



PENTECOSTAL
ASSEMBLIES
OF THE
WEST INDIES

STRATEGIC Plan 2022-24

1 Casting VISION

Bishop Sonny Williams

God is a strategist. When humanity first fell away from God in Genesis, a clear indication of the redemption strategy of God is in Jesus. (Genesis 3: 15). God's strategies for Noah, the ark, Abraham, Joseph, and Israel all litter the pages of the Old Testament.

Jesus came at a strategic time and place. Jesus had a strategy for training and developing his disciples and for evangelism. The early Church grew again through strategic evangelism as part of that strategic intent. Such a strategy was both God-initiated and church-initiated.

God is a strategist. Jesus is a strategist. The Church of Jesus is to be strategic. The Pentecostal Assemblies of the West Indies can therefore be no lesser. God has a plan for this Fellowship, and the Holy Spirit wants to reveal and accomplish it through us.

This strategic plan is built on the vision of The Healthy Church. The premise is that PAWI's central issue is not one of growth but of health. The Healthy Church Model rests on a commitment to the Great Commandment (Matt.22:37-40) and the Great Commission (Matt. 28: 19-20). Rick Warren aptly said, "A great commitment to the Great Commandment and the Great Commission will grow a great church." A healthy Church effectively functions in the following: Worship, Evangelism, Fellowship, Discipleship, and Ministry.

The vision of building healthy churches is supported by the following pillars: Healthy leaders; Disciple-making culture, Balancing the Supernatural power and Strategic planning; Reaching the digital world; Church planting and Missions; Building a Culture of honour and appreciation, and Constitutional reform.

Research on church leadership shows a positive correlation between leadership health and church health. Lance Witt holds the firm view that "We will never grow healthy churches with unhealthy leaders." Disciple-making is at the heart of a healthy church. Therefore, it is of paramount importance that we revolve ministry, preaching, teaching, worship, strategy, money, budgets, and building around the disciple we want to try to create.

The 21st-century PAWI still needs the 1st-century power. The Great Commission is an impossible task in our strength and ingenuity. Human hands cannot change human hearts. The Holy Spirit's empowerment should be our first thought and desire, not our last resort.

As a Fellowship, it is urgent that a paradigm shift be made in our view and utilization of social media. We will need to transform social media into social ministry.

Reimagine PAWI not as having a mission's department but as a missional organisation. It has been established that real church growth starts with a culture of missions.

Constitutions and bylaws are the backbone of an organisation that holds its various components upright. Constitutions and Bylaws were created for organisations and not organisations for Constitution and By-laws. They should be driven by the vision and direction of the Fellowship. Hence, they must be subject to periodic evaluation and reform to maintain their relevance.

The success of this strategic plan lies heavily on a dynamic and effective divine and human partnership. This is wisely balancing the Supernatural Power and the Strategic Plan. Proverbs 21:31 succinctly summarises this harmony. "The horse is made ready for the day of battle, but victory rests with the Lord." (NIV)

The buy-in is indispensable for the successful implementation and execution of this plan. The vision was obediently received, clearly written, and now, must be willingly and successfully sold so that "a herald "may run with it" (Hebrew" 2: 2). Every Bishop, Credential Worker, Department leader, Church, and member must know thoroughly and own this vision corporately. Therefore, this is God's vision for PAWI and our vision for this great Fellowship.

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PAWI
VALUE
STATEMENTS



To be a vibrant, global organization, built upon sound biblical truths and unity, which utilizes its resources to serve all people.

