



PMU'S COMPASS TO 2025

Strategic direction 2021-2025



PMU

Introduction

All of humanity shares the same home – there is only one planet Earth. It is therefore our joint concern to take care of each other and our planet, and to work together to find solutions to the challenges we are facing. How we live our lives has implications for the living conditions of others – the coronavirus pandemic is a brutal reminder of this. Likewise, climate change does not respect national borders. Change is imperative – and we need to pick up the pace. It has been said that we are the last generation that can slow the pace of climate change, and the first one with sufficient knowledge and resources to wipe out extreme poverty. What is necessary is also possible – if we work together.

In most places where PMU is active, Swedish churches have longstanding relationships with sister churches and other organisations dating back many decades – in some cases even as long as a century. Thanks to these relationships, we have a network spanning large regions of the world today. This unique social capital enables us to reach areas and people that few others can access.

Our Christian core values lead us to believe that we all have a responsibility to care for each other and for our environment. This notion is in line with the 17 Sustainable Development Goals of Agenda 2030, which form a framework for continued poverty reduction efforts in the world as well as serve as a key reference point for PMU's work. Over the past five years, we have worked according to a strategy focused on two prioritised thematic areas: *Gender Equality and Peace and Democratic Culture*. These two areas are crucial for the success of development work, and PMU and our partners have been focusing on them in various ways for many years. Our strategy has led to many good results, both in terms of lessons learnt and in various interventions.

In 2021–2025 we will continue to build on these thematic areas, equipped with a broader experience and a deepened knowledge. We are also adding *Environment and Climate* as a new strategic priority. This perspective has been part of our work for many years, but by elevating it to a strategic priority we want to emphasise the key importance of this issue.

Prioritising these thematic areas does not mean that we will emphasise interventions focusing on health, education or livelihoods any less. Quite the opposite – these are crucial if people are to be able to rise out of poverty. By emphasizing our thematic areas, we want to ensure that all interventions, irrespective of main focus, are designed to promote gender equality, peace and a sustainable society

In addition to these three thematic areas, we also continue to focus on reinforcing our identity as a faith-based organisation, and deepening our understanding of the role of faith and religious actors in processes of change.

In *PMU's Compass to 2025*, we describe our strategic priorities and what we want to do to achieve them. The Compass is intended to show a path towards a world where women and girls, boys and men have the same opportunities to shape their lives and participate in the development of their communities; where a peaceful and democratic culture is integrated in the fabric of society, and where people live sustainably and in harmony with their surroundings. We are working towards these goals in the countries where we have partnerships, with networks and organisations, churches and religious movements in Sweden and globally, and with support from volunteers and individual and institutional donors, all of whom are contributing in various ways.

We encourage you to read *PMU's Compass to 2025* as an invitation. To achieve change we all need to do our part. We are all in this together!



Niclas Lindgren
Director, PMU

PHOTO: ANNELIE EDSMYR

Cover:

Amelevi Yakpe is twelve and lives in the village of Lakata, in South East Togo. Previously, she was working in the local quarry in order to help support her family. But thanks to gaining knowledge of children's rights and the fact that her family is now part of an agricultural cooperative, she has left the quarry and now goes to school.

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The situation in the world shows that there is still much to do for a church movement committed to support the most marginalized and excluded. In our vision of the future, we draw up the lines of the result of this commitment. We want to give hope to the hopeless, in all continents of the world.

DANIEL ALM
 Superintendent pingst Sweden – the Pentecostal
 Alliance of Independent Churches

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Identity and mission

FAITH-BASED AND RIGHTS-BASED

PMU is a faith-based and rights-based development organisation that works in partnership with many different actors – both religious and secular – in Sweden and globally.

The faith-based approach means that faith is the point of departure of all that we do. The core values of Christian faith can be described using keywords such as love, restoration, hope, mercy, grace, forgiveness and justice. Our Christian faith leads us to believe that every person is created and loved by God, that God is an active and powerful force throughout his creation, and that we all have a responsibility for each other as fellow human beings. In most countries in the world and for many individuals, faith and religion are fundamental parts of society and of everyday life. Consequently, faith and religion also affect processes of change. In the communities where PMU's partners are active, faith is a vital aspect of people's identities and everyday activities, their worldview and how

they relate to each other and to the community. Established faith-based actors and groups therefore have significant legitimacy in challenging and impacting negative norms and systems, and support from religious leaders can be crucial to the success of any process of change. Religious beliefs are very strong drivers in changing attitudes and behaviours at all levels of society. We want to encourage our partners to take this into consideration in their context analysis and when planning and implementing their interventions.

The faith perspective influences the way in which PMU works and how we view development. A faith-based approach to development also affects how we define human well-being. Religious beliefs impact people's physical, mental, social and spiritual health. As donors and development actors, we also have a worldview and religious beliefs that affect how we perceive the world around us. This is true for religious organisations as well as those with no religious affiliation. PMU therefore believes that

there is significant added value in understanding and taking faith and religion into consideration when designing an effective development cooperation.

As a rights-based organisation, we work according to the principles of non-discrimination, participation, transparency and responsibility. The rights-based approach is in line with the Christian core values and imply that we see people as individuals with unique knowledge, driving forces, rights and responsibilities. This approach also means that our partner organisations, when planning, implementing and evaluating their interventions, prioritise methods that involve active participation by target groups to ensure that the people affected by a project are also part of the process of designing it. PMU's theory of change is based on a vision of restored relationships, where peace and equality among groups and individuals are prevailing, and where we live in harmony with nature. Change therefore needs to take place in all areas where unequal structures and relationships prevent people from fulfilling

their full potential. We need to work towards peaceful, gender equal and environmentally sustainable societies, and understand how the dynamic between these factors work. A particular emphasis should be placed on reaching the most vulnerable and the poorest, and on identifying and exploring the root causes of poverty at different levels of society. It is also crucial to strengthen the capacity of rights holders to understand their rights and hold duty bearers accountable, and to strengthen duty bearers' capacity to respect, protect and fulfil their human rights obligations. Based on the principle of non-discrimination, all people are to be treated with respect and no individual or group is to be discriminated against. The UN international human rights legal framework contains international instruments to combat different forms of discrimination, including discrimination against indigenous people, migrants, minorities, people with disabilities and women, as well as ethnic or religious discrimination and discrimination on the basis of sexual orientation and gender identity.

