

2013 Activity Report

Fondation Hirondelle





Foreword

Persevering in Tough Times

Promoting the right to information in fragile zones is Fondation Hironnelle's raison d'être. It has acquired recognized expertise and experience in this field. In regions where there is open war, this task becomes highly intense and dangerous. And yet Fondation Hironnelle continues to fulfil its mandate in a self-sacrificing, committed and conscientious way. Let us here say thank you to all those journalists working with the Fondation for the dedication they have shown, sometimes at the risk of their own lives.

Current conditions in the Central African Republic and South Sudan are those of open and violent conflict. Unfortunately anything goes, like firing on an ambulance and so aiming to discredit the work of those trying, despite everything, to get the voice of information and reason heard. Fondation Hironnelle has been, and will no doubt continue to be the target of attacks questioning its impartiality, whereas it aims above all to provide impartial, non-partisan news and information. The Fondation will continue its mission!

This constant goal should be supported politically by the only organization that has coercive power at global level, that is, the United Nations. Fondation Hironnelle will also dedicate itself in future to this task of political mobilization.

Serge Chappatte
Chairman of the Hironnelle Board

Living Together

Peace is not the absence of war. It is first of all the social fabric that binds individuals, families, small and large communities in a common desire to live together. The media have a big responsibility in this, to create a space for mutual understanding and dialogue.

The year 2013 was one in which this social fabric was torn apart in many places, a year of polarization and mounting extremism. We continue to work for the right responses to this.

Jean-Marie Etter, CEO

Radio Okapi

A National News Network serving the Congolese Population

Stabilization

Military successes obtained by the Congolese army fighting militia groups in the eastern Democratic Republic of Congo (DRC) have stabilized the country to a certain degree. Nevertheless, the DRC remains dependent on international help to consolidate its sovereignty, as shown by the decisive role of the MONUSCO (UN mission) special intervention force in the fighting. The country is emerging with difficulty from decades of resource plundering and impunity which have compromised the legitimacy of the State and ruptured the social contract.

On the economic front, the stability of the national currency, a more controlled level of inflation and the return of growth are positive factors for rebuilding a country weakened by a decade of civil war.

The media need to support this positive impetus, but the multitude of newspapers and radios set up in the '90s, often by politicians, struggle to survive without regular income or qualified professionals. The meagre revenue of these media means that their independence is still hypothetical and their rare public service broadcasts are produced with money from international donors.



© Gwenn Dubourthoumieu/FH



© Radio Okapi newsroom. (Photo: Gwenn Dubourthoumieu/Fondation Hironnelle)

A Redoubling of Efforts

Funding difficulties weighed heavily on the overall operation of the project, requiring cuts in training goals, in the activity plan and the budgets provided to Fondation Hironnelle by its traditional donors. In addition, the reduction in Fondation Hironnelle's supplementary contribution to MONUSCO's main funding had an influence on the human and logistical resources allocated to the operation of the radio. However, despite this difficult context, the editorial and production goals of Radio Okapi and its partner radios with regard to news and information were met. The station was able to maintain its journalistic and broadcasting quality, allowing it to maintain both its place as the leading media outlet in the DRC and its impact on the Congolese population.

Building Sustainability

Radio Okapi, with 14 million listeners each day, regularly tops audience listening in the main towns of the DRC. It represents a model envied by the private radios because it proves that in a professional and economic environment stabilized by international donors, Congolese journalists and technicians can produce news and features that get the public's vote for their quality, neutrality and their constructive role in developing the country.



© Photo: Gwenn Dubourthoumieu/Fondation Hironnelle

Ending the year on a positive note, the UN Secretary General's new Special Representative Martin Kobler, appointed in June, made the sustainability of Radio Okapi one of the priorities of his mandate. This is also a priority of donors and of Congolese citizens who cannot now imagine the DRC without Radio Okapi, but are aware that real public service media in their country have a cost.

