



PAWI
SINCE 1910

PENTECOSTAL ASSEMBLIES
OF THE WEST INDIES

STRATEGIC PLAN

2026-2030

GETTING IT
RIGHT.
THE Capacity
TO DO

INTRODUCTION

The Pentecostal Assemblies of the West Indies (PAWI) under the leadership of **Bishop Dr. Sonny Williams**, enters this new strategic term with gratitude for God’s sustaining grace and confidence in His continued guidance. For decades, PAWI has stood as a resilient regional fellowship anchored in biblical truth, united across diverse cultures, and steadfast in its mission. Through challenges and change, our identity has been preserved, and our agility has enabled us to remain relevant in a shifting world.

The year 2026 marks not only the beginning of this new strategic cycle but also a historic milestone: The West Indies School of Theology (WIST), the training nerve-centre of the fellowship, celebrates 80 years of service. For eight decades, WIST has faithfully prepared men and women for ministry, shaping generations of leaders who have carried the message of the gospel across the region and around the world. This 80th anniversary underscores the importance of succession, discipleship, and renewal as we look to the future.

The years ahead will be a season of preparation for transition, as many of our seasoned leaders will move into new phases of ministry and life, continuing to serve in diverse ways while entrusting key responsibilities to others. This will not be merely about a change of personnel, it is a sacred responsibility to mentor, prepare, and release a new generation of leaders who are spiritually grounded, doctrinally faithful, and organizationally equipped to carry the fellowship forward.

Our theme for 2026–2030, “*Getting it Right – The Capacity to Do*”, captures both the urgency and the hope of this season. *Getting it Right* calls us to unwavering alignment with God’s Word, doctrinal integrity, and strategic purpose. It reminds us that mentorship and succession must be intentional, precise, and faithful to the legacy entrusted to us. *The Capacity to Do* speaks to readiness, not only ability, but Spirit-empowered strength, competence, and confidence to lead faithfully.

This Plan is therefore much more than a strategic roadmap; it is a covenant to preserve PAWI’s legacy, strengthen its foundations, and ensure that the vision passed on remains clear, relevant, and rooted in biblical truth. Bishop Dr. Williams invites all of us, to embrace this moment with faith, courage, and determination, trusting that the God who has brought us thus far will empower us to “get it right” as we continue to build capacity in the years ahead.

V. Charles

CONTENTS

	Page No.
1.0 Value Statement	1
1.1 Statement of Faith	1
1.2 Vision and Mission	3
1.3 Core Values	4
2.0 Organizational Structure	5
3.0 Organizational Framework	6
4.0 PAWI Statistics	7
4.1 District Churches 2014-2026	7
4.2 District Churches By Percentage	8
4.3 District Churches By Categories	9
5.0 Review of 2022-2025 Strategic Plan	10
6.0 Strategic Plan Framework	13
7.0 Premise for Strategic Direction	14
8.0 Strategic Priorities	20
9.0 Objectives/Strategies	23
10.0 Time Frame	34
11.0 Key Success Factors	35
12.0 Control Measures	36
13.0 Action Plan	38
Notes	47

1.0 VALUE STATEMENTS

1.1. 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 are 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).

VALUE STATEMENTS (Continued)

Statement of Faith (Continued)

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 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).