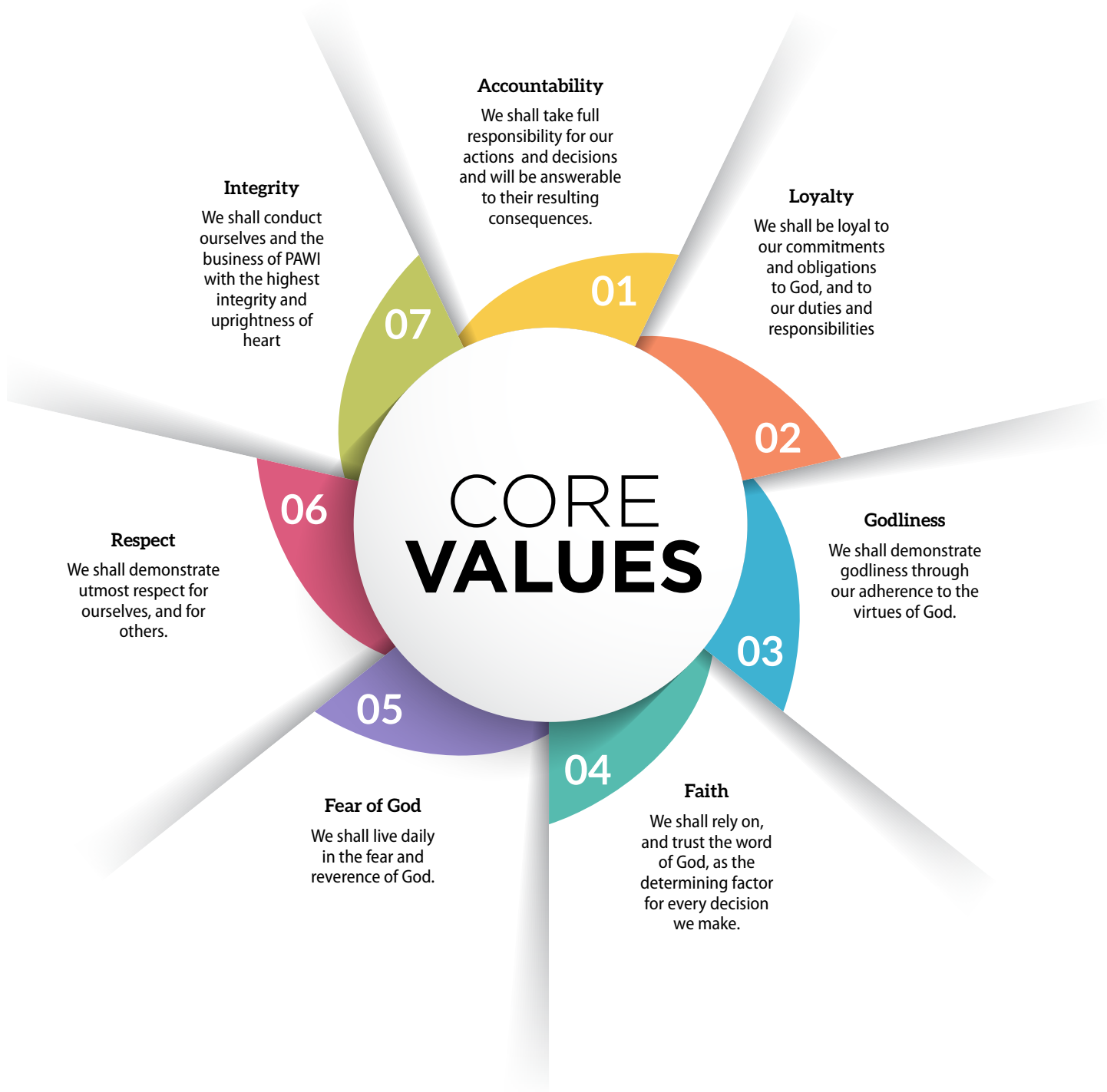
Vision

Mission



PAWI exists to fulfil the purpose of God by transforming people and communities everywhere, by the gospel of Jesus Christ, through the power and manifestation of the Holy Spirit for the Glory of God.

Fig. 1 – PAWI Core Values



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STATEMENT
of **FAITH**

We Believe the Holy Scriptures, both Old and New Testaments, are the divinely inspired Word of God without error in the original writings and the final authority for all Christian faith and life (II Timothy 3:16-17; II Peter 1:21).

We Believe in one God, infinite, perfect, and eternally existent in three persons, Father, Son, and Holy Spirit (Matthew 3:16-17; 28:19; I Peter 1:2; II Corinthians 13:14).

We Believe in the virgin birth of the Lord Jesus Christ, His unqualified deity, His sinless humanity, the eternal all-sufficiency of His atoning death, His bodily resurrection, and His ascension to His Father's right hand (I Corinthians 15:3-4; John 1:1, 20:24-29; Hebrews 4:15; I Timothy 2:5; Revelation 20:1-6).

We Believe in the personal and imminent pre-tribulation return of Jesus Christ for His Church, i.e., the rapture; the pre-millennial return of Jesus Christ with His Church, and His millennial reign on earth (Hebrews 9:28; I Thessalonians 4:13-18; Revelation 20:1-6; I Corinthians 15:51; Philippians 3:20-21; Titus 2:13).

We Believe that justification is a judicial act of God on the believer's behalf solely through faith in Christ's death and resurrection (Romans 3:24,26; 4:18-25; 5:1; I Corinthians 6:11; Galatians 3:24).

We Believe that man was created in the image of God but fell into sin and is under condemnation and that it is only through the atoning work of the Lord Jesus Christ and regeneration by the Holy Spirit that salvation can be obtained (Genesis 1:26-27; 2:17; 3:1-13; John 14:6; Acts 4:12; I Timothy 2:5-6).

We Believe that water Baptism by immersion and the Lord's supper as ordinances to be observed by the Church during the present age (Matthew 28:19; Mark 16:16; Acts 2:38; I Corinthians 11:17-34).

We Believe that the Christian life involves discipleship, obedience to the Word of God, holiness, witness, and service through the power of the Holy Spirit (Matthew 28:19; Mark 16:16; Acts 1:8; 2:38; II Corinthians 6:14-18; 7:1).

We Believe in the baptism with the Holy Spirit with the initial physical evidence of speaking in other tongues (Acts 2:4; 4:31; 10:46; I Corinthians 12:13-14; Ephesians 5:18).

We Believe in the demonstration of the gifts of the Spirit and the manifestation of the fruit of the Spirit (Galatians 5:22-23).

We Believe in the divine healing of the human body as provided for in the atonement, which is a privilege of all believers (Isaiah 53:4,5; James 5:14,15).

We Believe in Heaven as the eternal inheritance of the believers and in Hell and the Lake of Fire as the place of eternal doom for the devil, his angels, and all unbelievers (John 14:1-3; Revelation 20:10-15, 21:1-6).

We Believe that the true Church consists of all who, through faith in Jesus Christ, have been regenerated by the Holy Spirit and are united in the Body of Christ (Ephesians 1:22-23; 2:22; 4:3-6).

We Believe in and practice the five-fold Ministries and the supporting Ministries to be operational in the Church (Ephesians 4:11-13).

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SITUATIONAL ANALYSIS

Since our last strategic plan expired in 2019, no single activity has punctuated the world and, by extension, PAWI as the COVID-19 Pandemic. While the COVID 19 virus was already detected in 2019, the year ended with great anticipation for our 2020 General Conference in Florida, the first of its type outside the region. However, rather than attending a conference, the Fellowship, and its districts and churches, had to contend with guidelines to mitigate against the spread of the virus, social distancing, mask-wearing, sanitizing, and of course, closure of face-to-face services. Amid the Pandemic, many of our congregations would have suffered the loss of members, including pastors and other credentialed workers. Income levels were severely diminished and occasioned a rippled effect on the ability of districts and churches to honour their financial commitments fully. This was then followed by the prolonged debate on whether to vaccinate or not to vaccinate.

While the Pandemic has dealt a severe blow to most of the world's economies, smaller island states that are heavily dependent on tourism and tourism-related industries have had their economies almost paralyzed. Additionally, many of our district islands struggled with other social and legislative issues that demanded our time, attention, and financial resources. Some of these included: the FIU Act in Trinidad and Tobago placed districts and churches under severe scrutiny, forcing them to revisit their structure and operations. In addition, St. Vincent and the Grenadines were faced with the eruption of the La Soufrière volcano, which resulted in the displacement of about 20,000 people and the devastation of the livelihoods of many.

Trinidad and Tobago continues to contend with the influx of illegal immigrants and the legal and social fallout from this development.

In more recent times, the invasion of Ukraine by Russia has resulted in a less than optimistic outlook for global economies and a general uneasiness regarding the domino effect this development is likely to have globally.

Notwithstanding the adversities faced by world changes, the Church continues to stand the test of time. For example, we were forced to explore new ways of doing Church due to the Pandemic. The resilience and resourcefulness of our people took center stage. There was the implementation of digital communications and the revising and re-packaging of ministry to fit into the digital frame. Social media was embraced as a widely accepted and utilized engagement resource for districts and churches and, to some extent, has become the preferred resource for hosting district conferences in the last two years. We embraced the opportunity to convert our homes into sanctuaries, Sunday School classes, and meeting places. We have resolved that we have benefited from the Pandemic.