Support to Partner Radios

The development of partnerships with Congolese community radios has allowed Radio Okapi to share its expertise and values with more journalists and managers of local media, and to strengthen its network. These activities were carried out as part of the Media Sector Development Program (MSDP) being implemented in 4 provinces of the DRC by Internews in partnership with Fondation Hironnelle. This supplementary project has made it possible to increase Fondation Hironnelle's journalistic and technical support to these radios, as well as help them generate revenue, notably by broadcasting institutional communication campaigns for clients of the Hironnelle Communication project, which continued to develop in 2013.

In 2013, Fondation Hironnelle's programme in the DRC was funded by the following donors:

- United Kingdom
- Sweden
- France
- Switzerland
- United States (MSDP)

To listen to Radio Okapi's programmes live or download them as podcasts, visit its website at: **www.radiookapi.net**

To find out more about the support to partner community radios, please visit:

www.radionet.cd

Radio Ndeke Luka

A Radio for Peace and Reconciliation in the Central African Republic

Chaos

At war and on its knees, that is the state of the Central African Republic after a year that was devastating for both its people and its institutions. The Seleka coup d'état in March followed by the Anti-Balaka recapture of the capital Bangui in December have destroyed governance and security, which were already fragile in the CAR. The main victims are the population, public order, the social fabric and Central Africans' desire to live together. Atrocities and massacres in the name of ethnic or religious belonging became widespread throughout the country. They caused the displacement of some 800,000 people, or nearly a quarter of the population. Thousands have died. After Christians fleeing the Seleka at the beginning of the year, Moslems started fleeing for their security. Other Central Africans, including those of Chadian origin, chose to go into exile. In December, the African-led International Support Mission to the Central African Republic (known by its French acronym MISCA), supported by French soldiers of Operation Sangaris, started disarming the militias. But these forces, who are too few in number, proved unable to stop the massacres.



© Photo: J-L Mootoosamy/ FH



© Radio Ndeke Luka studio. (Photo: Jean-Luc Mootoosamy/ Fondation Hironnelle)

A Radio Standing Firm

Radio Ndeke Luka is the only Central African media with national reach that has continued to operate during the conflicts in the Central African Republic. RNL, a radio of Fondation Ndeke Luka and Fondation Hironnelle in the CAR, has managed to maintain its independence and editorial rigour in the worst situation of insecurity and tension that it has known in its 13 years of existence. Radio Ndeke Luka is the most popular radio station in the country. Eight out of 10 citizens listen to it, according to an independent survey published in 2013.

Threatened and looted but still standing

The events have weighed heavily on Radio Ndeke Luka. Its programmes had to be suspended for two days in March when the Seleka rebels entered Bangui and for three days in December when the Anti-Balakas entered the city. The programming schedule and staff rotas had to be adapted after the authorities imposed a curfew. For example, the daily debate programme could not be maintained because of fears for the security of the guests. Nevertheless, Radio Ndeke Luka has maintained a broadcasting service 24/24 with programmes and rebroadcasts. Its staff have received more and more threats. The radio's correspondents in the regions became difficult to reach because of faulty telephone networks or because they had to flee



© Bangui (Photo: Pierre Terdjman/ Fondation Hironnelle)

their homes. The radio's only vehicle and four motorbikes belonging to staff were all stolen. On the broadcasting front, the relay transmitter in Bambari, which was looted when the Seleka took the town, could only be reinstalled in December. The installation of a third relay had to be postponed, while conversion of the FM signal for shortwave rebroadcast across the whole country had to be interrupted several times for security reasons.

Advertising Revenue Drops

With most commercial activities in Bangui coming to a halt, advertising revenue of the Ndeke Luka advertising department plummeted. Training in revenue generation, open to other actors in the Central African media, could not be conducted. Nevertheless, Fondation Hironnelle was able to start its rehabilitation of 10 community radios belonging to ARC, the Association of Community Radios. This project is a new Fondation Hironnelle activity in the CAR, which is complementary to RNL. It aims to strengthen this network through technical support and content from Radio Ndeke Luka. Members of the Fondation Ndeke Luka Board also defined strategic objectives for the next three years with Fondation Hironnelle, and benefitted from training in strategic planning, risk analysis, financial responsibility and external communication.

