

ANNUAL REPORT 2016



**FONDATION
HIRONDELLE**
media for peace & human dignity



From left to right and from top to bottom:
 - Radio Ndeke Luka reporting, Central African Republic
 © Marc Ellison / Fondation Hironnelle
 - Radio Tunisienne interviewing a young farmer
 near Metlaoui
 © Gwenn Dubourthoumieu / Fondation Hironnelle
 - Training with journalists at the Myanmar parliament,
 2016 © Thierry Falise / Fondation Hironnelle
 - Studio Tamani reporting, Mali
 © Sébastien Rieussec / Fondation Hironnelle

FOREWORD

BUILDING GOOD CITIZENSHIP

2016 saw a turning point for Fondation Hironnelle, as CEO Jean-Marie Etter retired at the end of the year. How could we imagine our organization without the man who has for the last 22 years known how to set a path, motivate staff and stay on course, despite all the obstacles?

Jean-Marie took care to prepare his succession, and Caroline Vuillemin, who has taken over from him, enjoys the trust of both the Board and staff. She has been contributing since 2003 to the success of Fondation Hironnelle, of which she was Chief of Operations to the end of 2016.

So the Fondation is ready to meet the challenges. As well as security problems there is also a clear tightening of public funding and the risk that aid policy be questioned by certain States. That strengthens Fondation Hironnelle's will to step up its strategy of finding more funding from the private sector.

We are therefore at a crossroads, but with a solid grounding. As the Swiss Federal Council (government) said in response to a question from the Council of States (parliamentary chamber), *"through its actions, the Fondation helps transform societies in crisis, allowing millions of listeners to know what is really going on in their country, to form their own opinions and above all get their voices heard. The media created or supported by Fondation Hironnelle build good citizenship. Fondation Hironnelle is one of the rare organizations with such experience of doing this."*

Romaine Jean

Chairwoman of the Fondation Hironnelle Board

AN OPEN OR CLOSED WORLD?

2016 was marked by globalization of information, of migrant movements, ways of life and conflicts, a vote for Brexit, border closures and blocking of Internet and social media (11 cases recorded in Africa). The year 2016 saw both globalization and shutting down.

In most countries where Fondation Hironnelle works the "shutdown" mentality is growing. Yet we live in a global village and we are "condemned to live together". How can we live together on a global level without sacrificing our national or personal interests, our identity and values? Technology brings us closer, since the flow of content on the Internet changes our relation to time and distance. But these technological tools do not in themselves help us to understand the world around us, learn the art of dialogue and nourish our curiosity.

Impartial news and information and debates, real services broadcast by credible media that address everyone's concerns, can do that. That is the challenge of Fondation Hironnelle's work in 2016 and for the coming years.

Jean-Marie Etter

CEO up to December 31, 2016

Caroline Vuillemin

CEO as of January 1, 2017

FONDATION HIRONDELLE STRATEGIC FRAMEWORK NEW MANAGEMENT FOR RENEWED AMBITIONS

FOUR-YEAR OVERVIEW

The period 2013-2016 marked Fondation Hironnelle's first experience of implementing a four-year strategic programme. This programme was organized around three activity fields: production and broadcasting; support and training; sustainability; and research and impact surveys. The challenges we set ourselves, including boosting our non-audio production capacities, multimedia broadcasting, diversifying activities with the support of local media partners, testing theories to consolidate news media over the long term and contributing to research on the role of independent information in crisis zones, have been met in these past four years. Nevertheless certain implementation difficulties, such as those linked to security conditions in the Central African Republic (CAR) in 2013-2015, funding problems in Palestine and Ukraine, limited some results. As the year 2016 closed, Fondation Hironnelle was a recognized, strengthened institution with a new management committed to a new programme for 2017-2020.

Reporting by Radio Gafsa, supported by Fondation Hironnelle, in western Tunisia, June 2015 © Fondation Hironnelle / Gwenn Dubourthomieu





Key 2016 figures

12 media operations in
10 countries, on **3** continents

10 000 hours of
radio programmes

185 hours of TV programmes

11,600 articles on the Web

250 media supported

755 people trained

Population covered: **60** millions

UNDERSTANDING THROUGH INFORMATION AND DIALOGUE

Despite a radicalization of political and social contexts that change the attitudes of our main financial and political partners, as well as the authorities and people that we deal with in the countries where we work, Fondation Hironnelle managed to maintain its volume of activity in 2016 with 11 media operations in 10 countries on 3 continents and on Internet.

In Niger, a new radio production studio, Studio Kalangou, was launched to cover the February 2016 presidential election. We conducted journalism training in Myanmar and Palestine for the first time.

In total, we produced and broadcast 10,000 hours of radio programmes in the CAR, Mali, Niger, the Democratic Republic of Congo and Guinea, 180 hours of TV programmes in Burkina-Faso and, from the COP22 in Marrakech, 11,618 articles on our websites JusticeInfo.Net, StudioTamani.org, StudioKalangou.org, StudioHironnelle.org, Radionet.cd, plus 10,347 posts on our social media. These programmes and information have allowed listeners, TV viewers and website visitors to better understand the environment in which they live and the problems that face them. Our programmes offer them spaces for dialogue amongst themselves and with their representatives, so as to better understand everyone's needs and seek common solutions to conflicts. We paid special attention to the most marginalized people, women and young people, to help them get their voices heard.

We have strengthened the capacities of 776 media and civil society professionals through training and editorial and management support, so as to allow our media partners to play their role in a professional and sustainable way. We supported two public media outlets in Tunisia and Burkina Faso in their process of transition to public service media.

We contributed to research and international discussions on the role of media. A survey by the Institute of Applied Media Studies (Zurich) on Studio Tamani's contribution to the peace process in Mali found a preference among Tamani's listeners for "dialogue" as a solution to conflicts in the country. We also analysed the impact of our programmes in Niger, Burkina Faso and Tunisia through quantitative and qualitative surveys.

