



FONDATION
HIRONDELLE
STRATEGY
2025/2028



**INFORMING AND
ENABLING DIALOGUE
IN A WORLD IN CRISIS**

Fondation Hironnelle is a Swiss non-profit organization working to ensure that people facing crises have access to reliable, local, independent information. It has been supporting local media and journalists in fragile contexts for over 30 years (since 1995). With a global remit and local roots, it creates spaces for dialogue, to strengthen social cohesion in fragmented societies.

Fondation Hironnelle's programmes enjoy a high level of public trust, with audiences praising its work in local languages and its journalistic rigour. Regular audience surveys enable us to quantify our impact. Fondation Hironnelle teams are present in more than 10 countries on three continents. They support more than 400 local media and train more than 2,000 journalists, technicians and media managers. Based in Lausanne, Switzerland, Fondation Hironnelle employs around 300 people, 90% of whom work in the field.

Fondation Hironnelle's mission and guiding values reflect a number of fundamental principles enshrined in the legal instruments of international law and human rights. At the crossroads of journalistic activity and the humanitarian/development/peace-building nexus, its work contributes to achieving Sustainable Development Goal 16 of the 2030 Agenda (peaceful and just societies), as well as goals 5 (gender equality), 10 (reducing inequalities) and 13 (combating climate change).

Our strategy for the period 2025-2028 is the result of work involving all our teams, partners and other organisations active in supporting the media. The full strategy document, of which this text is a summary, serves as a reference for discussions and negotiations with the organizations that fund our work, in particular the Swiss Agency for Development and Cooperation (SDC).

This new strategy phase is a continuation of the previous one, while it has also been adapted to new challenges in the media and international solidarity sector.

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AN “ONLINE” AND “OFFLINE” RESPONSE TO MISINFORMATION

In a world where social networks are a major source of information and disinformation, knowing how to distinguish a fact from a lie is a major challenge. Fondation Hironnelle intends to strengthen its digital expertise so as to promote access to reliable and useful information for those who need it most. Radio is still by far the most popular and trusted media platform in most of the crisis zones where we and our partners operate, particularly in sub-Saharan Africa. However, our programmes are adapting to the changes in news consumption that are affecting all regions of the world. Fondation Hironnelle's media and media partners need to be present on all platforms to share reliable information. Social networks and messaging are also ways of intensifying interaction with young audiences and better understanding their needs and interests.

PUBLIC INTEREST MEDIA IN CRISIS CONTEXTS

The role that media can play in contributing to the Sustainable Development Goals requires support for public interest media, including those dealing with cross-cutting issues such as human rights, gender equality and climate action. Independent news media, which have been recognized for generations as essential pillars for the proper functioning of democratic societies, must not be at the service of individual, political or economic interests. They must serve the interests of all, respecting diversity of viewpoints and favouring dialogue over confrontation. Today, these media are facing unprecedented, even existential threats in the context of multiple crises.

Where there are multiple crises - security, economic, social and climate crises -, they are striving to continue existing despite shrinking public space, attacks on journalists and the economic crisis facing the media sector.

Fondation Hironnelle works in these difficult contexts to support and develop independent media and give millions of people access to factual, reliable and impartial information.

OBJECTIVES AND FIELDS OF ACTION

For the period 2025-2028, the overall objective of all our activities is to contribute to more peaceful, inclusive, democratic and just societies. To achieve this, we need to strengthen our position wherever we operate – i.e. in West and Central Africa, elsewhere in non-French-speaking regions of the African continent, in Eastern Europe, Asia, the Maghreb and the Middle East – as a recognized, benchmark organization in the field of media and information in crisis contexts. We aim to attract the renewed interest of operational and strategic partners and to make a concrete and effective contribution through our action to dialogue and the resolution of issues affecting local populations facing crises.

To achieve this objective, we have set ourselves four strategic priorities:

- 1. Provide journalistic content and promote forums for dialogue** that respond in depth to the multiple needs of populations facing crises.
- 2. Support media players and civil society organizations** focusing on particular issues to produce and disseminate quality information.
- 3. Advocate support for general-interest media in crisis situations** and publicise the impact of our work to a wider audience.
- 4. Become an even stronger and more agile organisation.**

Fondation Hironnelle keeps the following cross-cutting priorities in mind in its strategy and actions:

- **Inclusiveness:** all realities, be they of gender, religion, language, ethnicity or minority, as well as sociological realities of age and class, are represented in our projects, without discrimination, and are reflected in our editorial charter and our media productions;
- **Local roots and sustainability:** analysing information needs and providing media responses accordingly is, by definition, a local action that must be sustainable. The right to information is a universal right. Fondation Hironnelle reinforces the viability of its action by strengthening local players and seeking innovative solutions to guarantee the financial and editorial independence of local media.
- **Security:** working in fragile and sometimes dangerous environments, the security of people and property is a key factor in our risk analyses and programming decisions. Limiting risks requires targeted training and professional editorial quality, which remains the best protection against attacks.