In 2013, funding for Radio Ndeke Luka was provided by the following donors:

- European Union
- Switzerland
- State of Geneva
- Cordaid
- Fondation Ndeke Luka/Embassy of France

To listen to Radio Ndeke Luka's programmes live or download them as podcasts, visit its website at:

www.radiondekeluka.org

Radio Tunisienne

Support to Radio Tunisienne

Polarization

After a political and institutional crisis that paralyzed the country, members of the Constituent National Assembly reached an agreement in the last weeks of 2013 leading to the adoption of a new Constitution on January 26, 2014. The assassination of two political opposition leaders had plunged Tunisia into deadlock, even provoking the fall of the government and the suspension of the Constituent National Assembly's activities. The crisis caused deep divisions in the country, resulting in a polarization of society and of the political class between "Ennahda Party supporters" and "defenders of Democracy and Secularism". General elections, which have been postponed several times, are expected at the end of 2014.

The media and press freedom were also a big subject of public debate. While the media in general considered that they were allowed to work more freely than under Ben Ali, the unions and civil society protested against the use of "old methods". The text of the new Constitution has nevertheless allowed some major advances with regard to press freedom and regulation of the media.



© Photo MAkl/Fondation Hironnelle



© Journalist of the Kebili regional bureau interviewing an official. (Photo: MAkl/Fondation Hironnelle)

Further reforms

Fondation Hironnelle's collaboration with Radio Tunisienne, begun in July 2011, continued, helping it transform itself from a state radio to a public service. Activities concentrated on three complementary areas, especially continuing to strengthen Radio Tunisienne's regional and grassroots production network. The establishment of 10 regional bureaux and the training of 20 correspondent journalists allows daily coverage of news and information in the most sensitive places for all Radio Tunisienne's 9 stations. These bureaux have production studios that are inter-linked and also linked to Radio Tunisienne's 9 stations. This allows full link-up programmes, i.e. hosting guests from places that are geographically distant to participate in the same live or recorded debate. After 12 months, independent audience surveys put Radio Gafsa as the leading radio in its coverage area.

Reorganization of other stations

Boosted by this success and on the basis of positive experience with reforms achieved at Radio Gafsa, Fondation Hironnelle launched a



© Technical training for journalists of Radio Gafsa. (Photo: M. Vuillermoz/Fondation Hironnelle)

complete reform of the Kef and Tataouine regional stations. Our experts adopted the same participative method, consulting fully with all Management and Production teams and benefitting from the new skills transferred to managers of Radio Gafsa.

Coverage of the CNA

Given the political instability within the Constituent National Assembly, Fondation Hironnelle had to delay implementation of this part of the project, whose goal is to offer professional, balanced journalistic coverage of the Assembly's work. The editorial resources rely on a production structure in premises next to the Assembly, supported by an Outside Broadcasting unit at the entrance to the CNA that can host guests for programmes.

At the same time, Fondation Hironnelle launched collaboration with UNDP and the Tunisian training centre CAPJC to extend its support to other Tunisian media, by strengthening the capacities of the CNA's Media Centre and organizing training sessions for journalists on covering parliament.

In 2013, the donors providing funding for the project in Tunisia were as follows:

- Switzerland
- European Union
- Sweden
- Denmark
- United States

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

Studio Tamani

All the Voices of Mali

Reconciliation

Studio Tamani was set up in a fragile “post-crisis” context in Mali. At the beginning of 2013, the launch of a French-led military intervention, with the Malian army’s participation, put an end to the threat of an advance on the south by Islamist forces. The rebel movements were pushed back but the security situation remains precarious in several regions of the North. A UN Stabilization Mission in Mali, known by its French acronym MINUSMA, deployed during the summer to take over partly from French troops and help restore peace to the whole of Mali. On the political front, presidential elections held on July 28 and August 11 allowed the country to emerge from its “post-coup” transition period. Ibrahim Boubacar Keita was elected President of the Republic. For the new president, as for the whole of Malian society, the challenges are many. Stabilization of the country and return to a lasting peace depend notably on a necessary but fragile national dialogue and reconciliation process.