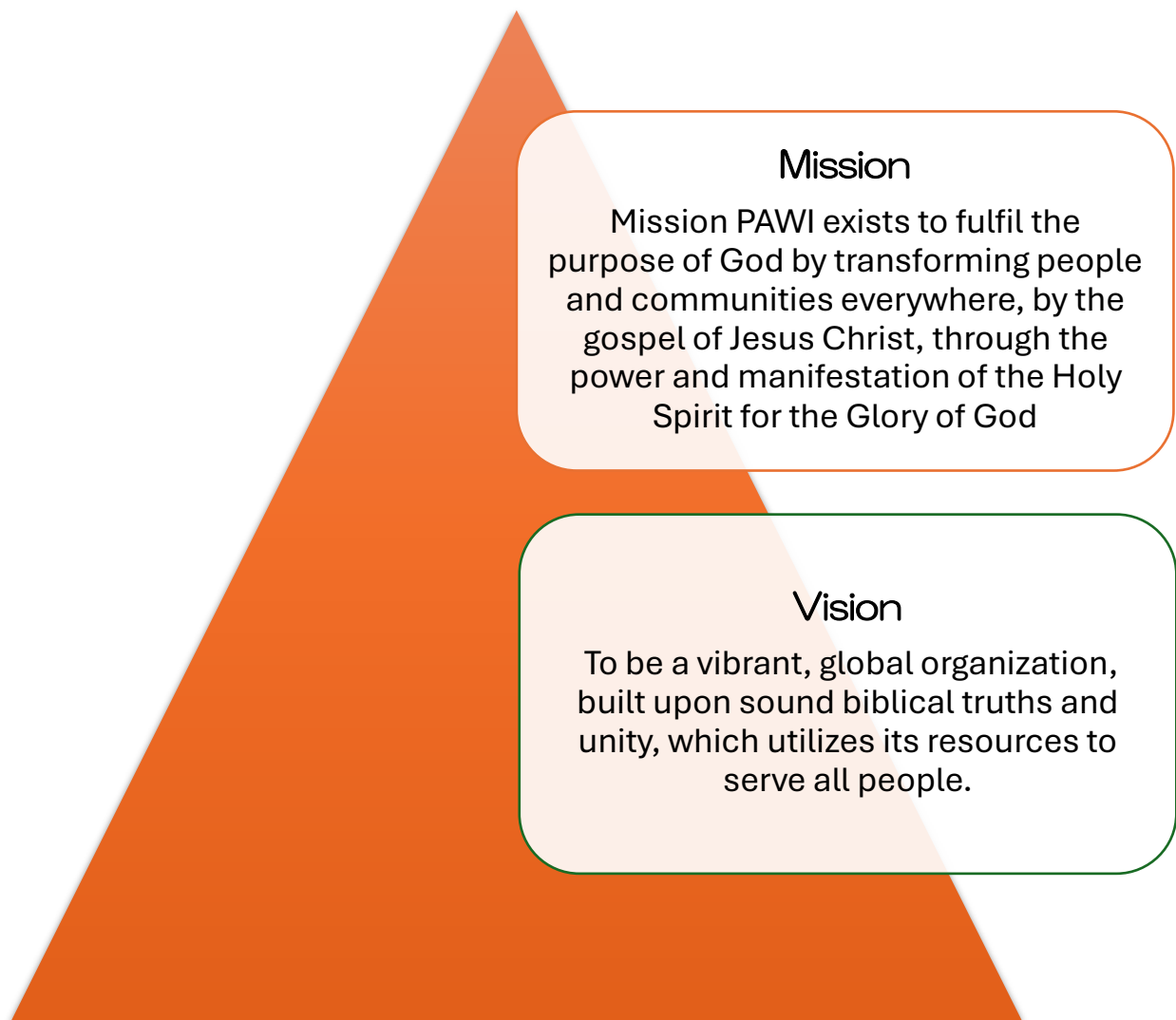
We Believe that the true Church consists of all who through faith in Jesus Christ have been regenerated by the Holy Spirit and are united in the Body of Christ (Ephesians 1:22-23; 2:22; 4:3-6).