Finally, Fondation Hironnelle has embarked on an important transition reorganizing its support in Lausanne to rationalize costs and increase capacity to respond to the requirements of partners and donors. This is part of a landmark transition after co-founder and long-time CEO Jean-Marie Etter retired from his operational functions on December 31, handing the top management over to Caroline Vuillemin. Ms. Vuillemin has taken on a new team to strengthen Fondation Hironnelle's editorial output and its capacity to develop and manage projects in contexts that are more and more complex and uncertain.

 hirondelle.org

 facebook.com/fondationhirondelle

 [@FondHironnelle](https://twitter.com/FondHironnelle)

 linkedin.com/company/fondation-hironnelle

CENTRAL AFRICAN REPUBLIC

RADIO NDEKE LUKA

A BENCHMARK RADIO STATION

Radio Ndeke Luka, launched in 2000, is the only radio station broadcasting each day around the clock across the whole of the Central African Republic (CAR). Its main asset is its credibility. The people of the CAR have great trust in it, since they see it as a reliable source of information.

Radio Ndeke Luka produces and broadcasts 13 daily news programmes, debates, entertainment programmes, music and features. This content is produced by a team of some 50 Central Africans in Bangui and in the provinces.

Its round the clock broadcasting is ensured by five FM transmitters across the country. Six community radios re-broadcast one hour of Radio Ndeke Luka programmes every day on their airwaves. The whole country is also covered by two hours of daily broadcasting on shortwave and a presence on Canal Satellite Afrique.

The radio belongs to Fondation Ndeke Luka (FNL), an independent media organization recognized by CAR law and which was set up by Fondation Hirondelle. As well as managing the radio, FNL's activities include rehabilitation of community radios and training radio professionals.





In the Radio Ndeke Luka building, Central African Republic © Marc Ellison / Fondation Hironnelle

REBUILDING THE COUNTRY THROUGH DIALOGUE

After nearly 3 years of instability and conflict in the CAR, 2016 was the year of elections, a start to gradual re-establishment of the institutions and emerging from crisis. Unfortunately, the year was also marked by a resurgence of tensions and violence between rival factions, which military forces on the ground, notably the UN mission (MINUSCA), are trying to contain.

Radio Ndeke Luka reported the news and developments, staying close to the Central African people. This radio created and supported by Fondation Hironnelle covered the elections, announcement of results, the investiture of President Faustin Archange Touadéra and the setting up of his new government. It also stepped up its programming on reconciliation, living together and dialogue, through "E le Songo" (Let us reconcile with each other), roundtables and the debate programme "Patara", which allows people of different viewpoints to meet and exchange in a calm context.

With support from MINUSCA, a Radio Ndeke Luka journalist was able to go in November to Birao, in the northeast of the country near the Sudanese border. This town "forgotten" by the authorities is the agglomeration furthest from the capital Bangui, near both Sudan and Chad. The Radio Ndeke Luka journalist reported, amongst other things, on how the town's telephone communications had been down for four months. A few days after this report was broadcast, the operators repaired their telephone networks and the inhabitants expressed their joy and gratitude on Radio Ndeke Luka (RNL).

Although the situation in the country has remained volatile, RNL journalists have continued to work, despite conditions that make the practice of their profession more and more complicated, both in Bangui and in the provinces. Fondation Hironnelle supported them, providing training for journalists, correspondents and technicians of RNL and other CAR media throughout the year.

Fondation Hironnelle also continued to develop its advertising department and worked to relaunch the activities of Fondation Ndeke Luka.

This work was made possible with support from the European Union trust fund Békou (meaning hope in the local Sango language), which has committed funding to Radio Ndeke Luka up to April 2018.

FINANCIAL VOLUME

1 447 864 CHF

SOURCES OF FUNDING

- European Union
- Switzerland (partnership contract)
- France
- Chaîne du Bonheur
- Various products

ACCESS

 radiondekeluka.org

- Application « Radio Ndeke Luka » for iPhone and Android
- AudioNow (Switzerland, US, UK, France)

MALI

STUDIO TAMANI

INFORMATION AND DIALOGUE

Studio Tamani provides daily radio programming on Mali. Since August 2013, it has been offering news bulletins each day in 5 languages (French, Bambara, Peulh, Tamasheq and Sonrhai), a big debate programme (“Le Grand Dialogue”) and features on issues in the news or of general concern. In 2016, 3 hours and 15 minutes of programmes were broadcast every weekday, plus 1 hour a day on weekends and public holidays. Studio Tamani thus produced and broadcast a total 800 hours of programmes. More than 60 professionals from Malian media were also trained by Fondation Hirondelle experts and Malian editorial staff of Studio Tamani. Content was produced by a team of 20 Malian journalists based in Bamako, together with a network of 35 correspondents throughout the country. Programming is broadcast daily by 60 partner radios across Mali. This network was set up within the framework of Fondation Hirondelle’s partnership with URTEL (Mali Union of Free Radio and TV Stations), which initiated creation of the Studio Tamani project.



Studio Tamani reporting in Bamako
© Sébastien Rieussec / Fondation Hirondelle



Studio Tamani reporting in Bamako © Sébastien Rieussec / Fondation Hironnelle

STRENGTHENING PRODUCTION, TEAMS AND IMPACT

Studio Tamani responded throughout the year to vital information needs of the Malian public through its daily coverage of issues directly linked to the country's crisis, which has continued to worsen. Its role as a forum and essential media platform to re-establish paths of peace and dialogue has been strengthened through its "Grand Dialogue" (Big Debate) programme, broadcast every day by partner radios and now available in a video version on cable TV in Bamako. This programme, recognized and appreciated by key players in the peace process, has given a voice each day to all components of Malian society, including the groups in conflict. *"I listen regularly to Studio Tamani, especially its Grand Dialogue programme,"* says one listener in the south of the country, near the border with Côte d'Ivoire. *"This is authentic news and information, which gives a voice to the players concerned in the debates. Studio Tamani gives us real information about Mali."*

Studio Tamani's programming is now widely recognized and appreciated in all regions of the country, especially those hit hardest by the effects of the crisis. An ambitious and innovative audience impact survey was conducted in the first half of 2016 by researchers from the Institute of Applied Media Studies at Zurich University of Applied Sciences (survey funded by the PeaceNexus foundation). It combines an analysis of content, interviews with groups of listeners and non-listeners, interviews with participants in the "Grand Dialogue" programme and experts on the Malian conflict. The results indicate notably that Studio Tamani listeners are better informed about the conflict than consumers of other media, that they talk more to their entourage about the peace process and are more interested in political developments in their country. The researchers demonstrated above all that listening to Studio Tamani promotes dialogue as a solution to conflict amongst its audience.