© Photo: Marc Ellison/ FH



© Studio Tamani newsroom. (Photo: Marc Ellison/ Fondation Hironnelle)

Giving Listeners Something New

The Studio Tamani project sprung from a request to Fondation Hironnelle from URTEL, the Mali Free Radio and TV Union, for support and professional expertise. The request came at the annual meeting of CIRTEF, the French-speaking Radio and Television International Council, in Bujumbura, Burundi, at the end of 2012. Fondation Hironnelle sent a mission to the Malian capital Bamako in February 2013, and its conclusions led to the drawing up of the Studio Tamani project: radio programming of two hours per day, with news bulletins in 5 languages, a showcase debate programme and features on the daily lives of men and women in Mali.

Broadcasting through a network of radio partners

Studio Tamani is an innovative media concept in Mali, both original and professional. Its programming is produced by the central editorial team at the Maison de la Presse in Bamako. Since August 19, its programmes have been broadcast by a network of radio partners throughout the country, under a partnership agreement between Fondation Hironnelle and URTEL. Following a call for broadcast partners, 24 radios were selected from north to south, east to west of Mali. This network, which receives the signal by satellite, will be gradually extended in 2014 to 60 radios. To prepare the launch within the planned deadline, 20 journalists were recruited and



© Studio Tamani. (Photo: Marc Ellison/ Fondation Hironnelle)

trained in Bamako, studio and offices organized, partnership agreements signed and formalities undertaken with the Malian authorities, all in the space of three months. The Studio Tamani website was launched for the public on October 17. It gives access to the main programmes as well as articles by the editorial team. Some equipment was also delivered to radio partners at the end of the year to rehabilitate or strengthen their production and broadcast capacities.

Coverage of legislative elections

The legislative elections mobilized the whole Studio Tamani team from October to the end of the year. An “Electoral Charter” was drawn up after consultations with institutions and local organizations supporting the electoral process. Studio Tamani’s programme schedule was adapted. Special programmes were produced and broadcast throughout the electoral campaign: programmes with practical information about the elections, presenting the platforms of the main political parties, an “election diary”, and debates around the main election issues in the daily “Grand Dialogue” programme.

Funding for Studio Tamani is provided by the following donors:

- European Union
- United Kingdom

Contributions to specific Studio Tamani activities is provided by:

- Germany
- UNDP

Programmes and articles produced by Studio Tamani can be found at:

www.studiotamani.org

Radio Miraya

An Independent National Radio in South Sudan

Crisis

Two years after its independence, South Sudan is going through a major political and military crisis. On December 16, 2013, President Salva Kiir announced that the government had foiled a coup attempt. By the evening of December 17, clashes with the rebels had already left 73 people dead. Ten people were arrested, including eight ex-ministers who had been fired from the government in July. The government was hunting for former Vice-President Riek Machar and four other former political leaders. The UN announced it had found a mass grave and that 200,000 South Sudanese had been displaced by the conflict, while UN compounds in the country had taken in tens of thousands of civilians fleeing massacres that rapidly became ethnically based.

In June, President Kiir had sacked two ministers for alleged involvement in a millions of dollars financial scandal, and lifted their immunity. In July he had fired his whole cabinet along with Vice-President Riek Machar, following power struggles within the ruling SPLM party. Analysts subsequently predicted the worst.

With regard to the media, the government used the crisis to step up pressure on journalists, and threatened media outlets with closure if they allowed the rebels on air.



© Photo: Marc Ellison/ FH



© Photo: Marc Ellison/ Fondation Hironnelle

The Only National Radio

Radio Miraya, the United Nations Mission in South Sudan (UNMISS) radio managed jointly with Fondation Hironnelle, played an essential role as the only national radio able to provide people with news and information during the numerous troubles of the new South Sudanese nation. It reported on inter-ethnic conflicts in the interior of the country, notably in Jonglei state, on military tension at the border with Sudan and the economic standoff with its neighbour over oil production. The new conflict that broke out in December between supporters of President Kiir and those of his former deputy Machar took a heavy toll on the organization of the radio and its content, as well as on Fondation Hironnelle's continuing involvement in the project.

