



**FONDATION  
HIRONDELLE  
STRATEGY  
2021/2024**



**F**ondation Hironnelle is a foundation established under Swiss law, created in 1995. Its mission is to “provide useful, impartial, independent information to populations who are deprived of it by a situation of conflict, crisis, disaster, or any situation where their right to information has been violated for any other reason” (Statutes, Art. 2.1). Fondation Hironnelle’s mission and the values which guide it reflect a number of fundamental principles which are anchored in the legal instruments of international law and human rights. Fondation Hironnelle operates where journalistic activity intersects the humanitarian-development-peace nexus, and its activities contribute to the achievement of a number of Goals under U.N. Agenda 2030, in particular 16 (peaceful, just societies), 5 (gender equality) and 10 (reduced inequalities). Our 2021-2024 strategy is the result of a work effort which involved all of our teams and also sought input from our partners and other organisations which actively support the media. The complete strategy paper, for which the present document is only an overview, shall serve as a reference for our exchanges and negotiations with the organisations which finance our work, in particular the Swiss Cooperation (DDC).



## HUMANITARIAN / DEVELOPMENT / PEACE NEXUS

The tension which results from having to meet the urgency of an environment of crisis, which is sometimes humanitarian, while at the same time maintaining prospects for long-term change has prompted Fondation Hironnelle for 25 years to consider together humanitarian intervention, development and peacebuilding when developing its strategies. We strive to not only to respond to the most immediate needs of a population (through the provision of information), but also to contribute to systemic, lasting changes in society (through support provided to media and to our local partners).

## FACTUAL JOURNALISM AND INCLUSIVE MEDIA

In these times of mass misinformation, opinion columns rather than an accounting of facts, information bubbles and the digital divide, it is vital to restore to journalism its true value – that of factual information which comes from reliable sources, which has been confirmed and which is presented without commentary. It is also essential to make it possible for the general interest media to succeed in including everyone in the public debate, to create dialogue and social cohesion, and to work beyond divisions. We shall therefore continue to implement a journalistic approach which is based on the facts, and to develop and support those media which favour the inclusion of all segments of the societies in which we operate.



# OBJECTIVES AND AXES FOR INTERVENTION

For the period 2021-2024, our overall objective will be to contribute to the existence of peaceful, inclusive, just and democratic societies by enabling, in situations of crisis and transition, populations, particularly women and the most marginalized, to be better informed and to participate in civic life through responsible public interest media.

**We have established 5 strategic axes in order to achieve that objective:**

**1. Production and broadcasting of journalistic content** for populations facing crises. In particular, this will entail the continued diversification of our methods of intervention, in accordance with local environments and needs.

**2. Strengthening the capacities of partners** in order to make them recognised actors of the media landscapes in which they operate. This will involve rethinking and strengthening collaboration with our local partners. These first two axes will also integrate our emergency response.

**3. Organisational strengthening.** This internal axis concerns our finances (equity, headquarters-to-field ratio, growth in volume, search for private funding), our internal organisation (decentralisation, decision-making procedures, focus of our Swiss headquarters on strategic tasks with greater added value, etc.) and compliance (further development of management control and accountability tools).

**4. Strengthening and diversification of partnerships.** This fourth axis encompasses the three previous axes and involves partner diversification, both in terms of the type of partners with whom we collaborate and the type of activities we develop with them.

**5. Research and capitalisation of knowledge.** We wish to continue to produce, in societies in crisis, knowledge concerning the role of the media and access to information. To that end, we favour partnerships with actors in academia and research. We also have 25 years of experience and practice to build on, both internally and with our partners.

## AXIS 1

Production and dissemination  
of journalistic content

## AXIS 2

Strengthening  
the capacities of partners

## AXIS 3

Organisational  
strengthening

**AXIS 4 OVERARCHING** Strengthening and diversification of partnerships

**AXIS 5 OVERARCHING** Research and capitalisation of knowledge





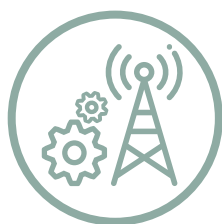
# METHODS OF INTERVENTION

In 2021-2024, Fondation Hironnelle shall continue to align its methods for producing and disseminating information to the local environment's level of vulnerability and quality of the local media. To that end, we combine together the strengthening of local capabilities (with an eye to development), the realisation of quality journalism (critical in complex crises) and the production of inclusive programs of dialogue and debate (to contribute to peacebuilding).

**Depending on the environment, we may apply any or all of the following methods to realise those objectives:**



**Partner support**



**Production and broadcast** by Fondation Hironnelle



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



**Intervention** in situation of emergency

## CODES OF CONDUCT AND GENDER POLICY

Since 2018, Fondation Hironnelle has significantly strengthened those tools we use to improve our internal control and accountability – we have updated not only our system of internal control, but also our policies to combat fraud, corruption and harassment as well as our gender policy and code of conduct. Ensuring gender equality within our organisation is a priority which is in line with both our core founding principles as well as the values of diversity and dignity which we defend. To that end, we organise training workshops for our own personnel and for our partners, both at our head office and in all regions in which we operate. We also ensure, in the programs we produce, the application of strict editorial principles which make it possible for us to reflect the realities of all segments of society and to speak to the largest number of people. As a result, our newsrooms make sure they make it possible for everyone to be heard, in a fair, representative manner. This principle of inclusiveness also lies at the core of our gender policy.



# OUR 5 COMMITMENTS

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## INDEPENDENCE

Information which is factual, reliable and impartial. No political, economic or religious agenda. In the service of public interest



## DIALOGUE

Openness and inclusiveness. Expression of all points of view. Making minority voices be heard. Emergence of shared solutions.



## ACCOUNTABILITY

Transparency over our finances and over our working methods. Ensuring the credibility of our programs.



## PROXIMITY

Topics and participants which are closest to the needs of the population. Representative of all segments of society. Production in local languages. Collaboration with local partners. Strengthening of their skills.



## PRAGMATISM

Diversity of models of intervention. Situation-specific responses. Emergency or long-term, depending on needs. Advocacy and research in the service of our activities.

# GOAL

**PEACEFUL, INCLUSIVE, DEMOCRATIC, AND JUST SOCIETIES**

## IMPACT

**In situations of crisis and transition, all people, including women and the most marginalized, are better informed and enabled to participate in civic life thanks to responsible public interest media.**

## SOCIETAL OUTCOMES

**are better informed and content are accessible**

**Culture of dialogue is strengthened**

- between decision makers and citizens
- between conflicting points of views
- all voices are better heard

## INSTITUTIONAL OUTCOMES

**Quality information and content are supported by national and international institutions**

**2 - Media partners are strengthened**

**3 - Public interest media are supported by national and international institutions**

## OUTPUTS

**1A**  
News programs



**1B**  
Inclusive dialogue programs



**1C**  
Informational, educational, entertaining programs



**1D**  
Broadcasting and publishing platforms



**2A**  
Supported partners and institutions



**2B**  
Trained media professionals

**3A**  
Research results and products



**3B**  
Advocacy and networking events and products



**3C**  
Contributions to policy-making regarding public interest media



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