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The tradition of the churches caring for the society and the environment is very important and the foundation of many people’s belief that you have to take care of the future” [...] “The engagement, the knowledge and the faith in the sustainable future you want to see as Pentecostal churches is important.

ULRIKA MODÉER

Assistant Secretary-General, Assistant Administrator and Director of the Bureau of External Relations and Advocacy (BERA) United Nations Development Programme (UNDP)



NEPAL / PHOTO: ANNELIE EDSEMYR

OUR MISSION

PMU is part of the Swedish Pentecostal Alliance of Independent Churches (Pingst) and thereby belongs to the Pentecostal movement, a movement that is growing globally and, according to current research, is actively contributing to societal development in many locations around the world. This movement has the potential to play a significant role in the global fight for justice and poverty reduction, and in the efforts to build social capital and a democratic, gender-equal and inclusive culture. In many of the countries where we have partnerships, the church is also one of the main actors providing healthcare and education and, through its local presence, the church can facilitate quick responses in the event of a disaster or crisis. The Pentecostal network is also important for communication and advocacy work in Sweden and globally.

At the same time, there are attitudes, approaches and behavioural patterns within the global Pentecostal movement that threaten to hamper the fight against poverty and prevent human rights from being respected. PMU’s aim is to be an actor within this movement that promotes even greater social responsibility, justice and gender equality, non-discrimination, inclusivity for people in vulnerable situations and respect for human rights. The fact that PMU is both a rights-based and faith-based actor, coupled with many years of development aid experience and deep thematic and geographical knowledge, enables us to play an important role in bridging divides and encouraging more people to expand their engagement for global justice.

PMU’s identity as a part of the worldwide Pentecostal movement does not mean that our mission is limited to this arena. We are always aiming for broad cooperation with various actors in society and we participate actively in

networks and in dialogue within civil society, the public sector, academia and the business community. This broad engagement is essential to make change happen. It is also important to relate to new channels for expression to engage and mobilise people in new types of social movements. We mobilise resources to assist the most vulnerable people with a focus on their perspective. We want to contribute to an increased understanding of the role and responsibility of civil society and, not least, the church. PMU also has a mission to promote a deeper commitment to change and a favourable climate for civil society globally. We also want to see a continued strong commitment to development and humanitarian aid in Sweden. We therefore work with a three-way partnership and dialogue between PMU, Swedish churches and local partners.

The Pentecostal movement in Sweden comprises around 440 local churches. PMU collaborate with many of them

in areas such as development and humanitarian interventions, second-hand shops, fundraising activities and communication. This makes PMU part of a popular movement with broad and deep knowledge and a long-standing commitment to eliminating global injustice and reducing poverty in the world. Strong local ownership and close dialogue with partners are cornerstones of our work. In Sweden today the Pentecostal movement is involved in numerous social and voluntary initiatives in areas such as welcoming refugees, supporting EU migrants and helping people rise out of addiction. Swedish Pentecostal churches also have an important interface with global networks and local actors in our partner countries and are therefore an important partner for development work and for obtaining the goals in the 2030 Agenda. The churches’ local and global commitment to justice and their expertise and experience make them an important network for educating and mobilising the public.



Our world

The global challenges are enormous and there is unfortunately a lot that is moving in the wrong direction. But there is also a massive amount of goodwill, knowledge and commitment to change. We want to work with these positive forces to create hope and belief in the future.

POVERTY IS DEEPENING AROUND THE WORLD AGAIN

PMU has a holistic view of poverty. Our understanding of vulnerability and poverty is based on economic as well as social, cultural and spiritual perspectives. Poverty depends on many factors that reinforce each other. In addition to a shortage of material resources, poverty can manifest itself as a lack of education and healthcare, a lack of influence over one's own life or that of family members, a lack of security, and poor existential health. Poverty and vulnerability are also caused by unjust systems and structures and an unequal distribution of power and resources – both between and within countries.

In the 2030 Agenda, the UN has established that extreme poverty is to be eradicated by 2030, that all people have the same rights and that no one is therefore to be

left behind or forgotten. Although economic poverty in the world has been reduced by more than 50 percent over the past 30 years, and many of the world's poorest nations have demonstrated strong economic growth, the distribution of resources is still skewed and inequality has increased. Global poverty has become increasingly concentrated in Sub-Saharan Africa and in conflict-affected countries. Children make up almost one third of the world's population but more than half of all people living in extreme poverty. This is because low-income countries in general have a young population and poor families often have more children than wealthy families.

The coronavirus pandemic has presented us with the biggest challenge since World War II and is having a drastic, negative impact on our ability to reach the goals of the 2030 Agenda. For the first time since 1990, the fight against global poverty is moving backwards. According to the World Bank, 150 million people will be forced into extreme poverty in 2021 alone. Another consequence of the pandemic is that the number of people in need of humanitarian support has more than doubled in a short space of time. Global aid resources are not sufficient to meet the demand and interventions are needed from many different sectors of society.

Perspectives of environment and climate is central to everything we do.

THE ENVIRONMENT AND CLIMATE CRISIS

Poverty in the world is heavily impacted by the environmental and climate crisis. The entire ecological balance has been disrupted and some of the consequences include extreme weather, floods, more powerful storms, heatwaves, large forest fires, mass extinction and drought. People living in poverty are worst affected by climate change because of its direct impact on food production and reduced resilience to disasters. At the same time, the world's wealthiest nations make the largest ecological footprint, i.e., they are responsible for most of the greenhouse gas emissions and use most of the resources. Another consequence of our ruthless exploitation of nature, driven largely by the consumption of the wealthiest countries, is that more and more people are being forced to flee their homes. The increasingly unstable ecological situation creates tensions that may lead to negative societal effects, ranging from conflict to famine.