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

VALUE STATEMENTS (Continued)

1.2 Vision and Mission

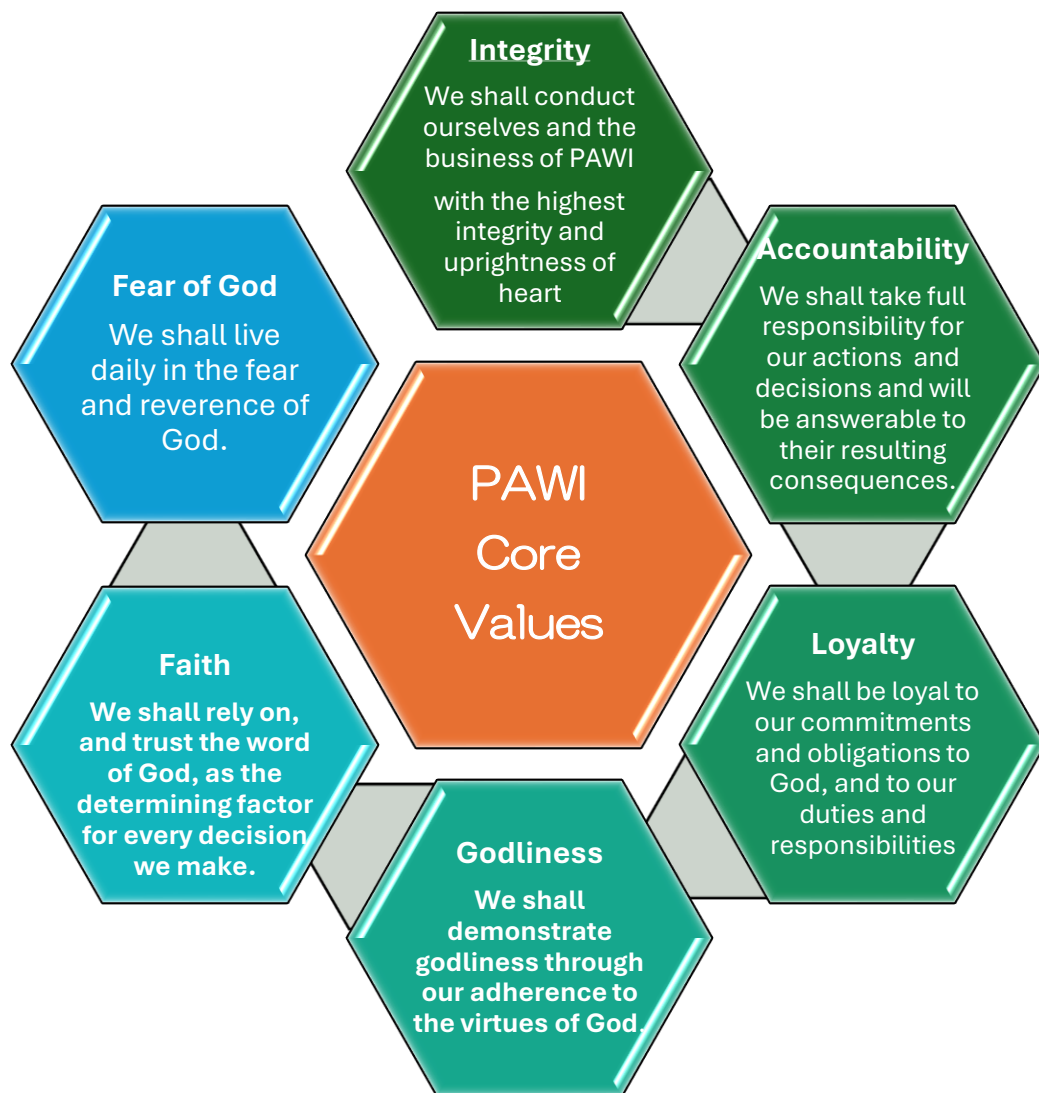
Fig 1. Vision and Mission



VALUE STATEMENTS (Continued)