To boost this impact and make it a sustainable part of Mali's media and social environment, Fondation Hironnelle stepped up in 2016 its sustainability strategy for the project with surveys on institutional aspects and efforts to diversify sources of funding. The efforts focussed mainly on human resources. Two management training courses were conducted to give tools to Malian managers that can help them sustain the project and its quality over the long term. The transfer of skills was marked by the departure at the end of 2016 of the expatriate Editor-in-Chief. Daily editorial management is now handled by a team of Malian editors.





FINANCIAL VOLUME

1 818 087 CHF

SOURCES OF FUNDING

- European Union
- Sweden
- Switzerland (partnership contract)
- United Kingdom
- Fondation Peace Nexus
- Various products

ACCESS

-  studiotamani.org
-  facebook.com/StudioTamani
-  @StudioTamani
-  youtube.com/user/studiotamani
- Mobile application "Studio Tamani" on iPhone and Android
- AudioNow

NIGER

STUDIO KALANGOU

INNOVATIVE MEDIA CONTENT

Studio Kalangou was launched in January 2016, offering two hours of daily radio programming composed of news bulletins in 5 languages (French, Haoussa, Zarma, Tamashek and Peulh), features on the daily lives of citizens, and a big debate and discussion programme. Studio Kalangou's programmes are produced by local journalists in Niamey and broadcast on a network of radio partners across the country. At the end of 2016, 20 private and community radios were broadcasting Kalangou programmes live to a potential audience of more than half the country's population. The Studio Kalangou team is made up of about 15 journalists and translators working at the central editorial office and a network of correspondents throughout the country. This project is the fruit of a partnership between Fondation Hirondelle, the Network of Community Radios (RACOM) and the Niger Association of Private Radio and Television Promoters (APRTPN).



Recording session at Studio Kalangou, Niger
© Maureen Grisot / Fondation Hirondelle



Studio Kalangou editorial room © Maureen Grisot / Fondation Hirondelle

PROGRAMMES THAT ARE POPULAR WITH LISTENERS

Studio Kalangou's programmes were launched a month before the presidential and legislative elections of February 2016. During the first few months of the year, the Studio's programming therefore focussed on covering the electoral process, with civic education programmes, presentation of the candidates' political platforms and debate programmes, so as to enable listeners to make informed and responsible political choices. As of March, after the second round of elections, Tamani's programmes assumed a normal rhythm with an editorial policy focussed on information and dialogue promoting stability and social cohesion. Studio Kalangou produced and broadcast a total 600 hours of programmes in 2016.

Continuous training of the Studio's journalists and technicians was also at the heart of activities during the year. Specific training was also delivered for journalists of partner radios, who were brought to the Studio for intensive courses. A total 27 journalists were trained in this way.

The partner radios appreciate Studio Kalangou and say that rebroadcasting its programmes has strongly boosted their audience: *"Since we started broadcasting Kalangou's programmes, our radio has seen a sharp rise in listeners, to the point that if there is the slightest interruption, they telephone us. But we must admit that at the start, the authorities were not favourable towards Kalangou and were distrustful of it. Now everyone trusts it and thinks it should boost its programming hours."* (Sabou Kaoura, chairman of the management board of Radio Ikokane in Arlit, Agadez region).

An audience survey by the IMMAR company conducted in 5 localities in July 2016 shows that Studio Kalangou's programmes have rapidly won a considerable audience, especially outside the capital Niamey. Listeners particularly appreciate the impartiality of the information and the inclusivity of the programmes. Here are some of their comments:

"The news bulletin is different from what listeners are used to hearing in the local context."

"Studio Kalangou takes a neutral and balanced position. It seems balanced between the majority in power and the opposition, both of which are represented in its programmes."

"A constructive attitude in a context of strong media polarization. It guarantees the autonomy of the listener, who can make up his or her own mind."

"There is respect for pluralism of information, which is also a way to avoid self-censorship."

FINANCIAL VOLUME


1 523 498 CHF

SOURCES OF FUNDING

- European Union
- United Kingdom
- Switzerland (partnership contract)
- Switzerland (separate from partnership contract)
- Various products

ACCESS

 studiokalangou.org

 [facebook.com/Studio-Kalangou](https://www.facebook.com/Studio-Kalangou)
-889644731134054

 @studio_kalangou

 soundcloud.com/studio-kalangou



DEMOCRATIC REPUBLIC OF CONGO INFORMATION AND DIALOGUE FOR WOMEN AND YOUTH

NEW MODEL

Since 2014, Fondation Hironnelle no longer helps manage Radio Okapi and has reoriented its action in the Democratic Republic of Congo towards:

- The network of partner radio and television stations;
- Thematic news and information;
- An active revenue generation policy.

The network of media partners comprises some 100 radios (community and commercial) and 22 television stations. It represents a total audience of 35 million people, the widest audience in the DRC.

Editorial output is now focussed around 2 major productions:

- *Tous les Espoirs du Congo. Le Magazine Hironnelle*, (“All the hopes of Congo. Hironnelle Magazine”), a news and information programme looking at the major issues at stake in the country;
- *Hironnelle Débat*, a public debate conceived as a radio programme, which is recorded and packaged for broadcast on the radio stations, as well as filmed and broadcast in short version on social media.

FINANCIAL VOLUME

1 091 701 CHF

SOURCES OF FUNDING

- United States/Internews
- United Kingdom
- Switzerland (partnership contract)
- Fondation Pro Victimis
- Various products

ACCESS

 radionet.cd

 [facebook.com/jelections](https://www.facebook.com/jelections)

“All the hopes of Congo” programme, Kinshasa
© Catherine Trautes / Fondation Hironnelle

CITIZENSHIP AND DIGNITY

In April 2015, Fondation Hironnelle launched the “Young people and Elections” programme with support from OSI-SA, providing Congolese young people with information on the electoral process, on their rights and role as citizens. This programme continued in 2016, in partnership with the UK development agency, providing output broadcast on partner radios and social media, plus public debates which attracted some 2,000 young people in Kinshasa, Lubumbashi, Bukavu, Kindu and Goma. Despite the climate of political crisis (the presidential election due in November did not take place, and as the president extended his mandate, dozens of people were killed in demonstrations), this programme continued without incident.

In partnership with the Office of the Head of State’s Representative on fighting sexual violence and recruitment of child soldiers, Fondation Hironnelle also tested a new programme aimed at reducing this scourge. Training and equipment support also continued for some 50 radios as part of a partner programme with Internews funded by USAID.