CONFLICTS, HUMANITARIAN CRISES AND REFUGEES

There are many drivers of war and conflict in the world,

but competition over scarce and limited resources is one that is expected to grow because of the climate challenges. Poverty is also a serious problem in countries afflicted by conflict and in failing states. Conflicts bring the risk of destroying years of development and investment. The world is also repeatedly affected by other humanitarian crises. The UN is now warning that the number of people in need of humanitarian aid will increase by 40 percent in 2021 to 235 million people. As a consequence of conflicts and humanitarian crises, the number of refugees in the world has increased from 34 million to almost 80 million in just over 20 years. The employment and security challenges in the world are becoming increasingly global.

A POLARISED WORLD

In 2015 the nations of the world agreed on three global frameworks with a bearing on sustainable development: the 2030 Agenda for sustainable development, the Paris Agreement on managing the climate crisis and the Addis Ababa Action Agenda on financing for development. Since then, the trend in many countries has moved towards increased scepticism about common global commitments



BANGLADESH / PHOTO: MAGDALENA TREHARNE

and universal values. The 2030 Agenda continues to be an important and hopeful framework against which national governments can be held accountable in their efforts to eradicate poverty, hunger and injustice. Recently, however, many countries have reduced their international commitments, for instance by cutting aid budgets and diverting funds to domestic needs. Nationalist and racist movements are gaining ground, even in established democracies.

DEMOCRACY ROCKED TO ITS CORE

The number of democracies in the world has been increasing over a period of many years, but in the course of the past 15 years, we have seen a negative global trend around civil and political freedom and rights, and a shrinking space for civil society. PMU divides the concept of democracy into two parts: *democratic culture* and *democratic governance*, both of which are essential components in a functioning democracy. In many countries, a social culture of intolerance is fomenting in which opposing views are silenced and certain groups and minorities are oppressed. These include ethnic and language minorities and religious groups, whose identity, faith or convictions are perceived as deviant or undesirable. In many places the coronavirus pandemic has been used as an excuse for further democratic retrenchment, and confidence in the democratic system is declining. There is major concern that many of these changes will become permanent. Also, crime and violence tend to increase when crises occur. People’s economic rights continue to be undermined, the distribution of financial assets is unequal and there is still significant corruption in the world, which is contributing to concentrate power in the hands of a few while others find themselves in exclusion. Violence and harassment towards religious and ethnic minorities occur routinely in many countries – perpetrated both by other groups in society and by those in power. Freedom of association and the right to exercise one’s religion or culture must be safeguarded as a foundation for the development of democratic, peaceful and inclusive societies.

ABSENCE OF GENDER EQUALITY

The absence of equality between the sexes is reflected in poverty. Girls and women are generally more seriously affected by poverty than boys and men. Patriarchal structures are global but are manifested in different ways in different places. The common denominators are gender-based violence and discrimination against women and girls. Today, for example, there are 750 million girls and women who have been forced into child marriage and at least 200 million girls and women who have been subjected to genital mutilation. In many countries, it is more challenging for girls than for boys to get an education, and women are frequently excluded from the labour market, leadership roles, decision-making and peacebuilding processes.

Women and girls also often bear a disproportionately large share of the responsibility to provide their families with food and water. They often remain in rural areas while men move to towns and cities to find paid work. This makes women and girls more vulnerable to the effects of climate change because they are directly impacted by, for example, changes in weather conditions such as rainy or dry periods. The new coronavirus has severely impacted the situation of women and girls around the world who were already in vulnerable situations. The effects of the virus are having serious consequences for their safety, health and financial situation. School closures have resulted in an increase in child marriage, genital mutilation and teenage pregnancies. Domestic violence has also increased dramatically.

DIGITALISATION

Access to the internet is one of the important puzzle pieces that the UN has highlighted as a means of reducing both climate footprints and global divides. Today, digitalisation affects all sectors in society and has many positive impacts. Most importantly, it is providing greater access to information and communication and is also reducing emissions from travel. Meanwhile, there are serious environmental and human rights issues linked to raw material extraction and energy consumption associated with digitalisation. This shows the need for stronger legislation around corporate responsibility for human rights. There is a serious risk that whole societies, groups and individuals will find themselves excluded from the digital development taking place and thereby unable to practice their democratic rights. Increased digitalisation also gives regimes new opportunities to exercise control over their citizens, which is contributing to a shrinking democratic space. More and more often, we witness regimes blocking internet access in connection with elections or crises to control the democratic debate. Meanwhile, hate and disinformation spreads faster through the internet, and this is impacting all of the areas in which we work.

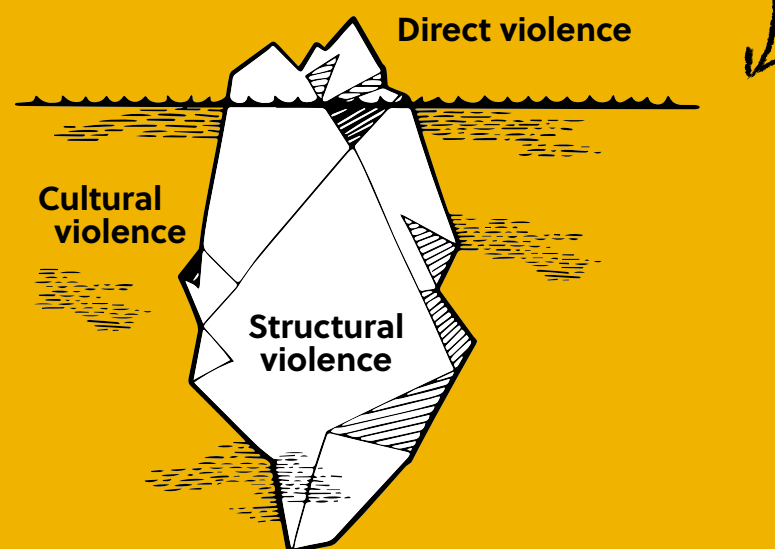
EMERGENCE OF NEW SOCIAL MOVEMENTS

When democracy is weakened and people lack access to formal power, we see social movements becoming more important tools to achieve or influence social change. Both before and during the coronavirus pandemic we have seen collective mobilisation of people in social movements focused on drawing attention to issues and influencing those in power. At the national level, many countries have seen pro-democracy demonstrations as well as mobilisation for the climate and for gender equality. Traditional development actors need to find the right ways to connect with these types of informal movements. People’s lives have changed in the wake of the pandemic, and social unrest and increased economic problems will also have an impact on development in Sweden in the future.

