

2014 Activity Report Fondation Hirondelle





FOREWORD

Tribute to a man with a generous heart

Serge Chappatte chaired his last meeting of the Fondation Hironnelle Board in May 2014 with the same efficiency and sense of humour that he applied to everything. As fate would have it he left us suddenly soon afterwards, on his return from a visit to Moscow. His death leaves us bereft of a great friend.

Serge had great sensibility, humility, generosity, and he always paid attention to others. He dedicated his life to his vision of a fairer world, at the Swiss Development and Cooperation Agency (SDC), where he worked for 35 years in Afghanistan, Bhutan, India, Sri Lanka, and then in Berne as deputy director of the SDC. He also dedicated his retirement to various humanitarian activities.

Serge contributed to the success of Fondation Hironnelle and the smooth running of our projects. He lent important support and was a loyal friend in both good and bad moments, always concerned about staff security and the cohesion of the group.

At Fondation Hironnelle, we loved him and he loved the Fondation, whose values he said he appreciated.

His smile is still with us today. Goodbye, dear Serge.

Romaine Jean
Chairwoman of the Fondation Hironnelle Board

Determination in Difficult Times

Civil war in the Central African Republic, tension in Mali, Ebola epidemic in West Africa: in 2014, working conditions were difficult for Fondation Hironnelle. Its partnerships with the UN missions in Juba and Kinshasa suffered as a result. But difficulty forges the strongest determination. Tunisia, to which we dedicate many of the photos in this report, is a good example: it is a laboratory where a modern type of society is being formed, influenced both by Islam and by secularism.

Fondation Hironnelle has also acquired the means to carry out its mission in line with the requirements of modern, rigorous management. It now has a powerful and efficient finance and administration software that will help it to serve through information and media the poorest people hit by war and violence.

Jean-Marie Etter, CEO

Central African Republic

Radio Ndeke Luka, a radio for peace and development

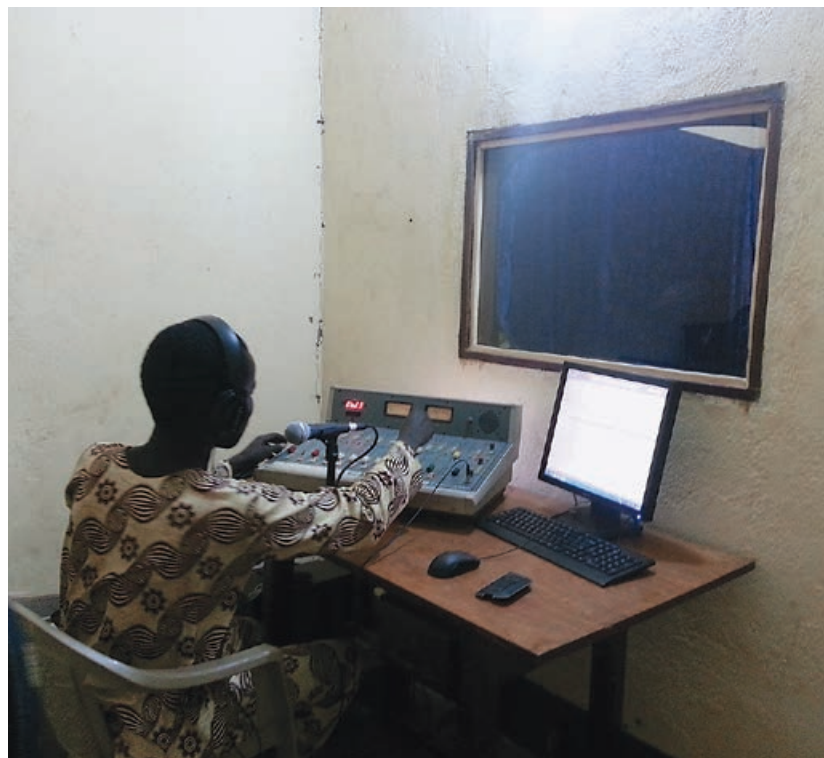
Radio Ndeke Luka

Radio Ndeke Luka (RNL), Fondation Hirondelle's radio station in the Central African Republic (CAR), has since 2000 been serving a people deprived of independent, reliable information in a ravaged country hit by one political crisis after another. In Sango, one of the national languages along with French, "Ndeke Luka" means "lucky bird". RNL is the only generalist Central African radio station broadcasting seven days a week around the clock. It can be picked up throughout the CAR. Its programmes are produced by Central Africans in the national languages. For the last 15 years, RNL has been one of the country's most credible institutions, often the only recourse when people do not know where to turn. An independent survey in 2012 found that 8 out of 10 people in the capital Bangui listen to RNL. It is recognized for the quality of its news, grassroots programmes and entertainment.

In 2008, Fondation Ndeke Luka was set up under Central African law to manage RNL in the future. It manages the advertising department of Ndeke Luka, which is a key element in sustainability strategy for the radio, and also nominated local managers for RNL executive posts in 2011.