Through these activities, we are also aiming to diversify our sources of funding with the support of partners involved in the country’s social development.





GUINEA STUDIO HIRONDELLE GUINÉE

Studio Hironnelle Guinée reporting
© Tristan Miquel / Fondation Hironnelle

INFORMING AND RAISING AWARENESS

In 2016, Studio Hironnelle Guinée (SHG) informed the population and raised awareness on problems of society both at national and local level. In Guinea, this year was marked by political tensions crystallized around the organization of communal elections. Progress was made with the setting up of the High Court of Justice and continuation of the reconciliation process that is so much wanted by the Guinean people. Migration is also a key problem in the country.

Thanks to the support of its funding partners, SHG was able to carry out a large number of activities in this context. It produced more than 150 hours of programmes which were broadcast by its network of 34 rural radio partners. These included programmes on the resurgence of Ebola in Korpara and special multimedia coverage (with video, audio and Web content) of the COP22 climate change conference in Marrakech, during which a special envoy from SHG joined a pan-African editorial team set up by Fondation Hironnelle to cover the event. SHG also conducted training for some 100 professionals from media partners and recently qualified young people.

A strategy was also put in place to make SHG more autonomous by giving the Guinean team more responsibility for editorial, financial and management aspects of the project. This effort will continue in 2017.

TRAINING STUDIO

Fondation Hironnelle has been present in Guinea since 2012. In January 2014 it launched Studio Hironnelle Guinée (SHG) whose aim is to produce and broadcast professional, neutral, impartial news and information, and train Guinean media professionals.

Its key partners are the Rural Radios of Guinea (RRG) and the High Institute of Information and Communication (ISIC), both of which benefit from SHG training.

In 2016, Fondation Hironnelle began a process of making SHG more autonomous, transferring editorial and managerial skills and responsibilities to the local teams. This is aimed at reducing the project costs but also preparing it to operate as a media company whilst continuing its training activities in 2017.

FINANCIAL VOLUME

581 177 CHF

SOURCES OF FUNDING

- Switzerland (partnership contract)
- Hironnelle USA
- European Union / ECES
- Fondation pour la recherche et le traitement médical
- Various products

ACCESS

 studiohironnelle.org

 facebook.com/tousaccentsguinee

STUDIO
HIRONDELLE
GUINÉE
FONDATION HIRONDELLE



BURKINA FASO SUPPORT TO NATIONAL BROADCASTER RTB

REFORMS

The popular uprising of October 2014 in Burkina Faso showed how much the people mistrusted state broadcaster Radiodiffusion Télévision du Burkina (RTB). The new government that came to power asked the Swiss Agency for Development and Cooperation (SDC) for support to reform public broadcasting. The SDC mandated Fondation Hirondelle to provide support to RTB during the elections of 2015 and in its transition to a public service. From August 2015 to December 2016, Fondation Hirondelle provided internal support to RTB with training and production activities (radio, television and Web). Support also included organizing discussion seminars on the future of media and public broadcasting in Burkina Faso.

FINANCIAL VOLUME

897 562 CHF

SOURCES OF FUNDING

- Switzerland (separate from partnership contract)
- United Kingdom

ACCESS

 rtb.bf

 [facebook.com/rtburkina](https://www.facebook.com/rtburkina)

 [@rtburkina](https://twitter.com/rtburkina)

News hub for Flash Info, presented by Mounira Kere at the RTB
© Léandre Duggan / Fondation Hirondelle

CONNECTING PUBLIC BROADCASTING TO THE PEOPLE

After supporting RTB in coverage of Burkina Faso's historic elections in 2015, Fondation Hirondelle concentrated its support in 2016 on production and broadcast of a series of in-depth radio and TV reports on issues that are important in the lives of the country's people. 9 such reports were produced at the television and 13 at the radio, on problems like drinking water, migration, food security and children living with AIDS.

Fondation Hirondelle experts also trained and advised several RTB services: the radio and TV journalists on producing in-depth reports and photo/video reporting; the radio and TV technical services; the Web team; and the commercial team through training on revenue generation. A total of 150 RTB staff were trained in 2016 as part of this project.

Three public seminars were organized in 2016 with the RTB and Norbert Zongo National Press Centre on the future of media in Burkina Faso. Fondation Hirondelle also advised RTB on audience analysis, organizing several qualitative and quantitative surveys. These important tools should allow RTB to better understand and respond to the expectations of its public and improve its capacity to generate revenue.



TUNISIA SUPPORT TO RADIO TUNISIENNE

Radio Tunisienne studio in Gafsa
© Gwenn Dubourthoumieu / Fondation Hironnelle

BRINGING NEWS AND INFORMATION CLOSER TO THE PEOPLE

The last phase of Fondation Hironnelle support to state broadcaster Radio Tunisienne concentrated in the first half of 2016 on the regional radio stations of Monastir and Sfax. Fondation Hironnelle experts in Tunisia provided support to Radio Monastir to launch a new programme schedule on July 18, 2016, including advice on programming (as of late 2015), consultations, counselling, training, editorial assistance, and expertise on revamping the audio identity, jingles and theme music of the radio.

This new regional programming aims mainly to bring the public stations' news and information closer to the local population. Audience surveys were conducted to measure the impact of these changes. They show a strong rise in audience and listener satisfaction with the changes implemented. A final evaluation of the Fondation Hironnelle programme of support to Radio Tunisienne, carried out in 2016 by an independent consultant, stressed its utility and overall success.

New Tunisian partners met by Fondation Hironnelle, notably the National Union of Tunisian Journalists (SNJT) and the Assembly of People's Representatives (ARP), expressed needs to the Fondation. With the ARP, Fondation Hironnelle has been working on developing a training and production programme on parliamentary coverage, so as to strengthen relations between MPs and citizens.

REFORMING AND MAKING MORE PROFESSIONAL

From 2011 to 2016, Fondation Hironnelle supported the reform and professionalization of five regional Radio Tunisienne radio stations, and established the basis for a strong local network. The programme of activities started in spring 2011 at the request of Radio Tunisienne. It began with coverage of the November 2011 election (Constituent Assembly) and then reform of Radio Gafsa, Le Kef, Tataouine, Radio Monastir and Radio Sfax stations were then overhauled. Expertise was also provided to the radio Web service. The benefits of this support are measurable in terms of audience and wider correspondent network, and have been hailed by the management of Radio Tunisienne.