The mandate of the FIU has forced churches and districts to employ best practices in their operations. It has increased accountability at all levels of the organization in Trinidad and Tobago. The Financial Intelligent Act, which has been passed in every island District, will begin to impose accountability and reporting measures that can bring more scrutiny and the need for a more cohesive track for the organization to run on. This augers well for the push to make PAWI a more global partner in the quest for world evangelization.

There are some changes that we have made that we will not reverse. The way we do Church in the future will never be the same. The strategic plan 2022-2024 was developed against this backdrop of "change". It is designed to be intentional and purpose-driven, yet flexible and relevant. The use of strategic tools is expected to help us become more proactive in our thinking and actions yet responsive to the leading of the Holy Spirit.

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PAWI
STATISTICS

5.1 District Churches 2014 vs 2022

Table 1. Comparison by District

District Churches	Then (2014)	Now (2022)
Antigua	19	17
Barbados	24	26
Central (Trinidad)	12	7
Dominica	26	24
Grenada	25	25
Montserrat	1	1
North East (Trinidad)	43	43
North West (Trinidad)	26	34
South (Trinidad)	36	34
St. Lucia	23	22
St. Vincent and the Grenadines	15	16
Tobago	17	19
TOTAL	267	*268

5.2 Churches by Categories

Table 2: PAWI Churches by Categories

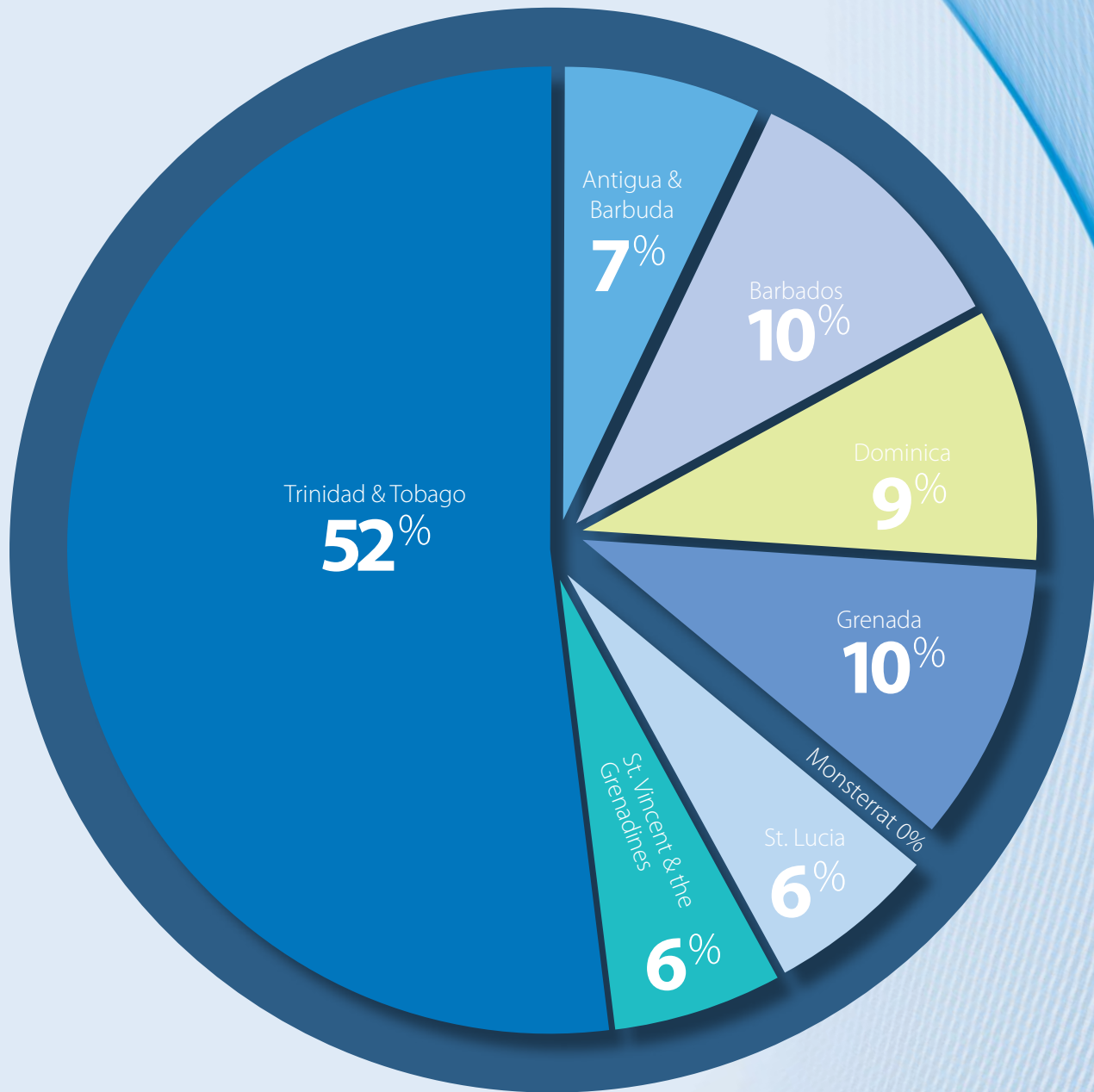
DISTRICT	Auto.	Dep.	Bran.	Pion.	Affil.	TOTAL
Antigua & Barbuda	11	5	0	1	0	17
Barbados	19	6	0	1	0	26
Central (Trinidad)	3	3	0	1	0	7
Dominica	8	15	1	0	0	24
Grenada	16	9	0	0	0	25
Montserrat	1	0	0	0	0	1
North East (Trinidad)	16	15	11	1	0	43
North West (Trinidad)	14	9	2	9	0	34
South (Trinidad)	25	2	4	3	0	34
St. Lucia	7	2	3	1	4	17
St. Vincent & The Grenadines	8	8	0	0	0	16
Tobago	15	2	1	1	0	19
TOTAL	143	76	22	18	4	263

Summary

Autonomous Churches: 54% Dependent Churches: 29% Branch Churches: 8%
 Pioneer Churches: 7% Affiliate Churches: 2%

5.3 Percentage Churches by Island

Fig. 1 – Churches by Island



- Antigua & Barbuda
- Barbados
- Dominica
- Grenada
- Monsterrat
- St. Lucia
- St. Vincent & the Grenadines
- Trinidad & Tobago

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SOME FINDINGS FROM
PERCEPTION
STUDY

6.1 Training

Concerning qualifications, 62% of the respondents in this study had a Bachelors degree and above (meaning Masters, Doctoral Degree)

The majority of respondents indicated that they were in favour of the continuing development of pastors and workers

6.2 Leadership Issues

- Respondents are not clear on the strategic direction of PAWI; on a scale from 1 to 5, most of the respondents gave a 1 and 2 in response to this question.
- On a scale from 1 to 5, the majority of respondents gave a three and above, indicating their satisfaction with the current leadership of PAWI.
- Concerning the process of appointing pastors, respondents remained neutral in this regard.