Fragile independence

Radio Miraya came under heavy pressure from the government like all the South Sudanese media, who were still waiting for the adoption of laws to govern the media sector. Miraya nevertheless managed to maintain the independence, rigour and professionalism hailed a year earlier in an audience survey that put it as the country's leading radio. UNMISS, however, did not follow up on sustainability steps for Radio Miraya which had been planned by the two partners in December 2012.



© Photo: Marc Ellison/ Fondation Hironnelle

Turning point in the partnership

The December outbreak of armed conflict brought changes in the division of Fondation Hironnelle and UNMISS roles in the management of Radio Miraya. UNMISS wanted to take over all editorial decisions, notably with regard to news production. Aware of Radio Miraya's importance for the South Sudanese, Fondation Hironnelle maintained some of its journalists and presenters during this period. Negotiations on a new MOU between the two partners hit problems in 2013, with Fondation Hironnelle wanting to maintain a role in news and programmes that corresponds with its expertise.

Support to the media sector

Fondation Hironnelle extended activities for the development of the media sector, notably by bringing technical support to members of the Catholic Radio Network. A training workshop was organized for 15 technicians. Fondation Hironnelle also produced four technical manuals as training resources to be distributed to all radio stations in South Sudan.

In 2013, Fondation Hironnelle's programme in South Sudan was funded by the following donors:

- Netherlands
- European Union
- Switzerland
- Sweden

To listen to Radio Miraya's programmes live or download as podcasts, go to:

www.radiomiraya.org

New Projects

JusticeInfo.Net

As the International Criminal Tribunal for Rwanda in Arusha officially ended its first-instance trials at the end of 2012, Fondation Hironnelle decided to close Hironnelle News Agency, keeping only one senior journalist in Arusha to report on international justice including the remaining ICTR appeals.

Recognizing a lack of independent information on transitional justice initiatives, Fondation Hironnelle has at the same time been seeking the means to create a broad news and information platform linking realities on the ground with the global issues at stake. The platform, named JusticeInfo.Net, aims to be a real resource for specialists, lawyers, human rights defenders, researchers and local journalists. It is in academia that Fondation Hironnelle has found partners, namely Harvard Humanitarian Initiative (HHI) and Oxford Transitional Justice Research (OTJR). The launch is planned for 2015.



© Studio Hironnelle - Guinea. (Photo: Fondation Hironnelle)

Radio Training Studios

Studio Hironnelle Guinea is the fruit of three years' preparatory work in the country. While still waiting for a licence to launch a new radio station in partnership with local NGO Forum IDEAL, the project focuses on improving the quality of radio programmes in Guinea. Studio Hironnelle Guinea is a radio training studio that will train journalism students from the High Institute of Information and Communication in Conakry, ISIC, and staff of rural radio stations. The training is very practical, with all students producing programmes that are broadcast nationally through a network of radio stations throughout the country. The first training courses start in early 2014.

In Côte d'Ivoire, Fondation Hironnelle is bringing expertise to another radio training studio. The Studio Mozaik project, submitted to a European Union call for proposals by Fondation Culture Counts with Fondation Dr. Peter Graze-Côte d'Ivoire and Fondation Hironnelle, was selected at the end of 2013. Studio Mozaik will therefore launch in 2014. It will train 120 Ivorian students and young journalists, and produce programmes and radio documentary series that will be broadcast by partner radios throughout the country.

Fondation Hironnelle will be responsible especially for defining and implementing training and editorial content that guarantees the professionalism of Studio Mozaik's training and production.



© Photo: Culture counts

Palestine, Madagascar and Myanmar

In Palestine, Fondation Hironnelle is maintaining its partnership with the Hope Flowers School of Bethlehem. The search for funding for this project continues, although with no concrete results as yet. This is also the case for Madagascar, where Fondation Hironnelle is proposing to put its expertise at the service of Madagascan journalists and media.

In August, Fondation Hironnelle also started exploratory activities in Myanmar. The political opening up of the country raises serious hopes of peace and normalisation of relations between ethnic and military groups that have been fighting for more than 50 years. Fondation Hironnelle carried out a preliminary evaluation of the media sector, including the needs and expectations of the population. It is holding negotiations with all concerned on several options that aim to strengthen the fast changing media sector in Myanmar.