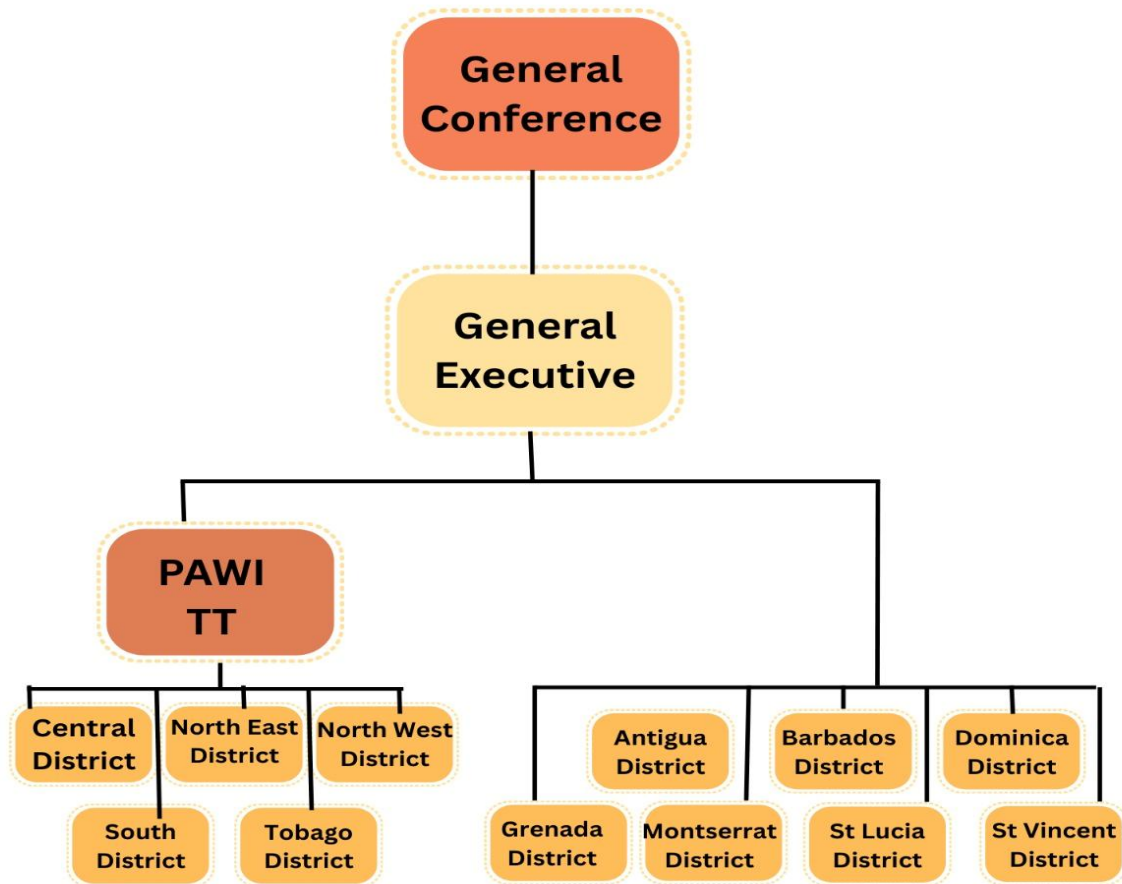
1.3 Core Values

Fig. 2. Core Values



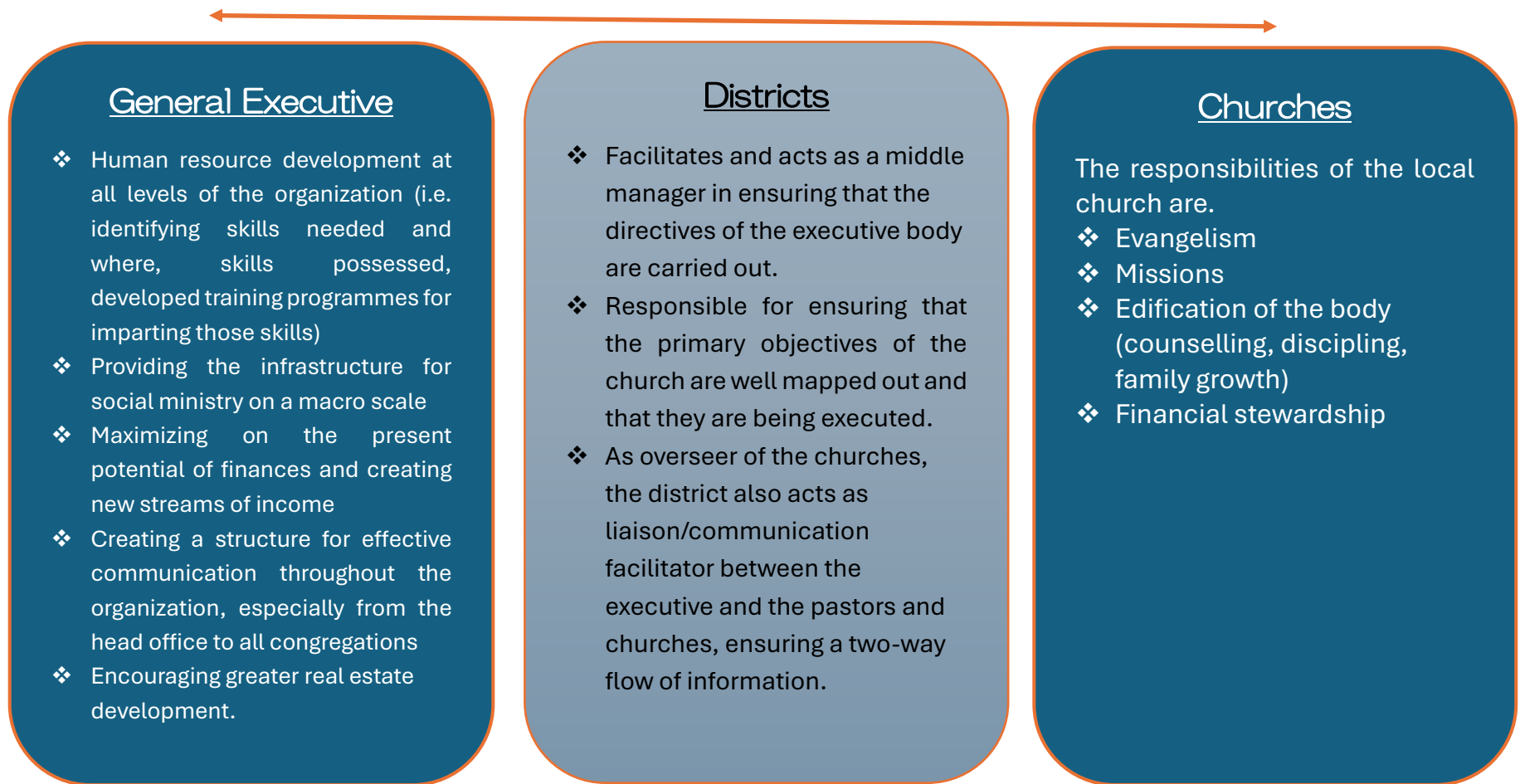
2.0 ORGANIZATIONAL STRUCTURE

Fig 3. PAWI Organizational Structure



3.0 ORGANIZATIONAL FRAMEWORK

Fig 4. Organizational Framework



4.0 PAWI STATISTICS