FOR PMU, THE KEY FACTORS IN BRINGING ABOUT CHANGE ARE THE FOLLOWING:

- Taking a human rights approach in all fight against poverty.
- Acknowledging that the people and local communities are capable and have their own driving force and knowledge to be able to change their situation if conditions are favourable, even though additional knowledge and resources must sometimes be provided. The primary change actors are therefore the people who are living in poverty and our local partners.
- Understanding that the real potential for change arise when people come together as a group and act collectively.
- Having a holistic view of poverty, where access to resources, influence and security are key – as is the promotion of existential health. It is also important to bridge short-term and long-term processes (humanitarian interventions and long-term development interventions).
- Making sure that external support is always based on local ownership – building on change processes that are already under way among target groups and people concerned.

PMU often uses the iceberg model to analyse different forms of violence in a society. Visible violence and abuse is/are referred to as *direct violence* but is only the tip of the iceberg. Under the surface, there are structures that violate the human rights and prevent people from reaching their full potential. The *structural violence* can be found in laws, institutions, social hierarchies, political systems and economic inequality, etc. The structural and direct violence is upheld by certain parts of the culture in which the violence is carried out. Examples of *cultural violence* are certain uses of language, art or ideologies that legitimize the direct or structural violence. When we work to bring about change, we need to analyse the different forms of violence and address cultural and structural challenges.



PMU's thematic priorities

In the strategy for 2021–2025, PMU continues to develop the themes that we chose to focus on in the preceding period. These themes were *Peace and Democratic Culture* and *Gender Equality*. In our new strategy, we are also adding the theme *Environment and Climate*. These three thematic areas are of fundamental importance in creating resilient and well-governed societies and in successfully fighting poverty and injustice.



PMU has chosen these priorities because peace, gender equality and the sustainable use of resources are essential for the effectiveness and sustainability of all poverty reduction initiatives. They are also aligned with PMU's theory of change, which is based on a vision of restored relationships, where peace and equality among groups

and individuals are the norm and where we live in harmony with nature. The themes of peace and democratic culture, gender equality and environment and climate reinforce each other, and all of them are important aspects in the work to improve resilience, promote good governance and change negative and restrictive norms, cultures and structures.

The chosen themes are fields in which PMU and our local partners have been working for a long time, but they are also areas where we have identified a need to learn more and strengthen our joint efforts. These are overall priorities that provide a general direction and important perspectives to be integrated into planning and implementation of the interventions that we support. They then need to be aligned with the local contexts, where the challenges and solutions do not always look the same. Our priorities apply both to the initiatives that we fund globally and to activities in Sweden.

PMU would like to see the following in all thematic areas:

- A strengthened thematic competency within PMU and among all partners including Swedish churches. This includes in-depth analysis of the theological perspectives that can strengthen our efforts to promote peace, gender equality and the climate and environment.
- The creation of new opportunities for mutual learning around our chosen thematic areas for partners and other actors within PMU's network.
- A deepened theoretical and practical understanding at PMU and within PMU's network, among all our partners including Swedish churches, about the importance of women's active and meaningful participation in peacebuilding, good governance and development processes. An increased knowledge about how young people and women can be given more leadership positions in civil society and in the church, and how they can receive leadership training.



The thematic areas described

1. PEACE AND DEMOCRATIC CULTURE

For PMU the thematic area *Peace and Democratic Culture* is about promoting a good democratic culture, increased tolerance and participation, equality for minorities and other groups whose rights shall be particularly protected, including children and youth, as well as reduced violence and discrimination. It is also about strengthening civil society, empowering people to claim their rights, and shaping opinions. This can be done by promoting debate and dialogue in society about peace, and wor-



king with conflict-prevention, through initiatives such as fighting racism, ethnocentrism (where a person's own ethnic group is at the centre of everything and is the lens through which everything is viewed) and polarisation. Goal 16 in the 2030 Agenda states that it is not possible to achieve sustainable development without peace, but also stresses the need for good governance, cooperation and transparency to create peaceful societies. When societies are governed based on democratic principles and have a well-functioning legal system, corruption decreases, and human rights are respected to a higher degree by decision-makers at all levels. PMU provides local partners with support to ensure that their development and humanitarian interventions do not increase tensions but instead build

bridges between groups; in other words, to incorporate a conflict-sensitive approach. Power structure analysis and conflict analysis are important when working to promote peace and democracy.

Good governance is crucial if fundamental poverty-reduction initiatives are to be successful. It is important, for example, for there to be functioning schools with skilled and paid teachers available to all children, for primary care to be efficient and for clinics to be open on a regular basis with skilled personnel on site, for local authorities to understand their responsibility and for politicians to be held accountable when things are not working.

Particular areas of focus within Peace and Democratic Culture:

- Taking action to strengthen the capacity of PMU's network to address polarisation and violence in society, and to increase PMU's knowledge of theological arguments to reduce ethnocentrism.
- Supporting a larger number of initiatives that integrate the promotion of peace and democratic culture and that are more actively promoting meaningful participation for women, while also incorporating a child and youth perspective.
- Integrating conflict sensitivity in a more tangible way in all activities.
- Engaging in activities such as advocacy and capacity building aimed at preventing the democratic space from shrinking.

2. GENDER EQUALITY

Every day, girls and women, boys and men are affected by the consequences of inadequate gender equality. The focus for PMU's *Gender Equality* thematic area is to change negative gender and power relationships between men and women, to support the right of girls and women to an education and a livelihood, and to promote sexual and reproductive health and rights. There is also an emphasis on empowering women to organise and take on leadership roles, on supporting the right of girls and women to participate in decision-making in the family and in the community, and on efforts to create a society free from violence and abuse.