6.3 Financial Issues

- The majority of respondents recommended that PAWI should engage the services of persons who are adept in financial management as a way of leading us out of our current situation
- 13% spoke about ensuring that tithing is done
- 13% spoke to business investment

6.4 Opportunities for Pastors and Workers

- There was an overall lack of satisfaction with opportunities available to pastors and workers to continue ministry after they retired.
- The majority of respondents had a neutral view regarding their satisfaction with opportunities for women and youths in PAWI

6.5 Church Ministries

Respondents held a neutral view regarding whether church ministries were relevant and meeting the current needs of those they serve.

6.6 Divorce & Remarriage

65% of respondents were in favour of this

6.7 Missionary Efforts

67% of respondents felt that PAWI's Missionary efforts were somewhat effective (Rating from 1-4). One being the highest, most respondents gave a 3.

6.8 Amendments to Constitution and By-Laws

50% of respondents suggested moderate amendments

26% Much amendment

19% little amendment

A total of 95% acknowledging some level of amendment is required.

6.9 PAWI Branding

Responses on Level of Branding

Church Letterhead and PAWI Logo	30%
Internal Sign with PAWI Name and Logo	15%
External Sign with "A member church of PAWI"	28%
External Sign with PAWI Logo	19%
No external signage	8%

Coming out of this study, there is a concern that some are still unaware of our branding efforts.

6.10 General Conference

50% of the respondents attended three or more conferences in the last ten years.

Those who attended fewer or never attended indicated that cost was the primary factor.

6.11 Spiritual State of Respondents

On a scale of one to ten (1 the lowest and 10 the highest)

1-3 on the scale	2%
4-6 on the scale	38%
7-9 on the scale	58%
10 on the scale	1%

7

**SWOT
ANALYSIS**

7.1 Strengths

- a. Pentecostal distinctiveness.
- b. Sound Pulpit ministry.
- c. The organization is people-oriented.
- d. Strong missions/evangelism programs.
- e. Institutional Longevity.
- f. Indigenous educational institution (WIST).
- g. Strong institutional presence.
- h. The camaraderie amongst ministers.
- i. Committed workers and pastors.
- j. Strong asset base.
- k. Organizational partners.
- l. Widespread skillset amongst members.
- m. A Cadre of senior ministerial members.
- n. Growing professional resources into which PAWI can tap.

7.2 Weaknesses

- a. Structure does not enforce the strategic role and function of the General and District Executives to provide developmental direction.
- b. Inadequate finances and the absence of the alignment of financial resources with the strategic direction of the Fellowship.
- c. Individualism.
- d. Absence of an effective succession programme.
- e. Inadequate enforcement and adherence of organizational policies/bylaws.
- f. Aging ministerial population.
- g. Absence of ministerial appraisal and evaluation.
- h. Insufficient ministerial retooling and skills development among pastors.
- i. The waning emphasis of the Pentecostal Distinctives.
- j. Insufficient compliance with OSHA, National Insurance, PAYE, and other relevant government regulations.
- k. Insufficient knowledge of the constitution and bylaws amongst PAWI constituents leading to constitutional breaches in leadership.
- l. The constitutional framework does not adequately address some of the organization's current issues.

m. Areas of indiscipline among ministers.

n. An overall decrease in the number of persons willing and available to service at all levels of the organization.

7.3 Opportunities

- a. The Pandemic has opened doors to the use of technology to reach a wider group of persons for ministry effectively.
- b. Opportunity to maximize the potential for distant learning.
- c. Growing need for social services - care of the elderly, hospice facilities.
- d. Due to the increased population of migrants in Trinidad and Tobago and other islands, there is an opportunity to increase the various arms of ministry and Church planting.
- e. The growing number of housing developments provide avenues for church planting and ministry to children, youths, and adults.
- f. The prevalence of natural disasters in the Caribbean creates the platform for ministry.

7.4 Threats

- a. Increasing legislations in island districts that are contrary to Christian beliefs.
- b. Perpetuating external erroneous doctrines amongst purporting "full gospel churches."
- c. An increasing tendency for litigations against the Church.
- d. It is difficult to get some members to return to physical church gatherings because of their prolonged online experience.
- e. The advent of online Churches has increased the number of church members church-hopping, rendering it challenging to ascertain the current membership of churches.
- f. The advent of natural disasters in the Caribbean region poses a threat to physical facilities, economic hardship, and migration of members.
- g. Varying opinions on the Pandemic and vaccines tend to cause division among members.
- h. The increase in criminal activities has impacted