FINANCIAL VOLUME

425 564 CHF

SOURCES OF FUNDING

- Switzerland (separate from partnership contract)

ACCESS

 radiotunisienne.tn

 [facebook/RadioTunisienne.tn](https://www.facebook.com/RadioTunisienne.tn)

 [@RadioTunisienne](https://twitter.com/RadioTunisienne)



TRANSITIONAL JUSTICE JUSTICEINFO.NET

LIVING TOGETHER

JusticeInfo.net, a website in English and French with some articles translated into Arabic, was launched in June 2015. It stemmed from a need, since dozens of societies in Africa, Latin America, the Balkans and elsewhere are trying to emerge from periods of violence. How can a society rebuild itself and find a way for people to live together peacefully after the ordeals of conflict?

JusticeInfo.net provides independent reporting and analysis on reconciliation processes, including Truth Commissions, international criminal tribunals, reparations programmes and traditional justice. It is aimed at all those who want to be informed, reflect and work on practical tools, whether they be people directly affected by political violence, transitional justice experts, researchers, students, journalists or other members of society.

FINANCIAL VOLUME

350 423 CHF

SOURCES OF FUNDING

- United Nations Organisations / UNDP
- Switzerland (partnership contract)
- State of Geneva
- City of Geneva
- Various products

ACCESS

 justiceinfo.net

 [facebook.com/JusticeInfo](https://www.facebook.com/JusticeInfo)

 [@justiceinfonet](https://twitter.com/justiceinfonet)

Pierre Hazan interviewing ICC Prosecutor Fatou Bensouda for JusticeInfo.net © Léandre Duggan / Fondation Hirondelle

BUILDING A NETWORK OF CORRESPONDENTS AND PARTNERS

In 2016, its first full operational year, JusticeInfo.net built its network of international correspondents and developed its partnerships with universities in the field of transitional justice, as well as with media in both the developed and developing world, NGOs and other organizations interested in reconciliation processes.

Africa remained a prime focus, especially Tunisia, the last survivor of the Arab Spring which is well embarked on transitional justice. JusticeInfo.net has a partnership in Tunisia with the UNDP. The Democratic Republic of Congo, Mali, Central African Republic and Rwanda were also covered extensively. Transitional justice is often accused of being too focussed on Africa, notably the International Criminal Court (ICC), but our focus on it does not mean other continents were forgotten, especially Asia, where we are following Nepal and Myanmar closely.

Partnerships with the academic world were developed, notably with Oxford Transitional Justice Research (OTJR), a department of Oxford University which is a reputed source of reference in the field, and which continued to publish articles on JusticeInfo.net by young academics and researchers. Content exchanges also took place with *le Monde.fr*, *le Temps.fr*, *Swissinfo* and *Frontier*, a website and weekly publication in Myanmar.

JUSTICE INFO.NET

FONDATION HIRONDELLE



Rangoon (Myanmar), 2016 © Thierry Falise / Fondation Hironnelle

MYANMAR PARLIAMENTARY WORK AND PEACE PROCESSES

PARTNERSHIPS WITH PARLIAMENT AND ETHNIC GROUPS

Fondation Hironnelle's partnership with the *Hluttaw* (Myanmar parliament) was launched with three interactive workshops and coaching for a total of 82 people, including journalists from public and private media, MPs and staff of the parliamentary press office. The aim of this training programme, which is continuing in 2017, is to strengthen the capacity of media to cover the legislative process and improve working relations between the Parliament and accredited media.

In preparation for this training, Fondation Hironnelle analysed the legal framework for access to information from the Myanmar parliament, and identified best practices to facilitate the work of the media. During the workshops, reports were produced on parliamentary issues of current debate, so as to help improve the flow of information from Parliament to the media and general public.

Fondation Hironnelle also worked with non-State actors involved in the peace process in 2016, including representatives of 13 armed ethnic organizations. Thanks to a partnership with the Peace Support Fund, two training workshops were organized for 22 participants from 11 organizations. These workshops covered issues linked to public information on the peace process and how to bring more diversified points of view to media coverage of them.

INNOVATIVE ACTIVITIES

Fondation Hironnelle launched its activities in Myanmar in 2016. The Country Representative, experts and trainers in Myanmar conducted activities with several partners to promote a professional media sector giving a voice to all the population. Our partnership with the Myanmar Parliament (*Hluttaw*) allowed us to work on helping the population to understand the political process through better access to information, promoting more transparency in the country's nascent democracy. Fondation Hironnelle also worked with ethnic groups involved in the peace process to improve media coverage of this complex problem.

FINANCIAL VOLUME

171 997 CHF

SOURCES OF FUNDING

- United States
- Switzerland (partnership contract)
- Peace Support Fund
- Various products



SPECIAL OPERATIONS

ELECTIONS AND SECURITY

Fondation Hironnelle's 20 years of experience have allowed it to develop an expertise on good journalism practice in covering major issues of governance in fragile contexts, including elections, parliamentary work and relations with security forces. In 2016, we put this expertise to work notably by organizing a regional training workshop of journalists from the Sahel on radio coverage of election processes. It brought together for one week in April in Ouagadougou 14 journalists and managers from public radios, Fondation Hironnelle media and various private radio stations in Burkina Faso, Mali, Niger and Chad.

On security problems and relations between the media and security forces, Fondation Hironnelle conducted a first pilot training course, in partnership with DCAF (Geneva Centre for Democratic Control of Armed Forces). This training took place in November 2016 in Ramallah (Palestine).