© Photo: Jean-Luc Mootoosamy/FH



© La Voix de l'Ouham radio in Bossangoa back on air after two years. Photo: Sety Kashosi/FH

The Heartbeat of the CAR

"Radio Ndeke Luka, Heartbeat of the CAR": this slogan for RNL's new programming reflects its place in the life of Central Africans, especially during the politico-military crisis the country has been going through since 2012. On two occasions, in March and October, the RNL team had to deal with closed roads, roadblocks manned by militia and fighting in the street in order to keep the population informed. Direct threats to the team, government criticism, attempts at intimidation and smear campaigns did not manage to silence the radio. It has also been able to fulfil its mandate, including covering peace talks from Brazzaville in July.

Choice of words during the crisis

What words to use so as not to wound or provoke more destruction in the country? RNL has been asking itself this question every day, in a context where it is the only nationwide radio bringing news and information about what is happening in the country. The radio is also banking on a programme where those fighting each other can talk to each other. The programme is called "E le Songo", which means "let's make peace". It has allowed dialogue between elements of armed groups and also between members of the Christian and Muslim communities who no longer dared to leave the house.

Despite this charged atmosphere, the radio has continued to develop, with national broadcasting via satellite and telephone. A new team is also in charge of the Ndeke Luka advertising department.



© Reading the 1 PM news bulletin at Radio Ndeke Luka. Photo: Jean-Luc Mootoosamy/FH

Giving local people back their radios

Fondation Hirondelle started implementing its rehabilitation programme for ten member stations of the Association of Community Radios (ARC) that were looted during the politico-military crisis. This consists of technical rehabilitation preceded by the setting up of management committees at each radio. The committees are made up of members of the community whose job is to manage the renovated structures and ensure broadcasting to the community. Even if the programme was slowed down by insecurity and difficulties accessing certain areas, Fondation Hirondelle gave new life to five community radios in Bossangoa, Bria, Bambari, Bouar and Paoua. Using local labour, it had walls rebuilt, carpentry and electrical installation work done. It brought new equipment by road or by air. Technical training was also delivered to the on-air team.

The joy of the listeners

The relaunch of broadcasting, after sometimes as many as two years off air, brought a wave of joy in all these places. The gratitude was such that in Bossangoa the village chief insisted on sweeping up himself in front of the radio, as a sign of thanks. Security at these sites nevertheless remains a challenge. The renovated radio in Bambari was looted and burned. RNL's computers were also renovated as part of this programme, and an RNL relay transmitter installed in Bozoum.

In 2014, funding for activities in the Central African Republic came from the following donors:

- European Union
- Switzerland
- Cordaid
- Canton of Geneva
- Luxembourg
- Chaîne du bonheur

Listen to RNL on:

100.9 FM in the CAR

www.radiondekeluka.org

AudioNow

Canal Satellite Afrique

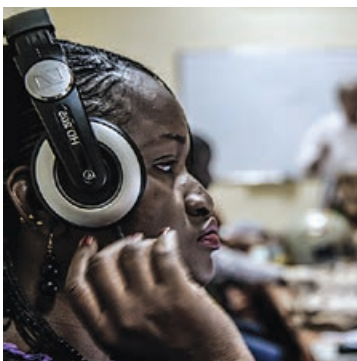
Mali

Studio Tamani, all the voices of Mali

Building a network of radios

Since 2013, Studio Tamani has been producing two hours of radio programming each day, with news bulletins in 5 languages (French, bambara, peulh, tamasheq, sonrhaj), a big live discussion programme and features on the daily life of Malian men and women. Unique in Mali, it aims to provide a reliable source of news and information, a platform for dialogue and reconciliation for the people of the country, and to thus make a contribution to national reconciliation and peace building.

Studio Tamani's programming, produced at its editorial hub at the Maison de la Presse in Bamako, has been broadcast since August 9, 2013, on a network of partner radios throughout the country. This network was set up as part of a partnership between Fondation Hironnelle and URTEL (Mali Union of free Radio and Television stations) which initiated the Studio Tamani project. Twenty-four radios were selected for the launch, from the North, South, East and West of the country. This followed a call for candidates. The network will be increased to 60 radios in 2015.



© Photo: Marc Ellison/FH



© Interview for Studio Tamani. Photo: Marc Ellison/FH

A Recognized Place in the Malian Media

Since it started broadcasting in summer 2013, Studio Tamani has carved a recognized place in Mali's media and society. It is recognized as a platform for professional, independent news and information helping every day to promote dialogue and better mutual understanding among all the components of Malian society.

Information, debate and dialogue

Studio Tamani's 20 Malian journalists and translators in Bamako and correspondent network throughout the country made progress throughout 2014, thanks to daily guidance from the Fondation Hironnelle Head of Media. This editorial team is unique in the Malian media, in terms both of its national coverage and its production capacity. The progress of the team has allowed Studio Tamani to become a benchmark media for news and information in Mali. For example, it was the first, nationally and internationally, to report the first Ebola case identified in Mali in October 2014.

Studio Tamani's daily debate programme "Le Grand Dialogue" (the Big Debate) has also become the main forum in the Malian media where all political, social and cultural components of society can hold a dialogue. Top Malian political leaders have taken part, but also opposition leaders



© Studio Tamani in Bamako. Photo: Marc Ellison/FH

and representatives of northern rebel groups. Participants include Prime Minister Moussa Mara, opposition leader Soumaïla Cissé, representatives of the MNLA and CPA, and the UN Secretary General's Special Representative Bert Koenders.

