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

Cover photo: Radio Ndeke Luka reporting in a school in Bangui © Marc Ellison / Fondation Hirondelle
Building Good Citizenship

2016 saw a turning point for Fondation Hirondelle, 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 Hirondelle, 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 Hirondelle’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 Hirondelle build good citizenship. Fondation Hirondelle is one of the rare organizations with such experience of doing this.”

Romaine Jean
Chairwoman of the Fondation Hirondelle 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 Hirondelle 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 Hirondelle’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
FOUR-YEAR OVERVIEW

The period 2013-2016 marked Fondation Hirondelle’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 Hirondelle was a recognized, strengthened institution with a new management committed to a new programme for 2017-2020.
**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 Hirondelle 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, StudioHirondelle.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 Hirondelle 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 Hirondelle’s editorial output and its capacity to develop and manage projects in contexts that are more and more complex and uncertain.
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.
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 Hirondelle 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 Hirondelle supported them, providing training for journalists, correspondents and technicians of RNL and other CAR media throughout the year.

Fondation Hirondelle 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, Peuhl, Tamasheq and Sonrai), 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.
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 Hirondelle 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
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).
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 polarisation. 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
-889644731134054
@studio_kalangou
soundcloud.com/studio-kalangou
NEW MODEL
Since 2014, Fondation Hirondelle 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 Hirondelle, (“All the hopes of Congo. Hirondelle Magazine”), a news and information programme looking at the major issues at stake in the country;
- Hirondelle 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

DEMOCRATIC REPUBLIC OF CONGO
INFORMATION AND DIALOGUE FOR WOMEN AND YOUTH

CITIZENSHIP AND DIGNITY

In April 2015, Fondation Hirondelle launched the “Young people and Elections” programme with support from OSISA, 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 Hirondelle 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.
INFORMING AND RAISING AWARENESS

In 2016, Studio Hirondelle 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 Hirondelle 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 Hirondelle has been present in Guinea since 2012. In January 2014 it launched Studio Hirondelle 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 Hirondelle 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)
- Hirondelle USA
- European Union / ECES
- Fondation pour la recherche et le traitement médical
- Various products

ACCESS

studiohirondelle.org
facebook.com/tousaccentsguinee
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
- @rtburkina

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.
BRINGING NEWS AND INFORMATION CLOSER TO THE PEOPLE

The last phase of Fondation Hirondelle support to state broadcaster Radio Tunisienne concentrated in the first half of 2016 on the regional radio stations of Monastir and Sfax. Fondation Hirondelle 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 Hirondelle 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 Hirondelle, 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 Hirondelle has been working on developing a training and production programme on parliamentary coverage, so as to strengthen relations between MPs and citizens.

FINANCIAL VOLUME
425,564 CHF

SOURCES OF FUNDING
- Switzerland (separate from partnership contract)

ACCESS
radiotunisienne.tn
facebook/RadioTunisienne.tn
@RadioTunisienne
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
- @justiceinfonet

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.
INNOVATIVE ACTIVITIES
Fondation Hirondelle 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 Hirondelle 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

PARTNERSHIPS WITH PARLIAMENT AND ETHNIC GROUPS
Fondation Hirondelle’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 Hirondelle 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 Hirondelle 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.
ELECTIONS AND SECURITY

Fondation Hirondelle’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 Hirondelle 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 Hirondelle 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).

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 Hirondelle 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 Hirondelle, 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.

Fondation Hirondelle 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.
**Fondation Hirondelle Operations in 2016**

**Switzerland**
- **Headquarters**
  - 1,317,524 CHF

**Tunisia**
- **Support to Radio Tunisienne**
  - 425,564 CHF

**Mali**
- **Studio Tamani**
  - 1,818,087 CHF

**Guinea**
- **Studio Hirondelle Guinea**
  - 581,177 CHF

**Côte d’Ivoire**
- **Studio Mozaik**

**Burkina Faso**
- **Support to national broadcaster RTB**
  - 897,562 CHF

**Niger**
- **Studio Kalangou**
  - 1,523,498 CHF

**Tunisia**
- **Support to Radio Tunisienne**
  - 425,564 CHF

**Democratic Republic of Congo**
- **Information and dialogue for women and youth**
  - 1,091,701 CHF

**Central African Republic**
- **Radio Ndeke Luka**
  - 1,447,864 CHF

**Myanmar**
- **Parliamentary work and peace processes**
  - 171,997 CHF

**Ukraine**
- **Decentralization**

**COP22**
- **Marrakech**

**Transitional Justice**
- **JusticeInfo.net**
  - 350,423 CHF
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 Hirondelle 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 Hirondelle’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.

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 Hirondelle 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 Hirondelle’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 Hirondelle.
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 Hirondelle and researchers to draw lessons from their past experiences and make recommendations on their future partnerships.
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 Hirondelle 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 head-quarters 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 Hirondelle is also training an apprentice and enjoyed the help throughout 2016 of 3 people doing public service to replace military service (FTE 1.82) 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.

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

Volume: development over 10 years (in millions of CHF)

Distribution by country

- Mali 21%
- Niger 17%
- Burkina Faso 10%
- CAR 16%
- DRC 12%
- Guinea 7%
- Tunisia 5%
- Justice 4%
- Myanmar 2%
- New projects 4%
- Côte d’Ivoire 2%
FINANCIAL RESOURCES

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

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

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 Hirondelle on request.
## Balance Sheet as of December 31 (in Swiss francs)

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

## Operating Account of Fondation Hirondelle (in Swiss francs)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income allocated by donors</td>
<td>6,842,150</td>
<td>6,866,645</td>
</tr>
<tr>
<td>Income allocated by the Fondation</td>
<td>2,701,446</td>
<td>2,775,000</td>
</tr>
<tr>
<td>Other income</td>
<td>494,868</td>
<td>647,308</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>10,038,465</td>
<td>10,288,953</td>
</tr>
<tr>
<td><strong>Project Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>5,454,387</td>
<td>5,298,111</td>
</tr>
<tr>
<td>Operations</td>
<td>2,710,329</td>
<td>2,539,183</td>
</tr>
<tr>
<td>Equipment</td>
<td>610,635</td>
<td>982,906</td>
</tr>
<tr>
<td>Contributions to partner projects</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total project expenditure</strong></td>
<td>8,775,351</td>
<td>8,870,200</td>
</tr>
<tr>
<td><strong>Headquarters Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>803,127</td>
<td>739,750</td>
</tr>
<tr>
<td>Operations</td>
<td>410,843</td>
<td>599,471</td>
</tr>
<tr>
<td>Equipment</td>
<td>52,676</td>
<td>69,971</td>
</tr>
<tr>
<td>Hirondelle USA</td>
<td>50,878</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total headquarters expenditure</strong></td>
<td>1,317,524</td>
<td>1,409,192</td>
</tr>
<tr>
<td><strong>Operating Result</strong></td>
<td>-14,584</td>
<td>-10,439</td>
</tr>
<tr>
<td>Financial result</td>
<td>-35,417</td>
<td>10,439</td>
</tr>
<tr>
<td><strong>Final Result</strong></td>
<td>-50,000</td>
<td>-</td>
</tr>
</tbody>
</table>
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 Hirondelle
**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.
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 (CARI)
  © 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