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DISTINCTIVE COMPETENCIES

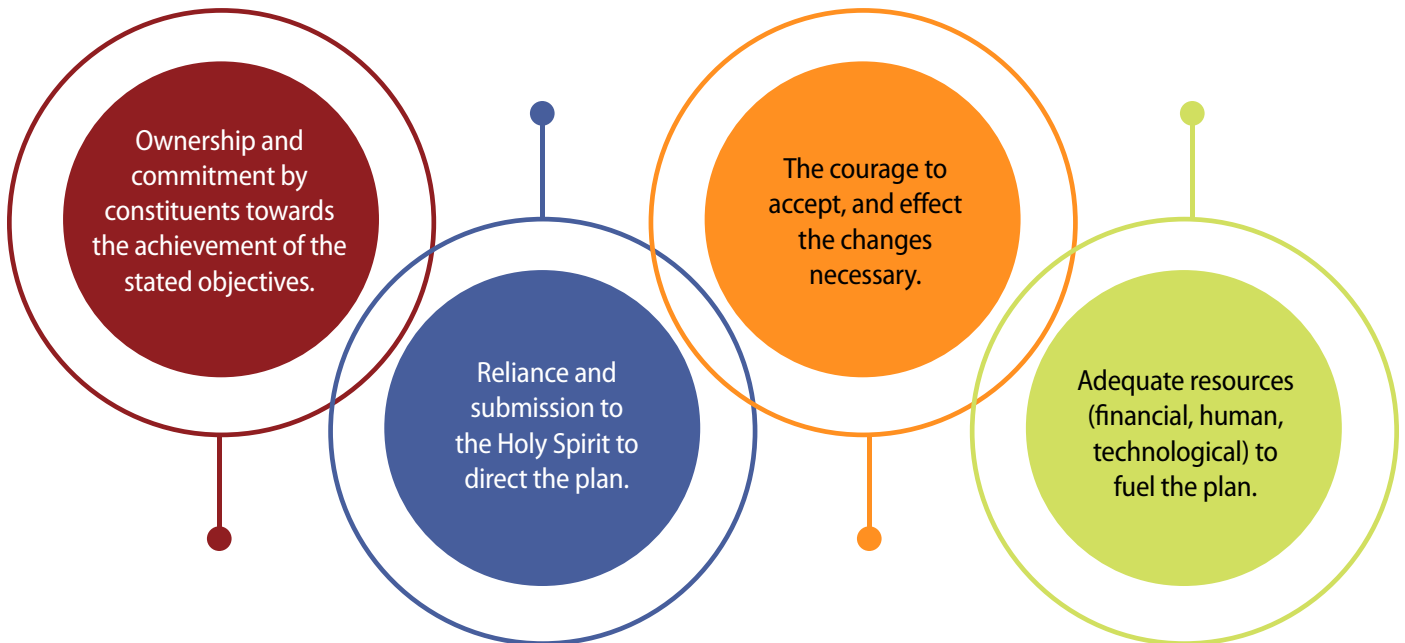
- a. The largest indigenous religious organization in the Caribbean.

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KEY SUCCESS FACTORS (KSF)

The success of the strategic plan is subject to key requirements being met. To be successful, these factors must be given the highest priority. These factors will also become the measurement indicators to determine how well PAWI achieves its objectives.

Fig. 2 – Key Success Factor



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ORGANIZATIONAL STRUCTURE

Fig 3. PAWI Organizational Structure



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PAWI ORGANIZATION FRAMEWORK

Fig. 4 – Organizational Framework

PAWI General Executive

The General Executive is responsible for:

- Human resource development at all levels of the organization (i.e. identifying skills needed and where, skills possessed, developed training programmes for imparting those skills)
- Providing the infrastructure for social ministry on a macro scale
- Maximizing on the present potential of finances and creating new streams of income
- Creating a structure for effective communication throughout the organization, especially from the head office to all congregations
- Encouraging greater real estate development

PAWI Districts

- Facilitates and acts as a middle manager in ensuring that the directives of the executive body are carried out. Additionally, the district is responsible for ensuring that the primary objectives of the church are well mapped out and that they are being executed. In their role as the overseer of the churches, the district also acts as liaison/ communication facilitator between the executive and the pastors and churches, ensuring a two-way flow of information.

PAWI Local Church

The responsibilities of the local church are;

- Evangelism,
- Missions,
- Edification of the body (counselling, discipling, family growth) and
- Financial stewardship