In 2013, the project in Guinea was funded by:

- Switzerland
- Luxembourg
- the City of Geneva
- the UK Embassy
- the Ford Fondation
- the Karl Popper Fondation

Development of Fondation Hironnelle

Anchored in Journalism

Fondation Hironnelle is an organization of journalists, and maintains its roots in that profession. It takes part in international forums like the Francophone Radio and TV International Council (CIRTEF), the Permanent Conference of Mediterranean Audiovisual Operators (COPEAM) and "En Quête d'Ailleurs" in Switzerland. It took part in an international conference on Media and Fragile States organized at Wilton Park in the UK. It also contributed to European Development Day discussions on the role of media in development aid. Fondation Hironnelle presented its audience survey work at the Conference of International Broadcasters' Audience Research Services (CIBAR) in Washington. In the US, it is part of the Caux working group which it initiated and which groups numerous American and European organizations working on the impact of media in crisis zones. Fondation Hironnelle is also preparing to become a member of the Global Forum for Media Development, which brings together the majority of NGOs and associations working on support to media in developing or conflict countries.



© Photo: Marc Ellison/ FH



© Photo: Marc Ellison/ Fondation Hironnelle

Consolidation

Fondation Hironnelle launched major internal restructuring so as to move from "management by project" to "management by programme", fitting its strategic partnership with the Swiss Agency for Development and Cooperation, SDC. This entails managers having cross-functional responsibilities and joint commitment. The management statute has been clarified. Each manager is thus involved in the overall development of Fondation Hironnelle. The terms of reference have been revised, along with the staff organigram. Fondation Hironnelle Country Representatives on the ground also have transversal responsibilities and an important leadership role. Organizing in this way requires very good internal circulation of information, mobility and also a certain level of versatility. One of the goals of the restructuring is to share responsibilities rather than increasing the number of management and support functions. The management structure therefore remains unchanged.

Modernization of infrastructure

Fondation Hironnelle also carried out two major upgrades that had become indispensable. Its IT infrastructure, both equipment and logistics, was completely overhauled, with new suppliers, new architecture, purchase of new servers, installation of fibre-optic communications, upgrading



© Photo: Jean-Luc Mootosamy/ Fondation Hironnelle

of computer hardware and software, introduction of adequate security norms and recruitment of specialized staff. This has allowed Fondation Hironnelle to catch up after years of half-measures owing to lack of resources. The premises have also been extended and used to better effect, so as to create the necessary room for more staff.

Enterprise resource planning

The need for rigorous financial and administrative management adapted to long term operations in different countries and funded by different public and private donors led us to study introducing Enterprise Resource Planning (ERP). Our preliminary study entailed a systematic analysis of Fondation Hironnelle procedures, management needs and capacity to respond to the conditions of our environment. The introduction of ERP is planned for 2014.

Visit the Fondation Hironnelle website at:

www.hirondelle.org

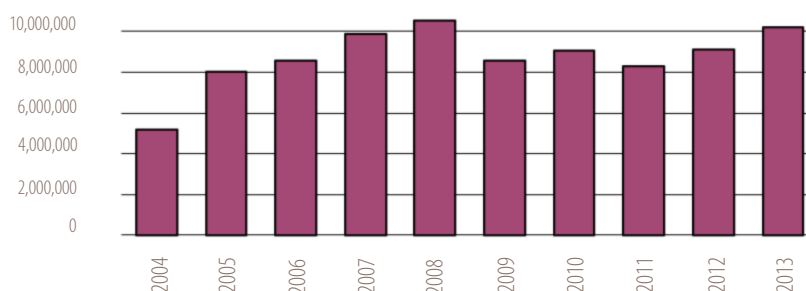
Administration and Finance

General Financial Situation

Fondation Hironnelle experienced a year of contrasts on the financial front. Among the positive points, Fondation Hironnelle was able to count on the Swiss government contribution, with flexibility in its use, and also on certain operations negotiated in 2012. Despite dedicated efforts by the whole team, other operations could only be implemented by attributing non-allocated funds. Although Fondation Hironnelle is not abandoning any operations for lack of funding, some projects had to be slowed down owing to scarce resources. Overall annual expenditure totalled 10,260,679 Swiss francs, representing an increase on the previous years.