Goal 5 in the 2030 Agenda is about achieving gender equality and empowering all women and girls. Gender equality means that women and men have the same opportunities to shape their own lives and the community in which they live. Girls and women are empowered by learning more about their rights and by being allowed to organise and take an active part at all levels in society. Men and boys need to be challenged to reflect on masculinity norms and on their own role in efforts to bring about gender equality. Local partners are also working with duty bearers, such as government authorities, village leaders, heads of cooperatives, local church leaders and various public officials. These individuals can often play a key role in efforts to bring about change.

A gender equality analysis is always carried out during the planning interventions, regardless of its main theme and objectives. Women and girls are also to be given

opportunities and should be actively encouraged to influence the work in a concrete way. PMU wants to work in a gender conscious way in all of its activities, which means paying particular attention to ensuring that women and men are given equal opportunities. We also support our partners in doing the same. It is also important to focus internally on gender equality and on integrating gender equality everywhere – at PMU, within the Swedish Pentecostal movement and among local partners. In promoting gender equality, it is helpful to work in cooperation with other actors, with partner organisations and with global networks of actors who are working together on the issue of gender equality.

Particular areas of focus within Gender Equality:

- Supporting a larger number of interventions building on a good gender and power analysis that promotes gender equality, with an emphasis on women as actors and leaders, and on changing destructive masculinity norms.
- Deepening the theological conversations with partners and within the Pentecostal movement aimed at increasing understanding of and support for gender equality and sexual and reproductive rights, as well as increasing participation in faith-based advocacy for gender equality.
- Increasing the capacity of PMU and PMU's network to communicate and spread knowledge about gender equality.



3. ENVIRONMENT AND CLIMATE

PMU wants to increase its focus on the environment and climate in the years ahead to be better able to meet the challenges brought by climate change and other human impacts. The connection between environmental sustainability and human rights is important. We want to increase the proportion of our support allocated to interventions focusing on both poverty reduction and an improved environment, for example through agroforestry, water-related initiatives and information campaigns. We also want to encourage innovative methods to find locally adapted solutions. The fast-changing climate in many countries is leading to vulnerability and PMU is therefore placing added emphasis on supporting initiatives contributing to an increased local resilience to climate change. Efforts to preserve biodiversity are also essential.

PMU also wants to increase engagement in sustainability – both in Sweden and globally. The environment and climate issue clearly binds us all together as the environmental footprint of consumption, which is taking place in one part of the world, have consequences in another part of the world far away from the consumer.

Several goals in the 2030 Agenda address the environment and climate, and the right to live in a healthy environment has recently been recognised as a human right by several UN bodies. To get to the root causes of poverty and vulnerability in contexts severely impacted by climate-related crises and disasters, it is crucial when planning interventions to pay attention to the link between climate change, the environment and people's ability to support themselves.

In the upcoming strategy period, PMU will strengthen the

faith-based perspective on the environment and climate – both internally and among local partners and networks. It is important to engage churches and organisations in a broader narrative about a sustainable world where planetary boundaries are respected and biodiversity is protected – a narrative that will help to create hope.

The environment and climate link activities in Sweden to the interventions that we support internationally. PMU is continuing to develop its second-hand stores in Sweden – an activity that is already a concrete expression of commitment to sustainable consumption. PMU will also take steps to ensure that the international networks in which we are active place more emphasis on the environment and climate.

Particular areas of focus within Environment and Climate

- Creating engagement to ensure that PMU's network develops and strengthens its capacity to meet the climate and environmental challenges, and to clearly integrate the environment and climate aspects into projects and programmes.
- Increasing PMU's knowledge about and commitment to sustainable consumption and taking active steps to reduce our climate footprint.
- Developing and supplementing PMU's theory of change with a stronger faith-based narrative about the links between the environment and climate and reduced poverty, and the role of religious actors and theological foundations.



NEPAL / FOTO: ANNELIE EDSEMYR

THEMES THAT REINFORCE EACH OTHER

PMU has chosen to focus on the above-mentioned three thematic areas because we feel that they are fundamental for interventions to be effective and sustainable. Peaceful and well-functioning societies require good governance. To achieve this, we need to promote both gender equality and a sustainable environment. Only then can we build resilient societies that are able to meet future challenges.

The clear connections between gender equality, peace and the environment make it important to work on a broad front on these issues. We believe that there is a need for initiatives that address restrictive and negative gender roles, ethnic antagonism, the culture of violence and environmental devastation. PMU therefore supports initiatives to create and maintain positive cultures and norms, such as projects aimed at changing the image of what is masculine and feminine, at inclusivity and diversity and at changing behaviours with respect to the environment and climate.

Another area where it is important for the three thematic areas to work together is in projects focused on good governance. The way in which a society is governed determines how it develops. Discriminatory, unsustainable and ineffective governance can keep people in marginalisation and poverty. To achieve and maintain a sustainable, equal and just society, good governance and democratic institutions are vital. PMU is therefore supporting projects that focus on gender equality in leadership, good administration, environmental sustainability, democratic structures, transparency and anti-corruption.

Many societies are frequently or constantly exposed to stress, threats or crises, such as war, climate change or pandemics. We therefore believe that it is important to contribute to the construction of resilient societies globally. Resilience means that people have better tools to avoid or manage crises, conflicts and disasters. We want people to be able to adapt and transform so that they are better able to withstand climate challenges, conflict and crises. Resilience projects may, for example, involve early warning systems to be alerted and act fast when communities face threats such as violence or natural disasters. These projects may also focus on adapting to a changed climate (when traditional farming methods no longer yield the same harvest as before or when access to water is limited), equal opportunities for women, men, girls and boys to influence society, and health with a particular focus on women's sexual and reproductive health and rights.

Resilience
to handle
climate
challenges,
conflicts
and crises.