Good audience results

The quality and impact of Studio Tamani's programmes were analyzed in a first audience survey carried out by an independent survey institute at the beginning of August 2014. This survey was conducted in three places: Bamako, Timbuktu and Banamba (a rural zone 100 km from Bamako). The survey was in two parts: a quantitative survey through interviews with representative samples of the Malian population aged over 15; and a qualitative survey through focus groups of listeners.

The results reflect the impact of Studio Tamani's programmes on the Malian population and what people think of them. The survey found an audience level of 45% in Timbuktu, 43% in Banamba and 12% in Bamako, which is remarkable after only a year on air. An overwhelming majority of respondents said the programmes were "useful" or "indispensable" and that the programmes helped them to better understand the different regions and peoples of Mali, which had not interested them previously.

Funding for the Studio Tamani project came from the following donors:

- European Union (via Interpeace)
- United Kingdom
- Germany

Contributions to specific activities within the Studio Tamani project came from:

- United States (via IFES)
- Hirondelle USA (via Ford Foundation)

Programmes and articles produced by Studio Tamani are accessible on:

www.studiotamani.org
and AudioNow

Democratic Republic of Congo

Radio Okapi, broadcasting news and information across the nation

Fragile progress

After defeating M23 rebels in the east of the country at the end of 2013, the Congolese army and a special brigade of the UN mission in the DRC (MONUSCO) started a campaign against ADF and Rwandan FDLR rebels, but with more mitigated success. This has dampened hopes of stabilization raised by the initial military success. The DRC remains dependent on international aid to pull itself out of decades of public resource plundering and general impunity that have ruined the social contract.

25 years after the introduction of multiparty politics, creation of many newspapers and radios for political ends, these media remain fragile. They do not have regular income and operate in an informal way, like most of the economy. The journalists are paid by their sources rather than their employers, while information and communication are mixed up. This fragility is also evident in the numerous technical breakdowns, irregular appearance of newspapers and pirating of films by the numerous TV stations.



© Photo : Gwenn Dubourthoumieu/FH



© Lubarika province in South Kivu. Photo: Gwenn Dubourthoumieu/FH

Radio Okapi at a crossroads

Since 2002 when Radio Okapi was created in partnership with the UN mission, funding from western governments has enabled Fondation Hironnelle to build a stable professional framework for the radio's Congolese journalists and technicians, and has allowed it to become a benchmark media in the country. Funding difficulties nevertheless weighed on the project as in 2013, making it necessary to reduce objectives and budgets, but without compromising editorial quality. Radio Okapi maintained its impact on the population, even if a fall in audience was registered in Kinshasa.

At the end of 2014, the head of the UN mission said he wanted to unify the administrative management of Radio Okapi to prepare it for autonomy through creation of a UN Fund to manage donor funding. This decision led several of the radio's traditional donors to freeze funding, forcing Fondation Hironnelle to cut most of the jobs it was financing and to halt its technical services to Radio Okapi in 2015.

These same donors nevertheless asked MONUSCO to maintain its partnership with Fondation Hironnelle, especially in view of upcoming elections in 2015-2016 which could be high risk for the DRC.



© Kinshasa. Photo: Gwenn Dubourthoumieu/FH

Support to community radios

As early as 2004, Fondation Hironnelle started building a network of community radio partners to broaden Radio Okapi's listener base through rebroadcasting agreements, and also with the aim of strengthening these radios on the journalistic, technical and managerial levels through training and regular follow up to improve their professionalism. In 2014, this network had 90 members.

Since 2010, Fondation Hironnelle has also been developing a network throughout the country of correspondents based in the community radios, who now produce 50% of the news and information broadcast on Radio Okapi, thus contributing to the nationwide representativeness of the radio. Remuneration paid by Hironnelle Communication to its partner radios for broadcasting institutional communication campaigns also rose, thus improving their economic stability.

This support has been provided notably within the framework of the Media Sector Development Programme (MSDP), implemented in 5 provinces by Internews and Fondation Hironnelle.

Hironnelle Communication also generated some revenue for Radio Okapi in 2014 through the broadcast on its airwaves of messages from several NGOs and UN agencies, although the UN management of the radio remains circumspect about developing this.

In 2014, Fondation Hironnelle's programme in the DRC was funded by the following donors:

- United States (MSDP)
- Switzerland
- Fondation Pro Victimis

To listen to Radio Okapi's programmes, go to:

www.radiookapi.net

or AudioNow

Activities in support of community radio partners are presented on:

www.radionet.cd

Tunisia

Support to Radio Tunisienne

A new challenge

After a deep political and institutional crisis that divided both the population and the Tunisian political class for the whole transition period, the National Constituent Assembly on January 26, 2014 finally approved a new Constitution. This is a fundamental text that makes Tunisia unique among the “Arab Spring” countries and allowed legislative and presidential elections to be held peacefully and, according to observers, transparently in the second half of the year. The new government is made up of the country’s two main political forces, Nida Tounés and the Islamist party Ennahda.