The Fondation recorded a positive financial result while at the same time having made the investments necessary for efficient and professional management of operations, i.e. mainly in IT infrastructures and the headquarters premises in Lausanne, strengthening human resources (see below) and funding support to Hironnelle USA. The operating result was 106,304 Swiss francs. Exchange rate losses totalled 21,344. Taking account of other costs and financial products, the final result at year-end was 89,170 Swiss francs.

Global annual expenditure over 10 years (in CHF)



Human resources

The majority of Fondation Hironnelle’s employees are nationals of the countries in which the Fondation works. 137 people were employed on regular contracts as managers, journalists, presenters, technicians, drivers and administrative and logistical support staff. To these should be added about 50 people hired as correspondents, replacement staff or interns.

These staff benefit from guidance and specialized support from 15 expatriates on long-term contracts, a number which is slightly up on last year. In addition, 34 short-term support missions were carried out in 2013 (2 to 3 months, mostly training and technical support).

The number of staff employed at headquarters rose considerably in 2013 with recruitment of staff in the finance, IT, legal and communication fields. New staff have been recruited to work on Fondation Hironnelle’s new project development, including an administrator. As at December 31, 2013, 11 people on the equivalent of 10.4 full-time contracts were employed working directly on projects, while another 16 (equivalent to 11.5 full-time posts) were employed in management, transversal and other support. The Fondation is also training an apprentice.

Project expenditure

Out of total expenditure of 10,260,679 CHF, 18.13% went to headquarters operations, new project development and to cover exchange rate fluctuations. The remaining 8,400,772 CHF went to projects, with 63.4% spent on staff costs, 29.1% on operating costs and 7.5% on equipment.

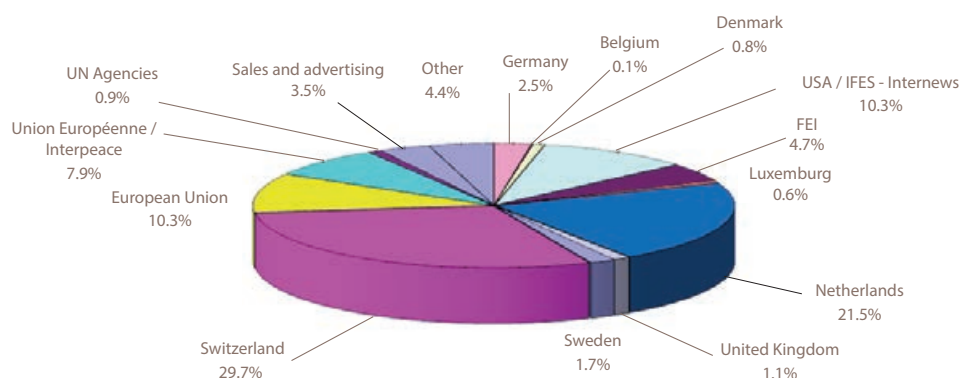
Project	Country	Expenditure
Radio Okapi – MSDP – HC	DRC	2,370,318
Hironnelle News Agency - Transitionnal Justice	Tanzania	83,970
Radio Ndeke Luka – Community radio support	CAR	863,826
Radio Miraya – Support to Catholic Radio Network	Sudan–South Sudan	2,412,575
Support to Radio Tunisienne	Tunisia	1,223,821
Studio Hironnelle Guinea	Guinea	262,795
Studio Tamani, Mali	Mali	1,183,467

Financial Resources

Fondation Hironnelle's total income was 10,345,639 CHF in 2013, and came from the following donors:

Type of revenue	Revenue in CHF	Revenue as % of total
Institutional donors		
Germany	259,476	2.5 %
Belgium	10,316	0.1 %
Denmark	79,774	0.8%
United States - Internews and IFES	1,067,852	10.3 %
FEI (UK and Sweden via France Expertise Internationale)	489,781	4.7 %
Luxemburg	61,470	0.6%
Netherlands	2,226,275	21.5%
United Kingdom	118,172	1.1%
Sweden	178,399	1.7 %
Switzerland	3,077,105	29.7%
European Union	1,061,258	10.3%
European Union / Interpeace	816,994	7.9%
UN agencies	89,413	0.9%
Other donors		
City of Geneva	45,555	0.4 %
State of Geneva	50,000	0.5 %
RTS partnership	75,000	0.7%
Cordaid	151,225	1.5%
Karl Popper Foundation	100,000	1.0%
Miscellaneous donations	29,804	0.3%
Other revenue		
Sales and advertising	226,807	2.2%
Fondation Ndeke Luka / own revenue	31,258	0.3 %
Fondation Ndeke Luka / Embassy of France	99,705	1.0%

Main sources of revenue in 2013



Summary of Fondation Hironnelle accounts

The accounts were audited by PricewaterhouseCoopers SA, which presented its audit report on May 19, 2014. 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 FER 21.

According to the audit report, the financial statements for the year ended December 31, 2013 are in conformity with Swiss law and the foundation's deed and internal regularions. We summarize below the operating accounts for the year 2013. The full audit report is available from Fondation Hironnelle on request.

I. Balance sheet as at December 31st

(in Swiss francs)

	2013	2012
Assets		
Current assets		
Liquid assets	1,897,276	2,662,762
Third party debtors	184,331	95,194
Prepaid expenses	96,542	63,057
Non current assets		
Financial assets	25,561	20,551
fixed assets (equipment)	189,229	24,356
Total assets	2,392,939	2,865,920
Liabilities		
Current liabilities		
Accrual and deferred income	937,241	561,798
Provision for audit fees	69,887	33,270
Pro Victimis loan	500,000	183,829
Non current liabilities		
Miscellaneous provisions	2,103	320
Restricted funds		
Funds allocated by donors	54,130	1,369,721
Other allocated funds	468,888	445,462
Capital		
Foundation capital	50,000	50,000
Unrestricted funds	0	0
Operating capital	310,690	221,520
Total liabilities	2,392,939	2,865,920

II. Operating account of Fondation Hironnelle

(in Swiss francs)

Income		
Income from restricted funds	7,483,477	8,848,074
Income from donations (non-restricted funds)	2,504,392	101,712
Other income	357,770	216,350
Total income	10,345,639	9,166,136
Project Expenditure		
Staff	5,327,011	5,051,710
Operations	2,447,005	2,476,255
Depreciation	626,756	587,386
Total project expenditure	8,400,772	8,115,351
Headquarters Expenditure		
Staff	1,162,980	686,649
Operations	472,753	294,403
Depreciation	72,663	7,112
Support to Hironnelle USA	130,167	0
Total headquarters expenditure	1,838,563	988,164
Operating result	106,304	62,621
Financial result (income and expense, foreign exchange)	-17,134	- 62,721
Final result	89,170	- 100

Members of the Board in 2013

Serge Chappatte	Chairman of the Board, former deputy director at the Swiss Agency for Development and Cooperation (SDC).
Paul Grossrieder	Former director general of the ICRC.
Romaine Jean	Journalist, editor-in-chief of TV magazine programmes at Télévision Suisse Romande (Swiss francophone TV).
Serge Michel	Journalist and essayist, deputy editorial director at Le Monde.
Jacques Forster	Former professor and Director of the Graduate Institute of International and Development Studies in Geneva.
Dicky 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.

The cover and inside back page photos were taken by Pierre Terdjman in the Central African Republic in 2013. He has covered numerous conflicts and dramatic events in Kenya, Afghanistan and Haiti, as well as the “Arab spring” in Tunisia, Egypt and Libya. Pierre Terdjman’s photos are regularly published by the New York Times and Paris Match.

Fondation Hirondelle

Av. du Temple 19c
CH - 1012 Lausanne
Website : www.hirondelle.org
E-mail : info@hirondelle.org

To support us :

Postal account (in Switzerland):
10-16329-8
Bank account:
Crédit Suisse Lausanne
SWIFT: CRESCHZZ80A
Fondation Hirondelle
IBAN: CH16 0483 5041 8522 8100 1