4.1 District Churches 2014 -2026

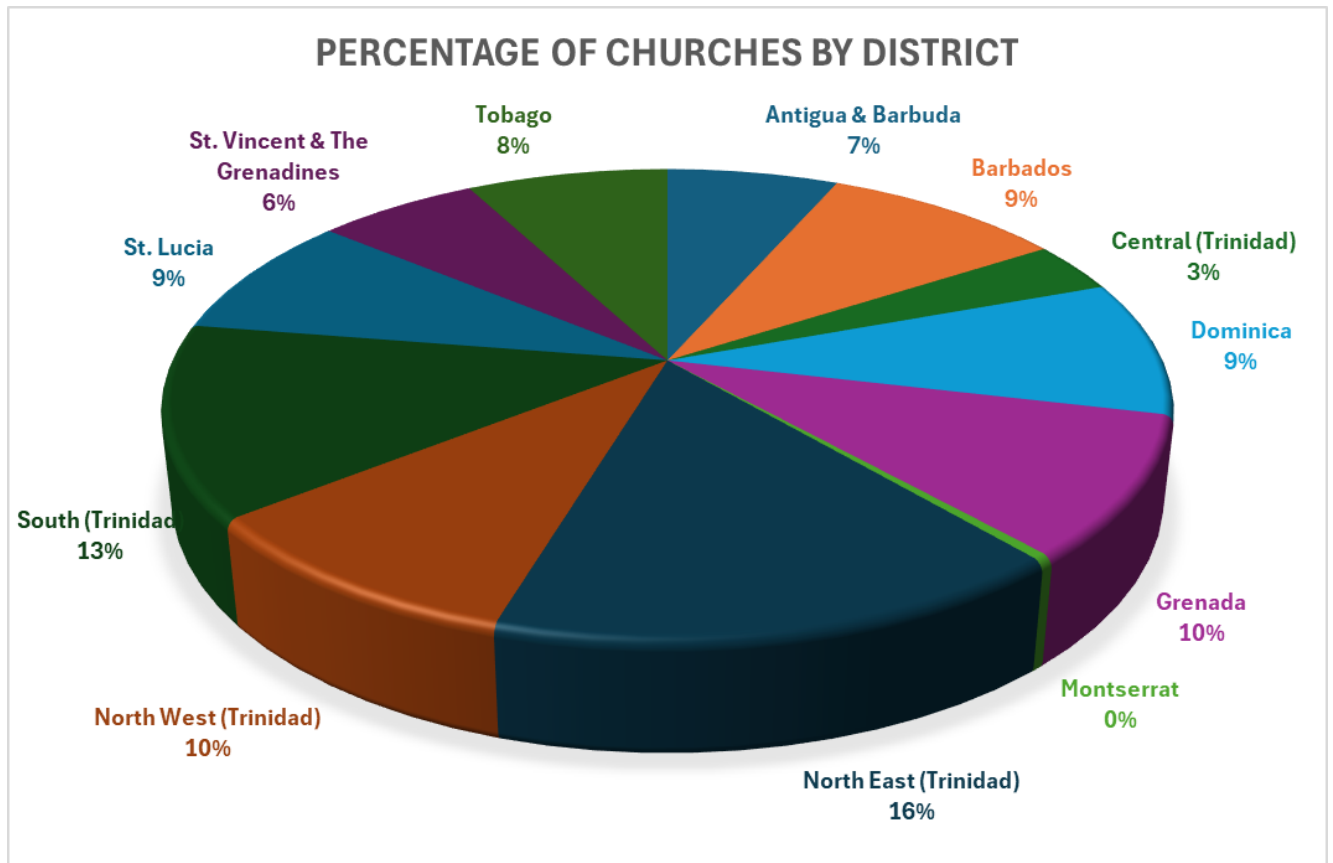
Table 1. Comparison by District

District Churches	(2014)	(2022)	Now (2026)
Antigua	19	17	17
Barbados	24	26	*24
Central (Trinidad)	12	7	*9
Dominica	26	24	24
Grenada	25	25	25
Montserrat	1	1	1
North East (Trinidad)	43	43	*41
North West (Trinidad)	26	34	*25
South (Trinidad)	36	34	34
St. Lucia	23	22	22
St. Vincent and the Grenadines	15	16	16
Tobago	17	19	*20
TOTAL	267	268	*258

PAWI STATISTICS (Continued)

4.2 Percentage of Churches by District

Fig. 5 Pie Chart – Churches By District



PAWI STATISTICS (Continued)