PMU's support to long-term development interventions

The objective of PMU's development cooperation is to work with local partners to create opportunities for people to raise themselves out of poverty, vulnerability and discrimination. We want the right conditions to be in place for people to be able to organise themselves to act together". Joint action can bring necessary change, help individuals to claim rights and create pressure on, and build capacity of, people in power to meet their obligations. Through various development interventions, PMU is contributing to both poverty reduction and a stronger civil society, which is essential for sustainable and democratic development and a society where human rights are respected.

A key aspect of PMU's work involves encouraging and creating the necessary conditions for reflection and learning. This is done in a number of ways, including support to local partners in developing good methods and routines for monitoring and evaluation. We also provide support for strategy and method development to ensure that lessons learnt are integrated and allowed to shape future efforts. A good partnership requires frequent dialogue. PMU has an ongoing conversation with local partners and visits them regularly. This provides us with a good insight into the operations that we are supporting. We encourage local partners to make necessary changes when needed, in order to adapt their routines and methods to be best aligned with their contexts.

One common denominator in many of the initiatives where PMU has seen good results is that our partners adopt a comprehensive approach and incorporate a wide range of themes in their initiatives, such as health, education and livelihoods. Engaging many different actors is also a key factor, so that the necessary changes can take place at different levels in society – in the family and civil society, and at the local and national government level. Our local partners build networks and relationships that provide a basis to implement various initiatives.

Within all interventions, regardless of where their focus lies, we work with our local partners to ensure that the design, methods and implementation of the project promote a democratic culture and assure people's active participation and influence. It is important to address negative power structures in order to promote gender equality.

Relevant environmental and climate-related challenges are also to be taken into account to strengthen preparedness and give people better tools to handle various types of crises. All initiatives must be planned and implemented according to conflict sensitivity principles – i.e. avoiding the risk of creating or worsening conflicts.

Durability and a holistic perspective.

PMU's ambition for the five-year strategy period is to further strengthen and expand the long-term development cooperation efforts within the prioritised themes, countries and regions. This applies to interventions receiving institutional funding as well those funded by PMU directly. This may involve PMU entering into new partnerships with both donors and partners. We also want to further develop cooperation with the global Pentecostal movement.

In the period 2021–2025 we would like to see long-term programmes prioritising the following:

- Supporting local partners to become strong independent actors and organisations with independent strategic planning processes and strong administrative and organisational structures.
- Promoting learning and encouraging and creating the right conditions for innovation and development of new routines and methods.
- Deepening our partnerships with local and Swedish partners and ensuring continued strong local ownership.
- Expanding the funding for development cooperation, with special emphasis on Sub-Saharan Africa which has the highest concentration of poverty and vulnerability.
- Developing PMU's and our partners' understanding and knowledge of methods to apply in so-called nexus and triple nexus projects, where we bridge the gap between humanitarian aid and projects promoting development.





IRAQ / PHOTO: ANNELEEDSMYR

PMU's humanitarian work

Every year, PMU contributes to saving lives, reducing suffering and upholding human dignity in a number of humanitarian crises around the world. Our extensive network of local actors enables us to respond quickly in vulnerable countries and in conflicts, regardless of whether the crisis is covered in the media or unknown to the outside world. Our local partners are mainly involved in long-term development interventions, but many also have considerable expertise and experience in humanitarian work and can act fast in case of a natural disaster, conflict or other catastrophic event. They are often skilled at running projects at the intersection of humanitarian aid and long-term development (*nexus*) while also integrating a peace component (*triple nexus*). This is largely due to the fact that local partners in many of PMU's partner countries are large church movements or other faith-based actors who are able to act to promote local peace and reconciliation based on the significant trust often placed in spiritual leaders.

Each individual government has primary responsibility to meet the humanitarian needs within its own borders. When a state or other actors are unwilling or unable to live up to that responsibility, other states or local and international organisations with expertise in humanitarian aid have a responsibility to meet the humanitarian needs, according to the humanitarian imperative (the right of people to have their humanitarian needs met). PMU's humanitarian aid is based on the principles of humanity,

impartiality, neutrality and independence, adopted by the UN's General Assembly in 1991. Humanitarian initiatives are carried out in accordance with the Code of Conduct of the International Federation of Red Cross and Red Crescent Societies (IFRC), to which PMU is a signatory. PMU is also a member of the Core Humanitarian Standard Alliance (CHS), a global initiative to ensure responsibility, quality and transparency in the implementation of humanitarian interventions. As humanitarian crises tend to increase the vulnerability of women and girls and worsen existing inequality, PMU takes an active approach to gender equality in all humanitarian projects. PMU responds to humanitarian crises by providing funds raised by our own organisation and through institutional funding.

PMU'S OBJECTIVES FOR HUMANITARIAN WORK

The goal for PMU's humanitarian programmes is to save lives, alleviate suffering and preserve human dignity for people in need who have been exposed to or are under threat of being exposed to armed conflicts, natural disasters and other catastrophic circumstances. In accordance with the Swedish commitments from the 2016 World Humanitarian Summit, PMU strives for humanitarian interventions to have a clear focus on the most vulnerable. There is a particular emphasis on meeting the basic needs of people who have been forced to leave their homes due to a crisis or conflict. Localisation is a key concept, meaning

that we work through our channels to ensure that more resources, responsibility and ownership resides with the local actors on the ground in areas of crisis. Our humanitarian interventions usually focus on food security, water and sanitation, as well as basic necessities. PMU also supports local partners' efforts to include preventative measures and promote increased local knowledge in areas such as improved farming methods and continuous maintenance of wells. In our humanitarian support and in development projects, resilience is a key concept. We want to contribute to the building of resilient societies, reduce the risk of disasters, prevent conflicts and rebuild communities that have been hit by crises and disasters. This includes strengthening the capacity of local partners – both for their administrative processes and their implementation of humanitarian interventions. We also want to help them be better prepared to prevent and manage crises.

PMU realises that it needs to grow as a humanitarian actor during the strategy period, with increased support through institutional funding as well as PMU's own funds. This may involve entering into new partnerships with donors and implementing partners and may include working outside of existing regional activity plans. We may also be involved in interventions in countries where we have no long-term development partnerships if we find this of strategic importance.