The country now needs to tackle its urgent economic and social problems, but also on stabilizing the security situation in a turbulent sub-regional context and amid a rise in terrorist actions on its territory.



© Tunis: voting in the presidential election. Photo : Gwenn Dubourthoumieu/FH

Regions at the heart of reforms

After Radio Gafsa and Radio Tataouine, Fondation Hirondelle and Radio Tunisienne agreed an organizational reform plan for Radio Kef and introduced a new programme schedule there. This station covers the big North-West region, which has been highly marginalized and is rocked by trade union and terrorist actions.

In the last 4 years, Radio Tunisienne’s regional network has been strengthened by the deployment of 20 journalists and the opening of 10 regional offices around Radio Gafsa, Radio Tataouine and Radio Kef, in some of the most sensitive places such as Sidi Bouzid and Siliana. Radio Tunisienne is now able to gather and broadcast information at local level on a daily basis right across the country, which no other media can currently do. This network played a key role in coverage of the general elections at the end of the year. Radios Gafsa, Tataouine and Kef are now the most popular radios in the centre, south and northwest zones of the country, which together have more than 3 million inhabitants.

Fondation Hirondelle also encouraged Radio Tunisienne to completely overhaul its interactive and multimedia services on the Internet and social media, with young people in mind. Radio Tunisienne and Fondation Hirondelle launched a new phase of collaboration, with the aim of reforming Radio Sfax and Radio Monastir and training 6 future Tunisian trainers in parliamentary reporting.

In 2014, the project in Tunisia was funded by the following donors:

- Switzerland
- European Union
- Sweden
- Denmark

Fondation Hirondelle has since December 2011 been registered in Tunisia as an international NGO.

Guinea

Studio Hironnelle Guinea, a radio training studio



© Certificates presented to ISIC students. Photo : Martin Faye/FH

All the accents of Guinea

Studio Hironnelle Guinea has in less than a year won the trust of its main partners and is now viewed as an integral part of the radio sector in Guinea. It is often cited as a benchmark both for its training and for the quality of its programmes.

Radio fighting Ebola

In February 2014, an Ebola epidemic broke out in Guinea's Forest region (Guinée forestière). The slow reaction of local authorities and the international community raised fears of nightmare scenarios as the virus spread. A badly adapted communication strategy, initially led by the government, only succeeded in spreading distrust, denial and fear. Aid agencies such as MSF often met hostility from local populations who were either in denial about the disease or thought it was brought by health workers. Studio Hironnelle Guinea responded by producing programmes explaining the virus, its causes and methods of prevention. The main challenge was to find the right tone and formats that would restore listener trust in information and support the work of the health workers. The Studio produced several programmes in 10 languages. Their quality caught the attention of UNICEF, which chose Fondation Hironnelle as its media partner to fight Ebola in 2015.

Long-term action on training

Studio Hironnelle Guinea is the fruit of Fondation Hironnelle partnerships with the High Institute of Information and Communication (Institut Supérieur de l'Information et de la Communication, ISIC) and the Guinea Rural Radio network. The project was launched on January 1, 2014. Its aim is to train a new generation of radio journalists, and to produce and broadcast useful, quality programmes for all the people of Guinea in the languages of the country. In 2014, about 100 journalists, heads of programming, editors in chief and technicians received intensive training at the training studio. Several hundred programmes were produced by the trainees and broadcast by the 23 rural radios and the national radio. The project also contributed to the technical rehabilitation of about a dozen rural radios in the interior of the country.

Funding for the project in Guinea was provided by the following donors:

- European Union (via France Expertise Internationale)
- Switzerland
- OSIWA
- Hironnelle USA (via Ford Foundation)

To listen to Studio Hironnelle Guinea's programmes, go to:

www.studiohironnelle.org

Training Studio

Fondation Hironnelle was contacted in 2012 by the Ivorian organization Fondation Dr Peter Graze. This is an association set up by Ivorian media professionals and supported by Culture Counts, a German organization which set up training workshops in Côte d'Ivoire. These two organizations asked Fondation Hironnelle to help create a radio station that would contribute to peace and national reconciliation. This project was drawn up in early 2013 and named "Mozaik FM" to highlight the richness and diversity of Ivorian culture and peoples. In spring 2013, a first phase of the project was designed in the form of a training studio, in response to a European Union call for proposals. The "Studio Mozaik" project submitted to the EU by Culture Counts and Fondation Dr. Peter Graze-Côte d'Ivoire with Fondation Hironnelle expertise, was launched in 2014. It is led by Culture Counts in partnership with Fondation Dr. Peter Graze, with editorial and training expertise from Fondation Hironnelle.