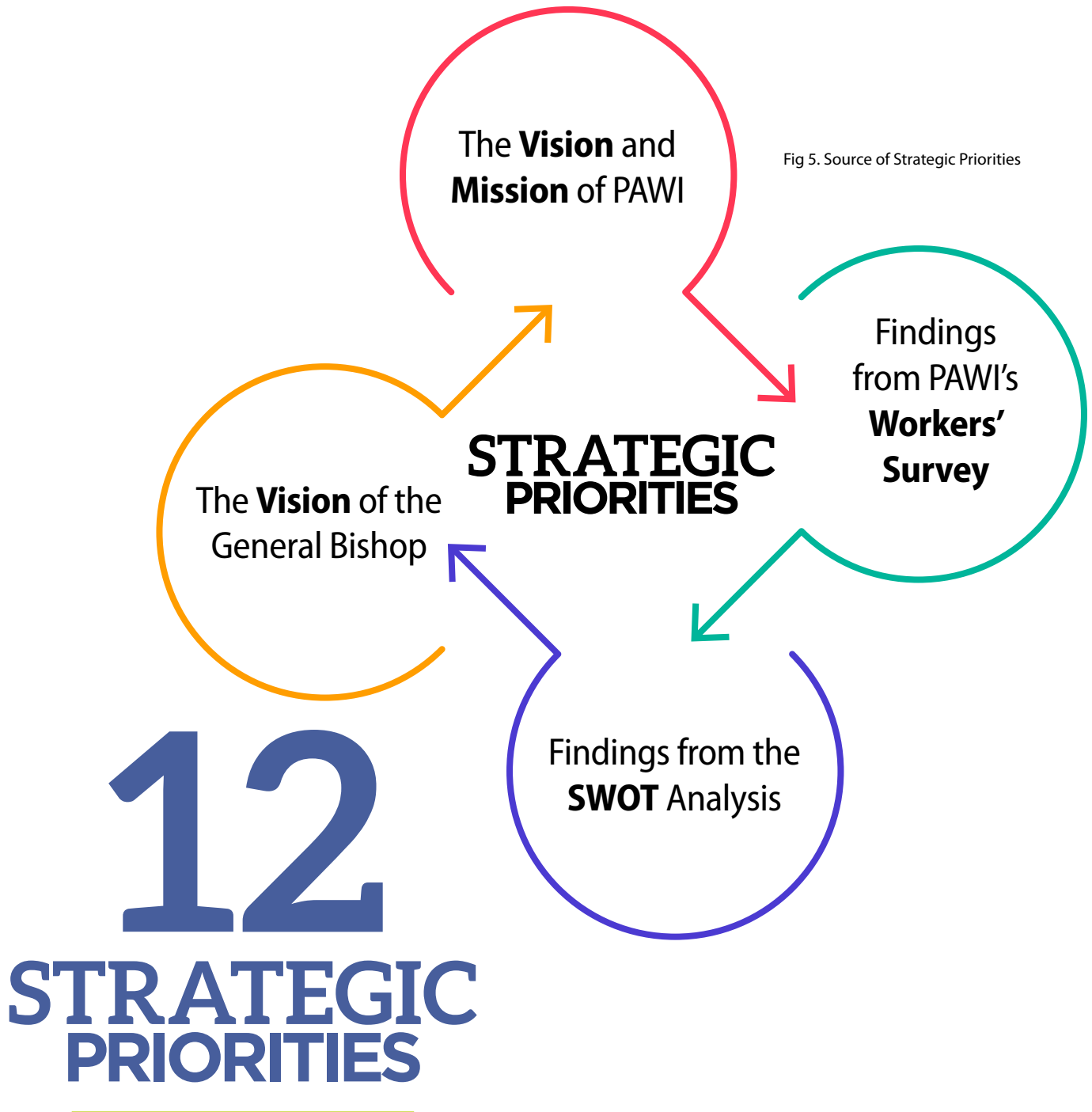


Fig 5. Source of Strategic Priorities

The strategic priorities were derived from several imperatives, including; the vision of the General Bishop as directed by God, the God-given purpose of the organization, the findings of a recent workers' survey and an analytical assessment of current internal factors (within PAWI) and those external to the organization that has the potential of either helping or hurting the organization.

The outcome of the process has birthed the strategic priorities for the next three years.

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STRATEGIC PILLARS

Arising out of the strategic priorities were seven strategic pillars. The selection of these pillars will allow PAWI to sharpen its focus in seven (7) specific areas. As such, over the next three (3) years, the collective efforts and resources of the Fellowship will be poured into these pillars, guiding us towards the development of a cohesive story about the direction of PAWI.

Fig. 6 Strategic Pillars



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OBJECTIVES & STRATEGIES

14.1 Pillar 1 - Worship

Overall Objective - To foster an institutional philosophy and environment that promote the encountering of God's presence as a common experience & lifestyle.

1. Encourage leaders to personify a lifestyle of worship to God.
2. Promote the identification and elimination of unhealthy practices in the organization/ministries.
3. Give Focus to those who embody the value of worship and work outwards.
4. Inspire pastors and workers to use their work as an opportunity to worship God by exercising their God-given gifts and adhering to spiritual principles and practices.
5. To promote a work environment at all PAWI's inPAWI'sions and offices, where our service, work culture, and corporate brand emulate the excellence and Glory of God.

14.2 Pillar 2 – Ministry/Discipleship

Overall Objective -To establish an organizational framework that is intentional about and propagates Church ministry and discipleship as essential tenets of the PAWI's Ministry Philosophy.

Ministry Strategies

1. Propagate the need for PAWI's church ministry to be relevant, purpose driven and meeting the current needs of those they serve.
2. Introduce a campaign to call younger men and women into the full-time five-fold ministry in PAWI.
3. Partner with WIST to facilitate training to adapt the ministry style of church ministries.
4. Ministry continuity in PAWI
5. Create opportunities for retired bishops, pastors, and workers to continue to serve in the Fellowship.
6. Facilitate the re-training and retooling of Pastors and workers in preparation for retirement.
7. Establish a council of elders (from retired ministers) to provide support and counsel to the Fellowship.
8. Establish a consultancy team from among retired bishops, pastors, and workers to assist districts and churches towards a healthy church status.
9. Fellowship Continuity

10. Design a standardized framework for mentorship of workers to be implemented by the District.
11. Select, train and establish a pool of persons to fill the executive positions on the General Executive.

Discipleship

1. Cultivate a global disciple-making culture in PAWI.
2. Develop an organizational policy for intentionally developing disciples.
3. Each District has an ongoing discipleship training regime to train trainers.

Community Relations Strategies

1. Position the community as an extension of the congregation.
2. Encourage the introduction of a Church Community Outreach Programme (C-CO). Each Church has at least one programme designed to serve the community's needs.
3. Encourage pastors and workers to assume a proactive role and increase their participation and influence upon their communities.
4. Compile and use demographic data to know more about the community.
5. Districts to identify and pursue opportunities to partner with government and other agencies to tackle social ills.
6. Districts to proactively identify national legislation that conflicts with Christian beliefs and agree on an appropriate response.

West Indies School of Theology

1. To position WIST as the training nerve center of the Fellowship.
2. Oversee an assessment on WIST in keeping with the new face of tertiary education.
3. Increase the appetite for training and development among PAWI constituents.
4. To explore new options for more non-theological training opportunities outside the current WIST curriculum.

14.3 Pillar 3 – Evangelism /Church Planting

Overall Objective - To facilitate the presentation of the gospel to the unreached and the establishment of new local churches

Prayer:

1. Oversee the establishment of a regional prayer calendar targeting labourers and the unreached.
2. Oversee the implementation of an active/ongoing evangelism programme in each District.
3. Increase the level of awareness for missions and missionary support nationally, regionally, and globally.
4. Districts to Identify and support a local missionary initiative.
5. Oversee the implementation of the existing church planting policy throughout the Fellowship.
6. Assess and review PAWI's missionary efforts to determine the level of effectiveness and ROI.
7. Facilitate the training and retooling of workers in the area of church planting.

14.4 Pillar 4 - Divine Empowerment

Overall Objective - To establish the role of the Holy Spirit as being central to the empowerment of the saints and the work of God.

1. Re-establish the importance of the infilling of the Holy Spirit and the operation of the gifts and power of the Holy Spirit in our churches.
2. Include a Holy-Spirit emphasis week in PAWI's annual calendar of events
3. Allocate time in churches and church ministries to emphasize the infilling of the Holy Spirit.
4. Schedule quarterly prayer time for strategic initiatives.
5. Challenge pastors and workers to have a humble dependence on the work of the Holy Spirit and demonstrate this through genuine holiness, passion for their ministry, discernment, and the courage to correct errors.
6. Pastors to revisit ministry methods to ensure that they are biblically based and consistent with the doctrine of the Holy Spirit.