METHODS OF INTERVENTION

Over the period 2025-2028, Fondation Hironnelle will continue to adapt its methods of producing and disseminating information according to the fragility of the contexts and the capacities of the local media. In this way, we combine capacity-building (from a development perspective), the production of useful, local journalism (critical in complex crises), and the production of programmes for inclusive dialogue and debate (which contribute to peace-building).

Depending on the context, we can apply some or all of the following methods to achieve these goals:



Supporting and strengthening
local partners



Production and distribution by
Fondation Hironnelle



Production by Fondation Hironnelle, **broadcast** by local partners

FONDATION HIRONDELLE'S EXPERTISE



COUNTER MIS-DISINFORMATION

Reliable, independent media are essential for providing verified facts, countering rumours and ensuring informed public debate. Good journalism helps to distinguish fact from falsehood, particularly in fragile contexts where disinformation is often used as a weapon.



INCLUSION AND PARTICIPATION

Including everyone in public debate encourages participation. Public interest media must not only produce useful journalism, but also inclusive dialogue and debate programmes.



HUMANITARIAN CRISES

In humanitarian crises, information is in itself a basic necessity. Professional media inspire trust, ensure a humanitarian response that is as close as possible to the needs of the population and strengthen the involvement of local players. They cover major security incidents and provide fact-checking to defuse rumours.



ENVIRONMENT AND CLIMATE CHANGE

Faced with the pressing challenges of climate change, journalism makes it possible to highlight the impact of the ecological crisis, while giving a voice to the communities most affected and sharing emerging solutions to help people adapt.



JUSTICE AND RECONCILIATION

For justice to be done, it must also be seen. Journalists help the public to understand the facts and implications of international justice, holding authorities and institutions to account for their actions - and inactions. In this way, journalism contributes to greater confidence in the fairness of the justice system.



FINANCIAL VIABILITY OF THE MEDIA

Strengthening the viability of independent media is a global democratic challenge. There can be no media without funding. But excessive financial dependence or fragility can undermine the editorial independence necessary to the work of journalists.



MEDIA EDUCATION

A "healthy" consumption of media content and reliable, verified, sourced information is essential for the formation of opinions and the proper functioning of democracies. Media education helps to understand journalism, how information is produced, and provides critical tools for dealing with disinformation.

OUR 5 COMMITMENTS



INDEPENDENCE

Provide factual, reliable, impartial information, free of any political, economic or religious agenda and serving the public interest.



DIALOGUE

Create open and inclusive programmes, expressing all points of view. Make the voices of minorities heard. Enable shared solutions to emerge.



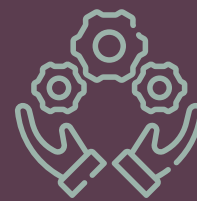
ACCOUNTABILITY

Be transparent about our funding and working methods. Ensuring the credibility of our programmes.



PROXIMITY

Ensure that issues are covered in a way that is as close as possible to the needs of the local population. Give a voice to local players who are representative of all sections of society. Produce and distribute content in local languages. Work with local partners. Strengthen their skills.



PRAGMATISM

Diversify models of intervention. Respond flexibly, effectively and appropriately to situations. Provide emergency or long-term responses, depending on needs. Research and advocacy for public interest media.

GOAL

PEACEFUL, INCLUSIVE, DEMOCRATIC, AND JUST SOCIETIES

IMPACT

In crisis situations- all people, especially women and the most marginalised, are better informed and better represented in the media. They can adapt and take action in the face of global and local challenges.

SOCIETAL CHANGE

Greater opportunities for dialogue exist

- Between opposing viewpoints
- Where everyone's voice is heard
- In online and offline spheres

INSTITUTIONAL OUTCOMES






Media partners are strengthened to provide quality information

UNDERSTAND
The role of public interest media in crisis is understood and supported

CREATE
Content and spaces for dialogue are created by media to respond to people's needs

Quality information and content are available

- To meet people's priority information needs
- To help distinguish fact from false information
- To help people better understand their environments
- To help people better understand their environments

- News & debate programmes 
- Informative content 
- Stronger online presence 
- Regional & thematic synergies 
- Train media professionals 
- Support media partners 
- Collaborate with thematic partners 
- Generate & share knowledge 
- Promote support for public interest media 
- Contribute to policy making 

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