In 2014, funding for "Studio Mozaik" came from the following donors:

- European Union
- Fondation Hironnelle (with Swiss funding)

To listen to Studio Mozaik programmes, go to:

www.studiomozaik.org



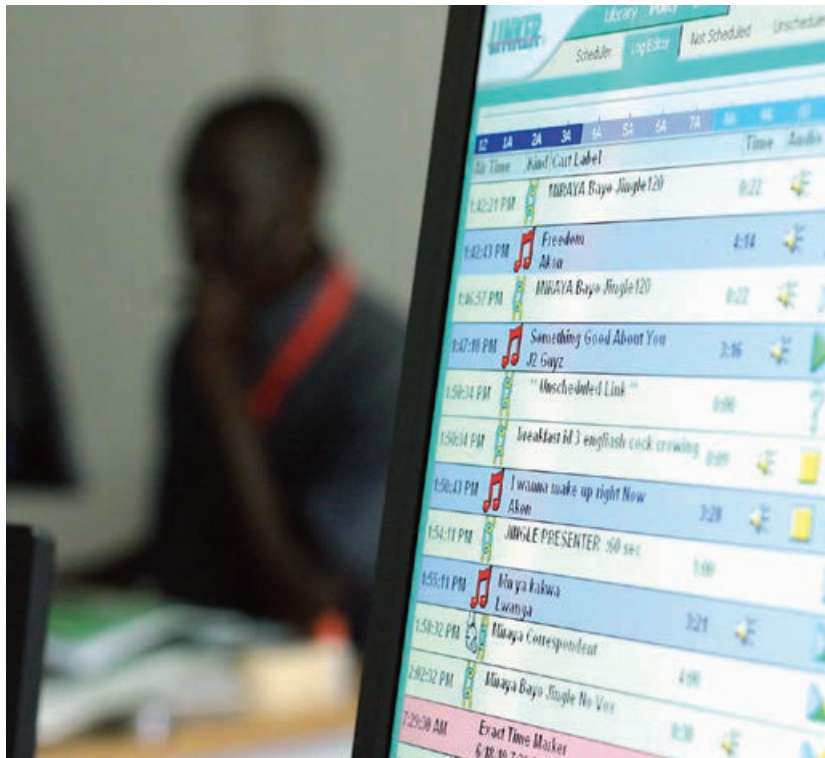
© Trainees hosting a radio debate. Photo: Culture Counts Foundation / Studio Mozaik 2014

A school for radio skills

Studio Mozaik was launched in Abidjan in the first quarter of 2014 by the Ivorian and German leaders of the project, with advice and expertise from Fondation Hironnelle, particularly in the training and editorial fields. Studio Mozaik's training courses are designed over three months, followed by three months of internship in the Studio, which allows daily production of programmes, made available for broadcast to a network of radio partners throughout the country. Training is offered to journalism students on a competitive basis and to journalists from partner radios. Studio Mozaik opened its doors in May 2014 to a first group of 14 trainees. Two other sets of trainees graduated from the Studio in the course of the year.

Journalism and national reconciliation

The Fondation Hironnelle training and editorial specialist drew up with Studio Mozaik management formats and content to be produced each week by trainees in Abidjan. Broadcast of these programmes by partner radios was launched in November. These programmes aim to contribute to the country's national reconciliation process by allowing everyone to express themselves and giving people access to professional, impartial news and information in a media climate that remains generally partisan.



© Radio Miraya production unit. Photo: Jean-Luc Mootosamy/FH

Bogged down

Three years after its independence, in 2014 South Sudan remained bogged down in a political crisis that started in December 2013. Peace talks in Addis-Ababa between President Salva Kiir and his former Deputy President Riek Machar resulted in a ceasefire that was immediately violated by both sides. Victims are now estimated at more than 50,000 and displaced people at some 1.5 million, while the population of South Sudan is also facing the threat of famine. Several studies have highlighted the ethnic nature of killings, which could be cause for prosecutions by international justice mechanisms. The authorities are also using the crisis to increase pressure on journalists and threaten to close media if they give a voice to the rebels. Such threats were carried out several times in 2014.

Radio Miraya: Fondation Hirondelle pulls out

In 2014, Fondation Hirondelle ended its partnership with the United Nations Mission in South Sudan (UNMISS) on Radio Miraya, after UNMISS expressed a desire to assume all editorial decisions. Ever since its creation in 2006, Radio Miraya has been broadcasting in English and Arabic news and information that is vital for its listeners. Important coverage includes reporting and explaining implementation of the 2005 peace accord, 2010 elections and the independence referendum. Fondation Hirondelle has provided the UN radio with editorial expertise, staff, training, equipment and logistical support allowing more than 100 journalists, technicians and managers to acquire new skills, thanks to support from the governments of Switzerland, the Netherlands, Sweden, Canada, Norway, Germany and the European Union.

Support to community radios

In 2014, Fondation Hirondelle also completed the first phase of setting up a project to support community radios in South Sudan, mainly those of the Catholic Radio Network, which is the biggest in the country. This was done through a second technical maintenance training workshop for 15 technicians and revision of manuals for correspondents. Fondation Hirondelle hopes to consolidate this support in the coming years, as the political crisis is weakening these radios whose situation was already fragile.

In 2014, Fondation Hirondelle's programme in South Sudan was funded by the following donors:

- Netherlands
- European Union
- Switzerland
- Sweden

New Projects

Niger

Fondation Hirondelle was asked by the European Union mission in Niger and local media actors to act in that country. In August, it therefore conducted a mission to the country to evaluate the news and information needs there. The mission's conclusions reflect a media sector which is rich in number but poor in quality, undermined by a weak economic model, and an absence of independent information in local languages across the country. Niger is at the heart of the Sahel region, which is under pressure especially from the extremist movement Boko Haram. Many people are displaced or have become refugees in neighbouring countries such as Nigeria, Mali, Chad and Libya. They are also suffering from the consequences of climate change on their herds and harvests.