14.5 Pillar 5 – Leadership

Overall Objective - Develop an "intentional" leadership model that identifies, develops, and commissions healthy leaders to optimize their God-given gifts and abilities

Leadership Empowerment

1. Determine key leadership competencies needed for PAWI's current and future leadership development.
2. Implement and sustain a structured system of identifying and developing leaders within the organization.
3. Implement the concept of plural leadership.
4. Utilize the platform of the General Conference for vision casting.
5. Boost the confidence and competence of PAWI's leaders.
6. Effectively promote the concept of accountability of our leaders at all levels of the organization to God and those with oversight over them.
7. Utilize the diversity of viewpoints to establish unified messages and a one-voice policy among leaders. (Strategy)
8. Engage pastors and workers in continuous dialogue on the strategic direction of the Fellowship.
9. Revisit the approach for appointing executive members at all levels of the organization to optimize the use of our best resources available.
10. Establish district and international skills bank to provide easy access to qualified and trained personnel across the Fellowship.

Healthy Pastors and Workers

1. Introduce a care programme for pastors and workers across all districts to ensure they maintain an acceptable quality of life while working with districts and after retirement.
2. Promote workers assistance programme (WAP) in every District, allowing pastors and workers to access a diverse range of help from the District of their choice.
3. Ensure that pastors and workers have access to health insurance.
4. Districts to promote the concept of accountability partnership among their pastors and workers.

14.6 Pillar 6 – Church Governance

Overall Objective - To oversee the implementation of the PAWI constitution, policies and procedures, and national legislation (all countries) to ensure transparency, accountability, and consistency.

Constitution & By-laws

1. Undertake a holistic review of PAWI's constitution to ensure that it effectively transitions the organization to new levels of operations & best practices.
2. Review the criteria/classification of assemblies.
3. Compliance
4. Bring PAWI's Districts and churches in line with PAWI and governmental regulations on each island, including statutory regulations and employment laws.
5. Conduct a complete audit on PAWI's assets to determine viability and value.
6. Institutionalize a framework for reporting/accountability at all levels of leadership in PAWI.
7. Reinforce protocol for the application/use of the PAWI brand at all levels of the organization.
8. Structure
9. Lend institutional oversight to ensure that PAWI's organisational structure is functional.
10. Districts to oversee the operations of churches without overstepping constitutional boundaries.

Finance

1. Promote financial transparency and ethical practices in all PAWI's Districts, churches, and other agencies.
2. Allocate financial resources to support key projects and organizational needs.
3. Optimize the use of capital resources to generate income.
4. Promote the mutual benefit of tithing to the giver and the organization.

14.7 Pillar 7 - Fellowship

Overall Objective - To educate PAWI constituencies on having a sense of belonging to the body of Christ and the Fellowship

1. Establish and maintain a platform for relational trust between PAWI's leadership and the other levels of the organization.
2. Institutionalize inter-district and intra-district for a to improve the relationship among workers and congregations.
3. Advance the PAWI branding initiative across the Fellowship:
 - a. Building Signage
 - b. Printed materials
4. Educate PAWI about itself (its history, its belief, its principles, its core values).
5. PAWI's Value Statements and Statement of Faith to be permanent fixtures in every PAWI church and office.
6. Implement a communication network/database that will allow for the dissemination of information to all pastors and workers in the Fellowship quickly.
7. Institutionalize a system for recognizing and honouring the service of leaders and workers at all levels of the organization.
8. Allow pastors from across the various districts to share in the General Executive devotional time to help establish a better familiarity and bond between the multiple levels of the organization.

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RESOURCES REQUIRED

15.1 Strategic Plan Project Lead to:

- Coordinate the roll-out of the strategies in the plan and liaise with members of the strategic team for an update on their implementation and progress.
- Oversee the effective implementation of key processes in support of the plan.
- Coordinate the deployment of resources (where required) to action the plan.
- Prepare Quarterly reports to the General Executive on the progress of the plan.

15.2 Research Personnel/programme to:

- Conduct research

15.3 Technological Resources to:

- Analyse data collected
- Database to store/retrieve skills bank information

15.4 Financial Resource to:

- Finance various aspects of the plan

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EVALUATION AND CONTROL

Strategic Review	Pre-planned bi-monthly meetings to review progress reports from Bishops and other assignees and introduce contingencies when and where necessary.
Reporting	Institutionalize a standard reporting format for all leaders at all levels of the organizations, reflective of the strategic outcome desired.
Research	Conduct annual research to ascertain whether strategies employed are working and uncover new trends that will likely impact the organization and its plans.
Updated Data	Maintain up-to-date data of church membership numbers, categories of churches, baptism, baby dedication, etc.
Corrective Measures	Introduce a contingency plan with corrective measures within one month of discovering deviations.
Prayer	Allocate time at the monthly prayer sessions of the General Executive for the strategic plan and God's heart in this regard.
Constitution/ Policy Manual	Increase the level of knowledge of the constitution and Bylaws and the PAWI policy manual.

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ACTION PLAN

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
1. Encourage leaders to personify a lifestyle of worship to God.				Gen Exec/Bishops
2. Promote the Identification and elimination of unhealthy practices in the organization/ministries				Gen Exec/Bishops
3. Give Focus to those who embody the value of worship and work outwards				District Bishops
4. Inspire pastors and workers to use their work as an opportunity to worship God by exercising their God-given gifts and adhering to spiritual principles and practices.				District Bishops
5. Promote a work environment at all PAWI's institutions and offices where our service, work culture, and corporate brand emulate the excellence and Glory of God.				All Levels of the Org.
6. Propagate the need for PAWI's church ministry to be relevant, purpose driven and meeting the current needs of those they serve.				Gen Exec/Bishops
7. Introduce a campaign to call younger men and women into the full-time five-fold ministry in PAWI.				Gen Exec
8. Partner with WIST to facilitate training to adapt the ministry style of church ministries.				Districts
9. Create opportunities for retired bishops, pastors, and workers to continue to serve in the Fellowship.				Gen Exec
10. Facilitate the re-training and retooling of Pastors and workers in preparation for retirement.				Districts