Fondation Hironnelle journalist conducting an interview at the COP22 in Marrakesh, November 2016 © Tristan Miquel / Fondation Hironnelle

MULTIMEDIA PRODUCTIONS ON THE COP22 AND UKRAINE

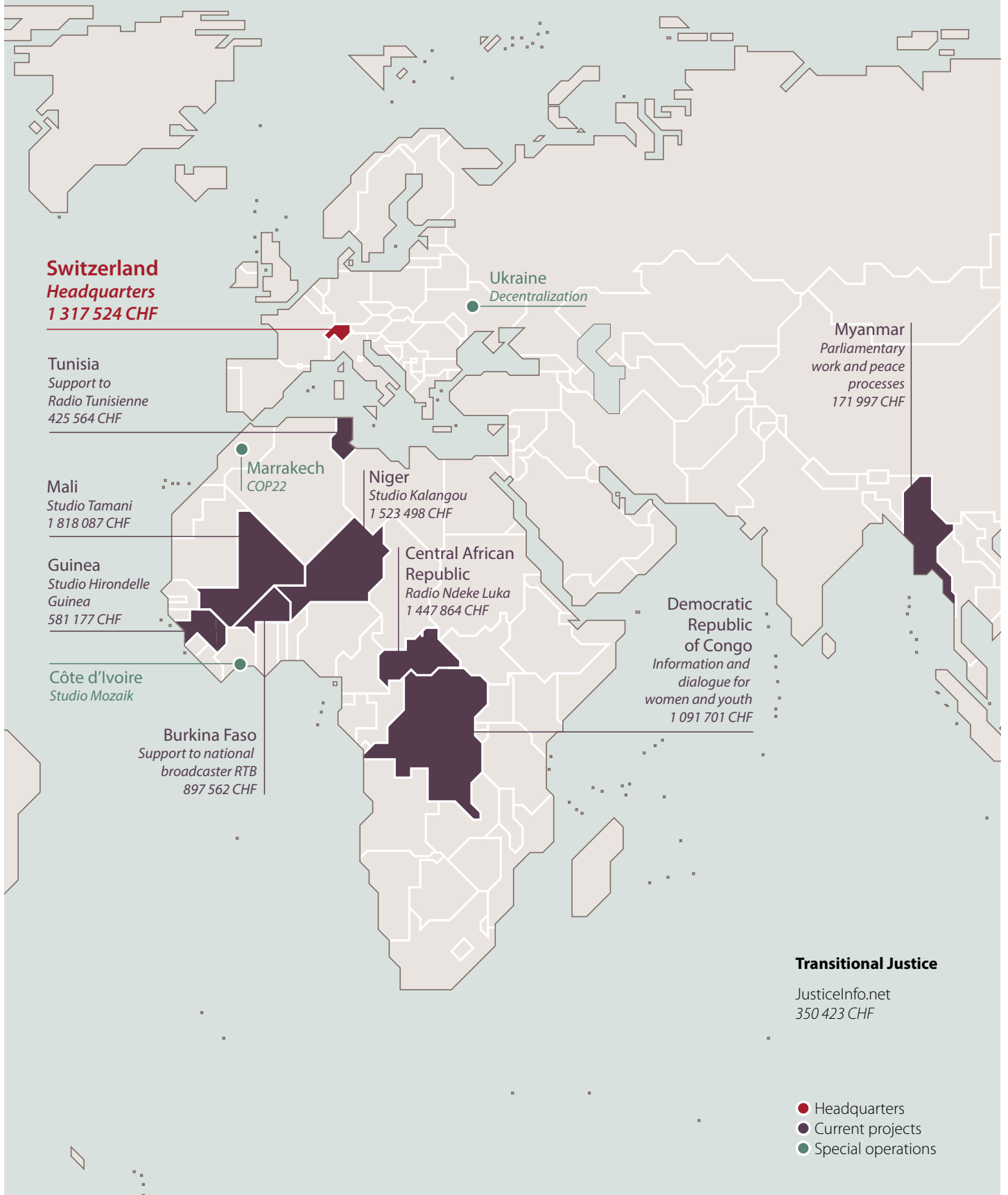
The COP22, international conference on climate change, took place from November 7 to 18, 2016 in Marrakech (Morocco). Drawing on the positive experience of the COP21 in Paris, Fondation Hironnelle installed a radio production studio at the heart of the event with civil society actors. The production team was composed of five African journalists from media managed or supported by Fondation Hironnelle, supervised by an editor in chief and a deputy. The output was broadcast on these media, in Mali, Niger, Guinea, the Central African Republic and Burkina Faso. It was also made accessible on a dedicated website and social media.

hironnellecop22.org

Fondation Hironnelle also carried out another special media operation in 2016 in Ukraine. The aim was to look at decentralization, which is a sensitive issue, with the contrasting perspectives of six young Ukrainian journalists supported by two Western journalists with specialist knowledge of the country. Comparing and contrasting their points of view on regions often ignored by national media led to the production of lively reports reflecting the concerns of the population, which were broadcast by Ukrainian media but also in Switzerland, and posted on a dedicated website. This first activity in Ukraine aims also to open new partnership possibilities in this country which is still facing an information war.

hironnelle.tilda.ws

FONDATION HIRONDELLE OPERATIONS IN 2016



DECODING THE FUTURE: RETHINKING MEDIA FOR A NEW WORLD

2016 JAKARTA WORLD FORUM FOR MEDIA DEVELOPMENT



UNIVERSITY OF MULTIMEDIA NUSANTARA 22 SEPTEMBER

PARTNERS AND NETWORK

LOCAL PARTNERS: THE CASE OF STUDIO MOZAIK

The durable impact of our programmes requires constructive and lasting relationships with partner organizations on the ground. New guidelines were drawn up in 2016 on the formalizing of partnerships and conditions for their durability. A new experiment was also conducted in Côte d'Ivoire. Fondation Hironnelle provided financial and strategic support in the first half of 2016 to Studio Mozaik, an Ivorian studio for radio journalism training and audio-visual production. This studio was set up in 2014 with our support, plus for two years our editorial and training expertise. After receiving European Union funding in 2014 and 2015, Studio Mozaik requested Fondation Hironnelle's support in 2016. We funded a transition period which allowed Studio Mozaik to reorganize and find other funding sources locally so as to continue its work of making the Ivorian media sector more professional.

Global Forum for Media Development in Jakarta, September 2016
© Nicolas Boissez / Fondation Hironnelle

WORKING TOGETHER FOR MORE PEACEFUL SOCIETIES

In 2016 we carried out a "mapping" of organizations that share our values, approach and goals aimed at contributing to more peaceful societies. We paid special attention to "Geneva International", which is close to our headquarters. Several initiatives were launched with a view to new partnerships, notably with the International Committee of the Red Cross (ICRC), the International Organization for Migration (IOM) and Interpeace in Geneva. The presence of several former senior ICRC officials on the Fondation Hironnelle Board allowed direct discussions with managing bodies of the ICRC and the establishment of a basis for an overall agreement on working together to strengthen services to people in need. With regard to the IOM, Fondation Hironnelle's media presence in several African countries that are points of departure and transit for migrants resulted in a partnership to produce portraits for the IOM's "Iamamigrant" Web platform. Following a first fruitful collaboration with Interpeace started in 2013 in Mali, our two organizations are working together on an overall partnership agreement to be signed in 2017.