Fondation Hirondelle and its partners in Niger plan to launch a production studio based in Niamey to broadcast programmes throughout the country via partnerships with existing media. A second mission in January 2015 enabled the definition of project objectives and a proposal to create "Studio Kalangou", which has been submitted to donors supporting the upcoming electoral process.



© Demonstration for press freedom in Rangoon in January 2014. Photo: Ye Aung Thu/AFP

Focus not only on Africa

Following an evaluation of the situation in Myanmar started in 2013, Fondation Hirondelle identified with the Burmese Parliament a need for work on covering parliamentary affairs and normalizing relations between journalists and the Parliament in the capital Naypyidaw. Meetings with the authorities have allowed us to define objectives and ways of covering parliamentary activities, as well as specialized training for journalists. 2015 is an important election year in Myanmar and Fondation Hirondelle has signed a partnership agreement with the Burmese parliament. What remains to be done is to convince donors for the project.

The team of the JusticeInfo.Net project continued its work raising support among political and financial partners to launch the first free, bilingual electronic media platform dedicated to worldwide coverage of transitional justice. Three conferences in The Hague, New York and Addis-Ababa brought together media professionals, lawyers, politicians and researchers to debate the role of justice and stakes for the future. These professionals recognized the need for a new media platform on issues of justice, peace and the search for truth after conflicts, to serve as a place of reference, news and information and archives on these issues.



© Journalists in Donetsk, Ukraine. Photo: Philippe Desmazes/AFP

Chad, Palestine and Ukraine

In view of the upcoming trial of former Chadian president Hissène Habré before the Extraordinary African Chambers in Senegal, Fondation Hironnelle approached Chadian journalists to offer them support in covering the trial, working notably with JusticeInfo. However, these journalists expressed other needs in relation to election coverage. In October, Fondation Hironnelle delivered training to about 15 journalists and proposed an electoral charter to them which has become the document of reference.

In Palestine, Fondation Hironnelle continued its support to the radio of Hope Flowers School in Bethlehem. Owing to lack of funding, it is only able to broadcast a few hours of programmes. This presence on the airwaves is nevertheless important so as not to lose the broadcasting licence granted by the Palestinian Authority.

Fondation Hironnelle's attention was also drawn to the information and propaganda war being waged in Ukraine. An evaluation mission went in December to Kiev and Kharkiv to meet with Ukrainian journalists and media. The aim is to identify a role we can play in this phase of searching for peace and dialogue in the country.

In 2014, funding for these new activities was provided by the following donors:

- Switzerland
- Comité du Suivi de l'Appel à la Paix et à la Réconciliation - Chad

To follow JusticeInfo, go to:

www.justiceinfo.net

The Fondation Hironnelle Programme

Four-pronged Action

In 2013 Fondation Hironnelle adopted a four-year strategic programme. Mid-way through, this programme still appears just as coherent, and Fondation Hironnelle has succeeded in implementing it, despite some difficulties.

The programme covers four fields of action. It includes all Fondation Hironnelle activities at headquarters and in project countries:

1. Produce and broadcast independent news and information; measure the audience;
2. Support and train media partners, ranging from national radios to rural and community radios;
3. Work for the sustainability of Fondation Hironnelle media and the Fondation itself;
4. Create and develop networks; be present among organizations working for the right to information; contribute to surveys and research on the role of media.

The Swiss Agency for Development and Cooperation (SDC) is supporting Fondation Hironnelle in the implementation of this Programme. Other donors provide funding on the basis of geographical or thematic projects.

Fondation Hironnelle hopes to convince other partners to provide support to its Programme as a whole.



© Photo : Gwenn Dubourthoumieu



© Rural radio. Photo: Studio Hironnelle Guinea/FH

Working on editorial policy

Fondation Hironnelle held its annual editorial meeting in June, near Montreux. It brought together the editors in chief of projects and the main media partners. The participants worked on social media, media security and how to cover religion on air. Several experts also came to share their knowledge and experience: Philippe Couve, journalist and specialist on social media; Alain Le Gouguec, president of Reporters without Borders (RSF) international; Gérard Tschopp, president of RSF Switzerland; Sophie Gherardi of website www.faitreligieux.com and Jean-Nicolas Bitter from the Swiss Federal Department of Foreign Affairs (FDFA). The week's meetings enabled managers of Fondation Hironnelle media to share their experiences. It also brought new food for thought to the experts, notably on the advantages of talking about religion on air, not only in time of crises but also in normal times.

An evolving financial model

2014 was a key year for consolidation of Fondation Hironnelle headquarters. The economic model based only on project contributions is being evolved. Fondation Hironnelle is developing new sources of funding, notably from companies, private foundations and philanthropists. It also launched the Friends of Fondation Hironnelle association, whose aim is to support Fondation Hironnelle.



© "All the children of Guinea", a programme produced in partnership with UNICEF. Photo: Studio Hironnelle Guinea/FH

Meeting Challenges

In an especially difficult environment, Fondation Hironnelle showed in 2014 its capacity to overcome obstacles and fulfil its obligations.