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
11. Establish a council of elders (from retired ministers) to provide support and counsel to the Fellowship.				Gen Exec/Districts
12. Establish a consultancy team from among retired bishops, pastors, and workers to assist districts and churches towards a healthy church status.				Gen Exec/Districts
13. Design a standardized framework for mentorship of workers to be implemented by the District.				Gen Exec/Districts
14. Select, train and establish a pool of persons to fill the executive positions on the General Executive				Gen Exec/Districts
15. Cultivate a global disciple-making culture in PAWI				Gen Exec/Districts
16. Develop an organizational policy for intentionally developing disciples				Gen Exec/Districts
17. Each District to have an ongoing discipleship training regime to train trainers				Districts
18. Position the community as an extension of the congregation				Districts/Churches
19. Encourage the introduction of a Church Community Outreach Programme (C-CO). Each Church has at least one programme designed to serve the community's needs.				District/Churches
20. Encourage pastors and workers to assume a proactive role and increase their participation and influence upon their communities				Bishops
21. Compile and use demographic data to know more about the community.				Pastors
22. Districts to identify and pursue opportunities to partner with government and other agencies to tackle social ills.				Districts

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
23. Districts to proactively identify national legislation that conflicts with Christian beliefs and agree on an appropriate response.				Districts
24. Position WIST as the training nerve center of the Fellowship				Gen Exec
25. Oversee an assessment on WIST in keeping with the new face of tertiary education				Board of Governors / WIST Board
26. Increase the appetite for training and development among PAWI constituents				Districts/WIST Board
27. Explore new options for more non-theological training opportunities outside the current WIST curriculum				Board of Governors/ WIST Board
28. Oversee the establishment of a regional prayer calendar targeting labourers and the unreached.				Gen Exec/Districts
29. Oversee the implementation of an active/ongoing evangelism programme in each District.				Gen Exec/Districts
30. Increase the level of awareness for missions and missionary support nationally, regionally, and globally.				Gen Exec/Districts
31. Districts to Identify and support a local missionary initiative.				Districts
32. Oversee the implementation of the existing church planting policy throughout the Fellowship				Gen Exec/Districts
33. Assess and review PAWI's missionary efforts to determine the level of effectiveness and ROI				Gen Exec/Districts
34. Facilitate the training and retooling of workers in the area of church planting				Districts

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
35. Re-establish the importance of the infilling of the Holy Spirit and the operation of the gifts and power of the Holy Spirit in our churches.	█			All Levels of PAWI
36. Include a Holy-Spirit emphasis week in PAWI's annual calendar of events		█		GE/Dist./Churches
37. Allocate time in churches and church ministries for emphasis on the infilling of the Holy Spirit	█			Churches/Chur Min.
38. Schedule quarterly prayer time for strategic initiatives	█			General Exec.
39. Challenge pastors and workers to have a humble dependence on the work of the Holy Spirit and demonstrate this through genuine holiness, passion for their ministry, discernment, and the courage to correct errors.	█			Bishops
40. Pastors to revisit ministry methods to ensure that they are biblically based and consistent with the doctrine of the Holy Spirit.	█			Pastors
41. Determine key leadership competencies needed for PAWI's current and future leadership development		█		General Exec
42. Implement and sustain a structured system of identifying and developing leaders within the organization			█	General Exec
43. Implement the concept of plural leadership			█	Gen Exec/Districts
44. Utilize the platform of the General Conference for vision casting			█	General Exec
45. Boost the confidence and competence of PAWI's leaders	█			Gen Exec/Districts

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
46. Effectively promote the concept of accountability of our leaders at all levels of the organization to God and those with oversight over them.				Gen Exec/Bishops
47. Utilize the diversity of viewpoints to establish unified messages and a one-voice policy among leaders.				Gen Exec/Districts
48. Engage pastors and workers in continuous dialogue on the strategic direction of the Fellowship				District Bishops
49. Revisit the approach for appointing executive members at all levels of the organization to optimize the use of our best resources available.				General Exec
50. Establish district and international skills bank to provide easy access to qualified and trained personnel across the Fellowship.				Gen Exec/Districts
51. Introduce a care programme for pastors and workers across all districts to ensure they maintain an acceptable quality of life while working with districts and after retirement.				Districts/Churches
52. Promote workers assistance programme (WAP) in every District, allowing pastors and workers to access a diverse range of help from the District of their choice				Districts
53. Ensure that pastors and workers have access to health insurance				Districts/Churches
54. Districts to promote the concept of accountability partnership among their pastors and workers				Districts

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
55. Undertake a holistic review of PAWI's Constitution to ensure that it effectively transitions the organization to new levels of operations & best practices.				General Exec
56. Review the criteria and classification of assemblies.				Gen Exec
57. Bring PAWI's Districts and churches in line with PAWI and governmental regulations on each island, including statutory regulations and employment laws.				Districts/Churches
58. Conduct a complete audit on PAWI's assets to determine viability and value.				Districts
59. Institutionalize a framework for reporting/accountability at all levels of leadership in PAWI				Gen Exec/District
60. Reinforce protocol for the application/use of the PAWI brand at all levels of the organization.				Gen Exec/Districts
61. Lend institutional oversight to ensure that PAWI's organisational structure is functional				Gen Exec
62. Districts to oversee the operations of churches without overstepping constitutional boundaries.				Districts
63. Promote financial transparency and ethical practices in all PAWI's Districts, churches, and other agencies.				Districts/Churches
64. Allocate financial resources to support key projects and organizational needs				Districts
65. Optimize the use of capital resources to generate income				Gen Exec/Districts
66. Promote the mutual benefit of tithing to the giver and the organization.				Pastors
67. Establish and maintain a platform for relational trust between PAWI's leadership and the other levels of the organization				Gen Exec/Bishops

STRATEGY	2022 2023	2023 2024	2024 2025	Lead
68. Institutionalize inter and intra district fora to improve the relationship among workers and congregations				Districts
69. Advance the PAWI branding initiative across the Fellowship (Signage/printed material etc.)				Gen Exec/Districts
70. Educate PAWI about itself (its history, its belief, its principles, its core values).				Districts/Churches
71. PAWI's Value Statements and Statement of Faith to be permanent fixtures in every PAWI church and office				Districts/Pastors
72. Implement a communication network/database that will allow for the dissemination of information to all pastors and workers in the Fellowship quickly.				Gen Exec/Districts
73. Institutionalize a system for recognizing and honouring the service of leaders and workers at all levels of the organization.				Gen Exec/Districts
74. Allow pastors from across the various districts to share in the General Executive devotional time to help establish a better familiarity and bond between the various levels of the organization.				Gen Exec



**PENTECOSTAL
ASSEMBLIES
OF THE
WEST INDIES**

STRATEGIC Plans
2022-24