The search for new partnerships with the private sector, business, philanthropic circles and local authorities was also stepped up through the Cercle Médias-Mutations, a discussion forum led by Fondation Hironnelle.



Presentation of the Studio Tamani study at the Forum Media and Development in Berlin, November 2016 © Sacha Meuter / Fondation Hironnelle

RESEARCH AND DEVELOPMENT

INNOVATIVE RESEARCH ON MEDIA

Thanks to a grant from Fondation Peace Nexus, a study was carried out by the Institute of Applied Media Studies at Zurich University of Applied Sciences to fill a knowledge gap on the impact of media in Mali, and particularly the impact of Studio Tamani.

The study was carried out over six months and concentrated on the characteristics of Studio Tamani's news bulletins and Grands Dialogues (Big Debates), as well as how they could contribute to knowledge and points of view on peace in Mali. The study led to four main conclusions: 1) Tamani listeners feel better informed about the conflict; 2) Listening to Studio Tamani awakens political interest in general; 3) Listening to Studio Tamani encourages discussions about the conflict; 4) People who listen to Studio Tamani's programmes have a marked preference for "dialogue" as a solution to Mali's internal conflict.

At the end of 2016, we also received a green light from the United Nations to launch an unprecedented process in 2017 to draw up recommendations on media of UN peacekeeping operations. The goal of this inclusive process is to bring together UN actors, media support organizations like Fondation Hironnelle and researchers to draw lessons from their past experiences and make recommendations on their future partnerships.

PROSPECTION

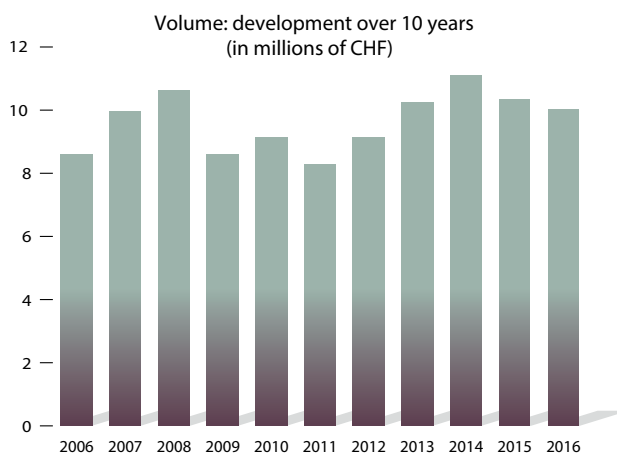
Efforts to design new media responses focussed in 2016 on the crises in Libya and Guinea-Bissau and on situations of humanitarian emergency. The fact that it was impossible to go to Libya for security reasons made it more complicated to verify hypotheses drawn up with the local partner on the best media responses to help dialogue and a return to peace. We need to innovate by using social media and convince donors to take the risk with us. In September, we conducted an evaluation mission in Guinea-Bissau. Numerous needs were identified in terms of training and producing balanced information, but there are few partners in this "forgotten" country. Fondation Hironnelle also drew up a position paper on its potential contributions and value-added in humanitarian emergencies. This document led to discussions being engaged with partners like the ICRC and Médecins du Monde (Doctors without Borders) on possible joint actions.

ADMINISTRATION AND FINANCE

GENERAL FINANCIAL SITUATION

The year 2016 ended with a total financial volume of 10.1 million CHF, down 2% on the previous year and less than had been forecast. This can be explained partly by over-optimism when the budgets of some projects (e.g. Guinea) were drawn up, and partly by increased difficulties in convincing funding partners to support Fondation Hironnelle in unstable local and international contexts (e.g. Myanmar). This unfavourable context also required the setting up of a provision for Guinea for 2017, leading the Fondation to present a slightly negative overall result of -50,000 CHF (-0.5 %).

Several encouraging factors nevertheless had a favourable influence on the overall financial situation: the successful launch of Studio Kalangou in Niger and the signing of a 1.5 million € contract with the European Union; first results from our sustainability efforts in the DRC and CAR, where Fondation Ndeke Luka returned to positive figures after several difficult years. On the organizational front, the setting up of an accounting oversight structure in Tunis was completed successfully and will in 2017 improve the quality of the Fondation's financial control and its conformity with donor requirements.



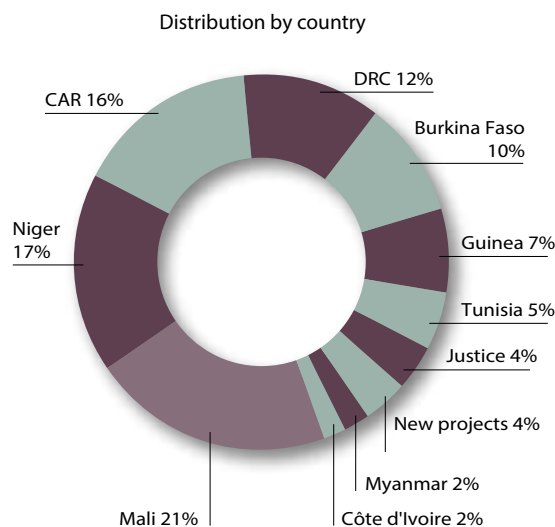
HUMAN RESOURCES: MORE PEOPLE ON THE GROUND, LESS AT HEAD-QUARTERS

The number of national staff working for the Fondation rose to 126, up 21% on 2015. There are also about 20 trainees and correspondents, 15 expatriates on long-term contracts, supported from time to time by 47 missions to the ground by experts (2015: also 47). The number of headquarters staff declined by 17% in terms of full-time equivalent (FTE). On December 31, 2016, 13 staff in the equivalent of 10.52 full-time posts were employed working directly on projects and 13 (FTE 10.50) were employed in management, transversal and other support. Fondation Hironnelle is also training an apprentice and enjoyed the help throughout 2016 of 3 people doing public service to replace military service (FTE 3.17) and the equivalent of nearly two people (FTE 1.82) who volunteered or were on professional reintegration schemes.

PROJECT EXPENDITURE

Out of total expenditure of 10,092,875 CHF, 13.05% went to head-quarters expenses, down nearly 1% on 2015. The remaining 8,775,331 CHF went to projects, with 62.15% spent on staff costs, 30.9% on operating costs and 6.95% on equipment.