The civil war in South Sudan compromised the partnership with UNMISS on Radio Miraya and the thorny issue of perspectives for the future in the DRC made partnership with MONUSCO problematic on Radio Okapi. In both cases, Fondation Hironnelle nevertheless kept its professional and financial promises. War in the CAR and an Ebola epidemic in Guinea Conakry did not at any time defeat Fondation Hironnelle media there. Another major challenge was finding funding for generalist news and information media broadcasting nationally, whether it be radios, production hubs or training and production studios, despite the frequent tendency to give preference to operations that put more emphasis on communication or training in the classic sense of the term.

At the same time as facing these external challenges, Fondation Hironnelle continued its internal restructuring so as to be able to react quickly and efficiently to the management of large financial volumes. The design and implementation of an ERP system were carried out with success. Fondation Hironnelle has thus brought in the latest techniques to respond to the expectations of donors, who are themselves evolving rapidly.

For more information, go to the Fondation Hironnelle website:

www.hirondelle.org

To contact the Friends of Fondation Hironnelle association:

amis-fh@hirondelle.org

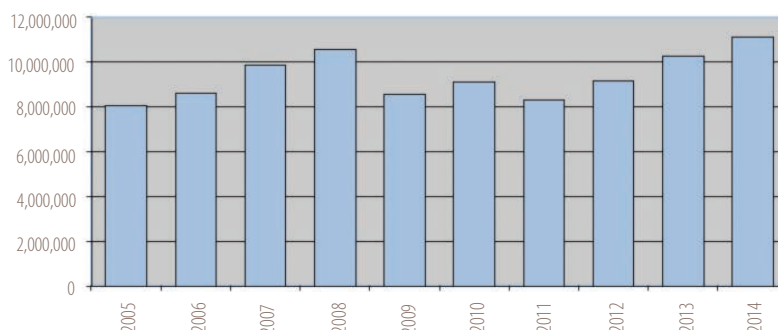
Administration and Finance

General Financial Situation

Fondation Hironnelle had a difficult year financially, owing to various factors. The suspension of Fondation activities in South Sudan and DRC because of differences between the partners had heavy consequences. These included loss of funding that had been negotiated for these activities for the year, and the use of non-allocated funds to cover expenditure so that the Fondation could meet its legal obligations and resume operations immediately in the countries concerned. Fondation Hironnelle also experienced significant cash flow difficulties, owing to late payment of funding contributions. Overall annual expenditure for 2014 was 11,126,213 Swiss francs, representing an increase on the previous years.

Despite these difficulties, Fondation Hironnelle recorded a balanced financial result while at the same time making the investments necessary for efficient and professional management of operations (see below), providing financial support to Hironnelle USA and making provisions to cover exchange rate losses after Switzerland abandoned its minimum rate in January 2015. This was possible in large part thanks to the Swiss government contribution and its flexibility. The operating result was 149,776 Swiss francs. Exchange rate losses totalled 154,548. Taking account of other costs and financial products, the year ended with a balanced final result.

Global annual expenditure over 10 years (in CHF)



Introduction of ERP

In 2014 Fondation Hironnelle also introduced an ERP management tool. After a series of phases ranging from analysis of needs to configuration of the software, management teams started using the tool in “production” mode at the end of the year. Objectives were achieved in terms of transparency via more developed cost accounting, better traceability and efficiency through automated reporting.

Human resources

To carry out its activities, Fondation Hironnelle relies mainly on 122 staff who are nationals of countries in which it works, plus about 30 trainees and correspondents. These employees are supported by 15 expatriates on long term contracts and experts on short term missions (22 missions of 2 weeks to 3 months were carried out in 2014). The number of staff employed at headquarters rose slightly. As at December 31, 11 people on the equivalent of 10.6 full-time contracts were employed working directly on projects, while another 18 (equivalent to 12.65 full-time posts) were employed in management, transversal and other support functions. The Fondation is also training an apprentice.

Project expenditure

Out of total expenditure of 11,126,213 CHF, 15.8 % went to headquarters support operations and to cover exchange rate fluctuations. The remaining 9,368,962 CHF went to projects, with 63% spent on staff costs, 29.9% on operating costs and 7.1% on equipment and support to Hironnelle USA.