During the 2021–2025 period PMU intends to prioritise the following:

- Strengthening humanitarian capacity and preparedness in our partner network. This may also include adding new implementing partners to our partner portfolio.
- Securing a continued institutional funding for both specific humanitarian interventions, as well as nexus and triple nexus projects. This may take place through existing partnerships, funding channels and platforms, but also through new partnerships – with donors as well as Swedish and European aid organisations (primarily within EU-Cord).
- Increasing funds raised by PMU for humanitarian initiatives.
- Developing partnerships with the global Pentecostal movement's aid organisations and regional platforms to respond to humanitarian crises more efficiently (coordination of global fundraising, strengthened organisation of activities, joint initiatives, etc.).

PMU's advocacy work

Through our advocacy work, we want to bring attention to the unjust structures that cause poverty and urge those in power to bring about change through wise decisions. Advocacy is about influencing people, policies, the exercise of power, structures and systems to achieve change. In all aspects of our advocacy efforts, we aim to emphasise the thematic areas described in our Compass.

We use our voice in Sweden, Europe and globally to raise awareness of various problems and issues that exist in the contexts where our partners work. We want the decisions that are made to benefit the most vulnerable, and we want unjust structures that cause poverty and exclusion to be challenged and changed. The issues that we raise have often been conceived in dialogue with our partners, in a joint effort to define the challenges that we need to meet together and find solutions for globally.

PMU works in line with the principle of rooted advocacy, according to which local partners are the primary agents of change through which the voices of vulnerable groups can be heard. Through the support that we provide to our partners, we aim to strengthen them in their role as advocates in their own contexts, raising the issues and problems they themselves have identified.

PMU is also involved in various types of advocacy aimed at Swedish and European decision-makers, because change is needed at all levels if we are to find sustainable solutions to reduce poverty. We are also working with other civil society actors and networks to ensure that important issues around justice and poverty get on the agenda. In Sweden, we are emphasising the importance of listening to local actors. We are also working to engage more faith-based actors in development cooperation, and to increase understanding about how faith and religion can influence societal development.

The global network of Pentecostal churches is an important voice at the international level. PMU wants to mobilise more people in this movement to become involved in rights issues because the network has the potential to promote change both at the national level and, for example, at the UN.

The Swedish Pentecostal movement should be able to have a stronger voice in interactions with those in power in Sweden. PMU wants to develop and improve cooperation with local churches and second-hand shops and mobilise people for maintaining a generous aid policy framework in Sweden.

In our advocacy work in the 2021–2025 period we will prioritise the following:

- Conducting advocacy work within the framework of PMU's thematic areas of peace and democratic societies, gender equality and the environment. This work will be based on the voices and perspectives of our partners.
- Highlighting the role of religion and the significance of religious actors in development cooperation.
- Working with Swedish Pentecostal churches to urge politicians to take wise decisions for global justice in relevant policy areas, such as foreign policy, aid policy and trade policy.
- Strengthening PMU as an advocacy actor in different forums, including within and together with the global Pentecostal network.

Through their advocacy work, the local church in Kenya has contributed to the reduction of female genital mutilation. The closeness to the local culture, as well as the trust placed in the church, is essential for the development of society.

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Faith-based actors have a long tradition of working in solidarity with the poor and the vulnerable of the world. They possess an abundance of knowledge and experience that save lives and alleviate pain every day. In many contexts in the world, people also have a greater trust in religious actors than in other institutions.

PER OLSSON FRIDH
Minister for international development cooperation, Sweden



PMU's work in Sweden

Through our communication activities in Sweden, we want to ensure that the voices of the most vulnerable around the globe are heard, and promote participation and engagement for a more just world. Communication connects people and gives more people the opportunity to discover and participate in PMU's networks. As a Swedish development actor with its roots in the popular movements, PMU is an important agent in promoting international solidarity in Sweden.

PMU aims its communication activities in Sweden at the Swedish public and in particular to the target groups that we meet in our network within the Swedish Pentecostal movement – both those who are already engaged in global issues and those who are not as familiar with them – as well as church youth groups. We also aim our communication at teachers and students in schools through our school package to build awareness about global challenges, PMU's work and the 2030 Agenda. Second-hand shop employees, volunteers and customers are also an important target group for PMU.

During the strategy period, we intend to integrate the perspectives raised within our thematic areas in our communication activities in Sweden. Increased knowledge among our target groups in Sweden will empower PMU as an advocacy and development actor. PMU's communication activities also enable our partners' voices to be heard in the debate and create a greater understanding of various global challenges. We work on a broad front on media communication aimed at highlighting PMU's prioritized issues through various media channels, in order to raise awareness among journalists as well as the public, and to promote and maintain a more favourable attitude towards aid among the Swedish public.

PMU meets people in many different arenas to discuss, educate and learn, and we use a broad spectrum of channels, including our own platforms and established media. PMU's fundraising is an important component in our strategy to generate funds for our partners' initiatives. We emphasise a vibrant and ongoing dialogue with our donors and partners.

In many locations in Sweden, there are Pentecostal churches that have strong relationships with one or several of our local partners. Many of these churches work with PMU to support development projects around the world. Around 50 of them are also engaged in their own cities and localities by running second-hand shops in coopera-

tion with PMU. The shops, existing from Trelleborg in the south to Haparanda in the north – which makes them the second-hand chain with the largest geographical coverage in Sweden – provide us with an opportunity to show in a very tangible way how the proceeds from sales can support global interventions around the world.

PMU's second-hand shops function as hubs that bring together needs and resources and provide a responsible and sustainable way for us to manage Earth's resources. The shops are also an arena for communication about justice and sustainability. PMU's values are manifested in the shops in the form of thousands of volunteer hours worked, a work that is transformed into financial resources for global development. The local shops are also a meeting place, bringing people in the community together. Most of the shops are involved in social projects, providing a place where newcomers to Sweden can practice Swedish, where people at a difficult stage in their lives can find a sense of community, and where people recovering from addiction can get a second chance through job training thanks to a close cooperation with municipalities and local authorities.

