duggal
Manager
Accounts



Karuna Chopra
Assistant to
Academic Director



Avinna C. Das
Assistant Manager
Accounts



Akash Kumar
Communication
Coordinator



Srinidhi Sritharan
Cultural Intern



Praseon P. Sachdeva
Senior Translation &
Interpretation Coordinator



Neha Kanouj
Senior Cashier



Kanchan Kapoor
Senior Cashier

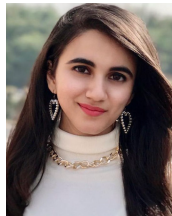


Noopur Goyel
Course Counsellor

ADMINISTRATION TEAM



Somya Malik
Course Counsellor



Komal Malhotra
Course Counsellor



Naman Madhan
Course Counsellor



Sharbani Roy
Senior Librarian



Aayushi Saklani
Librarian



Mridula Khanduri
Librarian



Russell Nagarajan
Senior IT Administrator



Munish Vasudeva
Senior IT Administrator



Shailesh Arora
Audio Visual InCharge



Jayant Kumar
Office Assistant



Kishen Singh
Technician / Support Staff



Gopal Singh
Support Staff



Ravi Shankar
Office Assistant

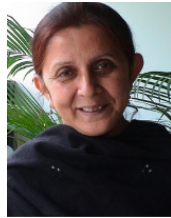


Suman Saurabh
Technician

ACADEMIC TEAM



Chetan Lalchandani
Permanent Teacher



Amita Chaudhari
Permanent Teacher



Ashmi Kumar
Permanent Teacher



Ishani Dutta
Permanent Teacher



Mukta M. Kaul
Permanent Teacher



Padma Natarajan
Permanent Teacher



Ragini Mehta
Permanent Teacher



Ritu Gupta
Permanent Teacher



Sharda Mishra
Permanent Teacher



Snigdha B.
Permanent Teacher



S. Somasundaram
Permanent Teacher



Prerna B. Duggal
Permanent Teacher



Pallavi Brara
Permanent Teacher



Sakshi Tandon
Permanent Teacher



Anubhuti Arora
Permanent Teacher



Soniya Tuli Rana
Associate Teacher



Annie Thomas
Associate Teacher



Benjamin Bruneau
Associate Teacher



Chitra Sridhar
Associate Teacher



Gunjan Gupta
Associate Teacher



Harini Venkatesh
Associate Teacher



Jayashri Sridharan
Associate Teacher



Mala Roy
Associate Teacher



Nargis Ali
Associate Teacher



Nathalie Mitra
Associate Teacher



Manmeet Singh
Associate Teacher



Monica Singh
Associate Teacher



Neeta Khemka
Associate Teacher



Prabhjot Singh
Associate Teacher



Runjhun Verma
Associate Teacher



Rutuja Parulekar
Associate Teacher



Susheel Kumar
Associate Teacher



Tulika Anand
Associate Teacher



Veronika Kapoor
Associate Teacher



Vibha Chopra
Associate Teacher



Alexandra Bret
Associate Teacher



Subhashini B.
Associate Teacher



Neilu K. Makhija
Associate Teacher



Jeanne
Associate Teacher



Rahul Verma
Adhoc Teacher



Shireen Khanna
Adhoc Teacher



Smiriti Pahwa
Adhoc Teacher



Yakshita Arora
Adhoc Teacher



Shraddha Aggarwal
Adhoc Teacher



Aditi Das
Adhoc Teacher



Andita Rao
Adhoc Teacher



Malini Gupta
Adhoc Teacher



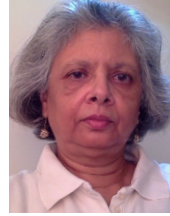
Ruchira Karkhanis
Adhoc Teacher



Sonia Demirkol
Adhoc Teacher



Shubhra Gupta
Adhoc Teacher



Swati Dasgupta
Adhoc Teacher



Rohini Rangachari
Adhoc Teacher



Hanshvahini
Adhoc Teacher



Garima Katyal
Adhoc Teacher



Anupam Garg
Adhoc Teacher



Rachna Sachdev
Adhoc Teacher



Prabhat Dixit
Trainee Teacher



Tejas Kulkarni
Trainee Teacher



Anuj Sharma
Trainee Teacher



Maiween Vinchon
Trainee Teacher



Alisha Jamshed
Trainee Teacher



Mathilde
Trainee Teacher



Deepika Grover
Trainee Teacher



Shobhana Verma
Adjunct Teacher



Usha Ramachandran
Adjunct Teacher



Madhulika Sharma
Adjunct Teacher

STAFF TRAINING COURSES









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Delhi

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