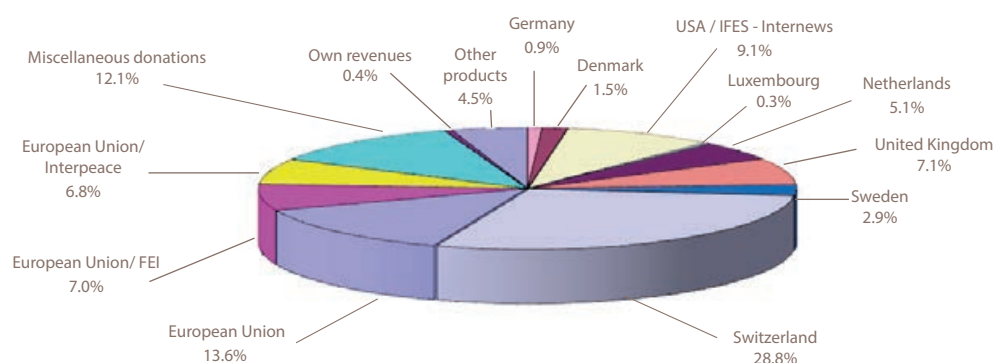
Project	Country	Expenditure
Radio Okapi - MSDP - HC	RDC	2,346,752
Hironnelle News Agency - Transitional Justice	Tanzania	230,670
Radio Ndeke Luka – Community radio support	CAR	1,613,934
Radio Miraya - Support to Catholic Radio Network	South Sudan	944,325
Support to Radio Tunisienne	Tunisia	1,086,066
Studio Hironnelle Guinea	Guinea	953,025
Studio Tamani	Mali	1,699,419
Studio Mozaik	Côte d'Ivoire	208,559
New projects	Various	216,212

Financial Resources

Fondation Hironnelle's total revenue was 11,121,441 CHF in 2014, and came from the following donors:

Type of revenue	Revenue in CHF	Revenue as % of total
Institutional donors		
Germany	94,955	0.9 %
Denmark	169,127	1.5 %
United States - Internews and IFES	1,014,040	9.1%
Luxembourg	35,000	0.3 %
Netherlands	563,707	5.1 %
United Kingdom	787,391	7.1%
Sweden	318,014	2.9%
Switzerland	3,200,793	28.8%
European Union	1,510,028	13.6%
European Union FEI (France Expertise Internationale)	773,678	7.0%
European Union / Interpeace	759,933	6.8%
Other donors		
State of Geneva	50,000	0.5 %
RTS Partnership	75,000	0.7 %
Cordaid	30,245	0.3%
Fondation Pro Victimis	450,000	4.0%
Miscellaneous donations	737,018	6.6%
Other revenue		
Sales, advertising other paying services	505,771	4.5%
Fondation Ndeke Luka / own revenue	46,741	0.4%

Main sources of revenue in 2014



Summary of Fondation Hironnelle accounts

The accounts were audited by PricewaterhouseCoopers SA, which presented its audit report on May 26, 2015. This work involved a detailed audit of the accounts and allocation of precise sums to the different projects, as well as an audit of the internal control system. The overall presentation of the accounts meets the requirements of the Swiss norms GAAP RPC 21.

According to the audit report, "the financial statements for the year ended December 31, 2014 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER 21 and comply with Swiss law and the foundation's deed and internal regulations."

We summarize below the operating accounts for the year 2014. The full audit report is available from Fondation Hironnelle on request.

I. Balance sheet as at December 31st

(in Swiss francs)	2014	2013
Assets		
Current assets		
Liquid assets	945,335	1,897,276
Third party debtors	72,890	184,331
Prepaid expenses	140,943	96,542
Non current assets		
Financial assets	38,064	25,561
Fixed assets (equipment)	154,284	189,229
Total assets	1,351,516	2,392,939
Liabilities		
Short term liabilities		
Accrual and deferred income	563,136	937,241
Provision for audit fees	98,000	69,887
Other provisions	134,625	0
Loans	100,000	500,000
Long term liabilities		
Miscellaneous provisions	0	2,103
Restricted funds		
Funds allocated by donors	-330,220	54,130
Other allocated funds	331,598	468,888
Capital		
Foundation capital	50,000	50,000
Unrestricted funds	862	0
Support fund	92,825	0
Operating capital	310,690	310,690
Total liabilities	1,351,516	2,392,939

II. Operating account of Fondation Hirondelle

Income		
Income from restricted funds	7,931,303	7,483,477
Income from other allocated funds	2,637,626	2,504,392
Other income	552,512	357,770
Total income	11,121,441	10,345,639
Project Expenditure		
Staff	5,859,452	5,327,011
Operations	2,727,089	2,447,005
Depreciation	662,421	626,756
Contributions to partner projects	50,000	0
Total project expenditure	9,298,962	8,400,772
Headquarters expenditure		
Staff	1,039,788	1,162,980
Operations	489,399	472,753
Depreciation	73,516	72,663
Support to Hirondelle USA	70,000	130,167
Total headquarters expenditure	1,672,703	1,838,563
Operating result	-149,776	106,304
Financial result (income and expense)	-149,776	- 17,134
Final result	0	89,170

Members of the Board in 2014

Serge Chappatte	Chairman of the Board. Former deputy director at the Swiss Agency for Cooperation and Development (SDC).
Paul Grossrieder	Former director general of the ICRC.
Romaine Jean	Journalist, editor in chief of social affairs programmes at Radio Télévision Suisse (RTS).
Serge Michel	Editorial manager at le Monde Afrique, Le Monde.
Jacques Forster	Honorary professor of the Graduate Institute of International and Development Studies in Geneva.
Dick Marty	Former member of the Parliamentary Assembly of the Council of Europe.
Olivier Vodoz	Lawyer and former president of Geneva's regional State Council
Jean-Marie Etter	Chief Executive Officer

Photos at the front and back of this report by Gwenn Dubourthoumieu were taken in Tunisia in 2014 during the presidential election period.

Fondation Hirondelle

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