Projets 2016	en CHF
Mali - Studio Tamani	1 818 087
Niger - Studio Kalangou	1 523 498
CAR - Radio Ndeke Luka/Fondation Ndeke Luka	1 447 864
DRC - Information-dialogue-thematic activities	1 091 701
Burkina Faso - Support to Radiodiffusion Télévision du Burkina (RTB)	897 562
Guinea - Studio Hironnelle Guinea	581 177
Tunisia - Support to Radio Tunisienne	425 564
Transitional Justice	350 423
New projects	329 446
Myanmar - Support to parliament and peace processes	171 997
Côte d'Ivoire - Studio Mozaik	138 032



FINANCIAL RESOURCES

Fondation Hironnelle's total revenue was 10,042,875 CHF in 2016 and came from the following sources:

Type of revenue	in CHF	in %
Donors and institutional funds	8 856 267	88,2%
Switzerland	4 402 536	43,9%
European Union	2 798 598	27,9%
United Kingdom	809 289	8,1%
Sweden	577 798	5,8%
United States - Internews - Embassy	255 296	2,5%
France	6 969	0,1%
UN organizations	5 781	0,1%
Other Donors	680 925	6,8%
RTS partnership	75 000	0,7%
Canton of Geneva	50 000	0,5%
City of Geneva	50 000	0,5%
Fondation Pro Victimis	50 000	0,5%
Hironnelle USA / Ford Foundation	19 278	0,2%
Miscellaneous donations	436 647	4,3%
Other revenue	501 273	5,0%
Institutional communication	402 611	4,0%
Fondation Ndeke Luka	38 701	0,4%
Other products	59 961	0,6%

SUMMARY OF FONDATION HIRONDELLE ACCOUNTS

The accounts were audited by PricewaterhouseCoopers SA, which presented its audit report on May 10, 2017. This work included 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, 2016 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 2016. The full audit report may be obtained from Fondation Hironnelle on request.

BALANCE SHEET AS OF DECEMBER 31 (in Swiss francs)

	2016	2015
ASSETS		
Current assets		
Liquid assets	1 888 923	2 038 267
Third-party debtors	74 555	115 644
Prepaid expenses	254 019	85 367
Fixed assets		
Financial assets	55 675	52 358
Intangible assets (equipment)	102 152	91 367
Total assets	2 375 324	2 383 003
LIABILITIES		
Short-term liabilities		
Short-term debts	226 302	346 544
Accrual and deferred income	361 044	184 776
Provision for audit fees	78 201	62 200
Other provisions	62 981	12 981
Various loans (including Pro Victimis)	2 164	56 341
Long-term liabilities		
Provision for legal contingencies	181 295	334 143
Provision for termination of staff contracts	53 166	50 855
Allocated funds		
Funds allocated by donors	576 072	617 295
Other allocated funds	183 317	217 361
Equity capital		
Foundation capital	50 000	50 000
Support fund	340 092	139 817
Operating capital	310 690	310 690
Final result	-50 000	-
Total liabilities	2 375 324	2 383 003

OPERATING ACCOUNT OF FONDATION HIRONDELLE (in Swiss francs)

	2016	2015
INCOME		
Income allocated by donors	6 842 150	6 866 645
Income allocated by the Fondation	2 701 446	2 775 000
Other income	494 868	647 308
Total income	10 038 465	10 288 953
PROJECT EXPENDITURE		
Staff	5 454 387	5 298 111
Operations	2 710 329	2 539 183
Equipment	610 635	982 906
Contributions to partner projects		50 000
Total project expenditure	8 775 351	8 870 200
HEADQUARTERS EXPENDITURE		
Staff	803 127	739 750
Operations	410 843	599 471
Equipment	52 676	69 971
Hirondelle USA	50 878	20 000
Total headquarters expenditure	1 317 524	1 409 192
OPERATING RESULT	-14 584	-10 439
Financial result	-35 417	10 439
FINAL RESULT	-50 000	-

MEMBERS OF THE BOARD IN 2016

Romaine JEAN

Chairwoman of the Board. Journalist and Editor-in-Chief of social affairs programmes at Radio Télévision Suisse (RTS)

Mario FETZ

Director of External Relations at the International Alliance for Responsible Drinking (IARD) – Former Marketing Director at the World Food Programme (WFP), WWF and ICRC

Jacques FORSTER

Honorary Professor of the Graduate Institute of International and Development Studies (IHEID) in Geneva and former Vice President of the ICRC

Paul GROSSRIEDER

Former Director-General of the International Committee of the Red Cross (ICRC)

Dick MARTY

Former member of the Swiss Council of States

Serge MICHEL

Senior Reporter at *Le Monde*, columnist and Editor-in-Chief of *Le Monde Afrique*

Guillaume PICTET

Vice-President of the Board of De Pury Pictet Turrettini & Cie SA

Martin WOKER

Former international editor of *Neue Zürcher Zeitung* (NZZ)

Jean-Marie ETTER

CEO of Fondation Hironnelle

Fondation Hirondelle is a Swiss non-profit organization founded in 1995, which provides news and information to populations facing crisis, allowing them to act in their daily lives and as citizens. We practice and defend accurate, responsible journalism that makes a clear difference between facts and opinions. Our news and programmes are produced and broadcast by independent media serving the public, which we create or support according to the context, using the most appropriate means of broadcast. We build the professional capacities of these media through training and editorial, managerial and structural support, allowing them to operate in a more sustainable way. We study the impact of our programmes and contribute to research on information and media in order to improve the efficiency of our projects.

Fondation Hirondelle

Av. du Temple 19c

CH - 1012 Lausanne

hirondelle.org

info@hirondelle.org

Support us:

Crédit Suisse, rue du Lion d'Or, 1002 Lausanne

BIC/Swift : CRESCHZZ80A

IBAN : CH16 0483 5041 8522 8100 1



From left to right and from top to bottom:

- Radio Tunisienne interview with an agricultural worker near Metlaoui, Tunisia
© Gwenn Dubourthoumieu / Fondation Hirondelle
- Radio Ndeke Luka recording studio, Bangui (CAR)
© Marc Ellison / Fondation Hirondelle
- Radio Tunisienne interview with demonstrators demanding to be employed by the Gafsa phosphates company, June 2015
© Gwenn Dubourthoumieu / Fondation Hirondelle
- Training with journalists at the Myanmar parliament, 2016 © Thierry Falise / Fondation Hirondelle





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