PMU's internship programme is also a key aspect in mobilising people around global responsibility. In the programme we create opportunities for young Swedes to work on the ground in our partner countries to learn about development obstacles and how to bring about change.

Our work in Sweden in 2021–2025 will have the following priorities:

- Focusing our communication on the prioritised themes expressed in our Compass.
- Ensuring that the perspectives and voices of our local partners and their target groups reach PMU's target groups in Sweden.
- Increasing cooperation with Swedish churches on fundraising, communication, internships and second-hand shops.
- Intensifying our focus on the environment through continued expansion of our second-hand organisation.



SWEDEN / PHOTO: JOHANNA LITSGÅRD LEBOURNE



SWEDEN / PHOTO: ELMY WESTERGREN



SWEDEN / PHOTO: TERIDA SCHOLD



DR CONGO / PHOTO: JOSH ESTEY

This is how we work

To realise the intentions and priorities expressed in the Compass, PMU is working on a broad front in all parts of the organisation.

THE IMPACT OF THE COMPASS ON OUR ACTIVITIES

PMU prepares annual activity plans to ensure that the Compass is implemented in our activities in Sweden and in the countries where our partners operate. We also have staff with thematic expertise in the strategic priorities that we have chosen to focus on. PMU also produces more detailed long-term strategies and operational plans where needed, in areas such as the humanitarian work. Certain countries have a particular need of coordination, efficiency improvement and clarity and in those cases, PMU produces country-specific programmes where the strategic priorities can have a clear impact. To an increasing extent, funds will be directed towards interventions targeting our chosen priorities, based on a dialogue with Swedish churches and local partners.

PARTNER COOPERATION AND CAPACITY DEVELOPMENT

Our work is always based on an analysis of the local situation. This means, among other things, that in each intervention it is important to allow local partners and people living in poverty to define how vulnerability and poverty should be understood in their particular contexts and how they should be combatted. In addition to this, PMU conducts its own assessment of the external environment.

PMU places great emphasis on capacity development and supporting local partners in their roles in their communities and contexts. During the 2021–2025 strategy period we will focus in particular on the prioritised thematic areas. PMU also encourages partners to come up with innovative solutions. Capacity development includes supporting development from thematic, administrative, organisational, quality and strategic perspectives, and supporting efforts to influence decision-makers and to offer community services. Dialogue, mutual learning and local ownership are key. Some capacity strengthening work is also carried out through cooperation between PMU's local partners or through other actors. We offer project and programme support, and we aim to develop models for core support in the upcoming period.

GEOGRAPHICAL PRIORITIES

At PMU we apply various criteria in setting geographical priorities. To support the most vulnerable people we focus on countries that are among the least developed according to the OECD's DAC List of ODA Recipients (Least Developed Countries) and/or the latest version of the UNDP's Human Development Index (Low Human Development). This means focusing mainly on Sub-Saharan Africa, which will be the home of a vast majority of people living in extreme poverty in the world in 2030, according to current estimates from bodies such as the World Bank. We also support interventions targeting particularly vulnerable groups in other countries on the OECD's DAC List, attempting to reach pockets of poverty in countries that are not generally among the most vulnerable ones. Exceptions can be made for humanitarian interventions in countries not appearing in these lists, if refugees from the above-mentioned countries are the target group of the intervention. Funds are allocated to contexts and themes where PMU and local partners have the capacity to act, and where we have the ability to mobilise for change. To create space for innovation, existing partner portfolios may be supplemented with new actors if necessary. We take a long-term approach to our commitments, and this also influences our decisions. When we enter into a partnership with a local actor, we do it primarily with the intention of working – together with the Swedish church – in partnership for a long time and not merely in a time-limited project.

EXPANDED FINANCIAL FOUNDATION

During the strategy period, PMU will work on broadening its financial foundation to achieve the objectives for the chosen priorities and to guarantee the organisation's long-term financial stability. This includes efforts to secure various types of agreements with institutional donors and to expand our fundraising activities.

PMU WORKS IN COOPERATION WITH MANY ACTORS

PMU works in cooperation with many different actors at various levels – both internally within the movement and externally in the community, in Sweden and globally. The interventions that we support involve activities that target rights holders as well as duty bearers. The local partner organisations and churches are constantly present in our partner countries. In Sweden, PMU works closely with Swedish Pentecostal churches and other organisations connected to the Pentecostal movement, and with bodies

within the Swedish Pentecostal Alliance of Independent Churches. We also work with many organisations within Swedish popular movements, primarily through their established aid organisations. There are also multiple networks – in Sweden and internationally – in which PMU is a member and a driving actor. We work with institutional donors such as Sida and Radio Aid (Radiohjälpen). In addition to this, we have a large contact network of private donors, embassies, government authorities and businesses, as well as universities.

SUSTAINABILITY

PMU is constantly working on reducing the organisation's climate footprint based on the Environmental and Sustainability Policy of the Pentecostal Alliance of Independent Churches. This involves, for example, sustainable travels and purchases, and the arranging of Swedish and global meetings for learning and dialogue, etc., with an increased focus on digital solutions.

PROFESSIONAL ADMINISTRATION AND PERFORMANCE MANAGEMENT

PMU has a broad thematic competence and a profound knowledge of many countries and contexts thanks to long-standing relations and local presence. PMU has well-developed systems and processes, and offers various types of support. PMU supports operations in countries with a high corruption index, often stricken by recurring wars and conflicts. In many countries, civil society also has limited freedom of movement. PMU therefore has sound systems for internal governance and control as well as risk management. There are, for example, clear agreement chains, compliance audits, regular audits according to international standards and close interaction with local partners. PMU's internal governance and control is based on the COSO framework. In the humanitarian operations, PMU's local partners adhere to internationally recognised codes of conduct and standards. PMU evaluates all activities on an ongoing basis. Competence development and learning are an integral part of all aspects of PMU's work.





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Our hopes for a more just, safe and peaceful world can only be achieved when there is universal respect for the inherent dignity and equal rights of all members of the human family.

PHUMZILE MLAMBO-NGCUKA
UN Women Executive Director



BANGLADESH / PHOTO: MAGDALENA TREHARNE

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