4.3 Churches By Categories

Table 2. Churches by Categories

DISTRICT	Auto.	Dep.	Bran.	Pion.	Affil.	TOTAL
Antigua & Barbuda	11	5	0	1	0	17
Barbados	19	4	0	1	0	24
Central (Trinidad)	3	3	0	3	0	9
Dominica	8	15	1	0	0	24
Grenada	18	6	0	0	1	25
Montserrat	1	0	0	0	0	1
North East (Trinidad)	18	14	8	1	0	41
North West (Trinidad)	17	7	1	0	0	25
South (Trinidad)	26	2	3	3	0	34
St. Lucia	8	8	2	1	3	22
St. Vincent & The Grenadines	8	8	0	0	0	16
Tobago	17	1	0	2	0	20
TOTAL	153	73	15	13	4	258

5.0 REVIEW OF 2022-2025 STRATEGIC PLAN

During the last term, PAWI concentrated its efforts on seven (7) strategic pillars. These pillars provided the foundation for the fellowship’s strategic direction, shaping leadership development, strengthening spiritual vitality, and advancing outreach.

From this framework, a comprehensive action plan was developed, comprising seventy-four (74) strategies. Of these, thirty-nine (39) were to be fully or partially executed or facilitated under the responsibility of the General Executive.

In alignment with the conference theme for 2022-2025 “**Healthy Church,**” the General Executive prioritized in the main, initiatives that addressed the wellbeing of pastors and workers. These efforts sought to promote holistic health, spiritual, emotional, and physical among those serving in ministry. The initiatives included: -

#	Strategy	Status / Progress Update	% Completion
1	Promote the identification and elimination of unhealthy practices in the organization/ministries	Addressed through ongoing oversight by the General Executive and Bishops, with corrective guidance issued where concerns were identified. Embedded in training and accountability structures rather than a single branded campaign.	30%
2	Introduce a campaign to call younger men and women into the full-time five-fold ministry in PAWI	Partially implemented through District initiatives and leadership development, but no unified Fellowship-wide campaign launched.	25%
3	Create opportunities for retired Bishops, pastors and workers to continue to serve in the Fellowship	Advanced through the Council of Elders framework and identification of retired leaders for advisory and mentoring roles.	25
4	Facilitate the re-training and retooling of Pastors and workers in preparation for retirement	Initiated; framework and implementation plan approved by the General Executive. Program to be launched at General Conference with District-wide rollout to follow.	30%

REVIEW OF 2022-2025 STRATEGIC PLAN (Continued)

5	Establish a council of elders from retired ministers to provide support and counsel to the Fellowship	Requirements approved, nine elders identified across twelve districts, pending ratification by General Conference.	90%
6	Design a standardized framework for mentorship of workers to be implemented by the Districts	Framework completed and approved. Mentor training completed; mentee training underway.	60%
7	Position WIST as the training nerve-centre of the Fellowship	Policy decision taken to channel all training through WIST.	55%
8	Oversee an assessment of WIST in keeping with the new face of tertiary education	Preliminary discussions held; full PAWI-led assessment deferred due to ACTT mid-term accreditation process.	15%
9	Explore new options for more non-theological training opportunities outside the current WIAT curriculum	Progress constrained by lack of ACTT approval and delayed further by the President's resignation affecting curriculum development.	15%
10	Determine key leadership competencies needed for PAWI's future leadership development	Competencies informally identified through training initiatives but not yet codified into a single formal framework.	25%
11	Implement and sustain a structured system of identifying and developing leaders within the organization	Elements exist via mentorship, PDDI, and credentialing, but not fully integrated leadership pipeline yet.	28%
12	Introduce a care program for pastors and workers across all Districts	Recognized as necessary; no comprehensive Fellowship-wide program implemented, though some District-level initiatives exist.	10%
13	Ensure that pastors and workers have access to health insurance	Discussions held, but no unified Fellowship-wide solution implemented.	10%
14	Institutionalize a framework for reporting/accountability at all levels of the organization	Framework developed, approved, and in use at Episcopal and Regional levels. Still to be implemented at other levels.	20%

REVIEW OF 2022-2025 STRATEGIC PLAN (Continued)

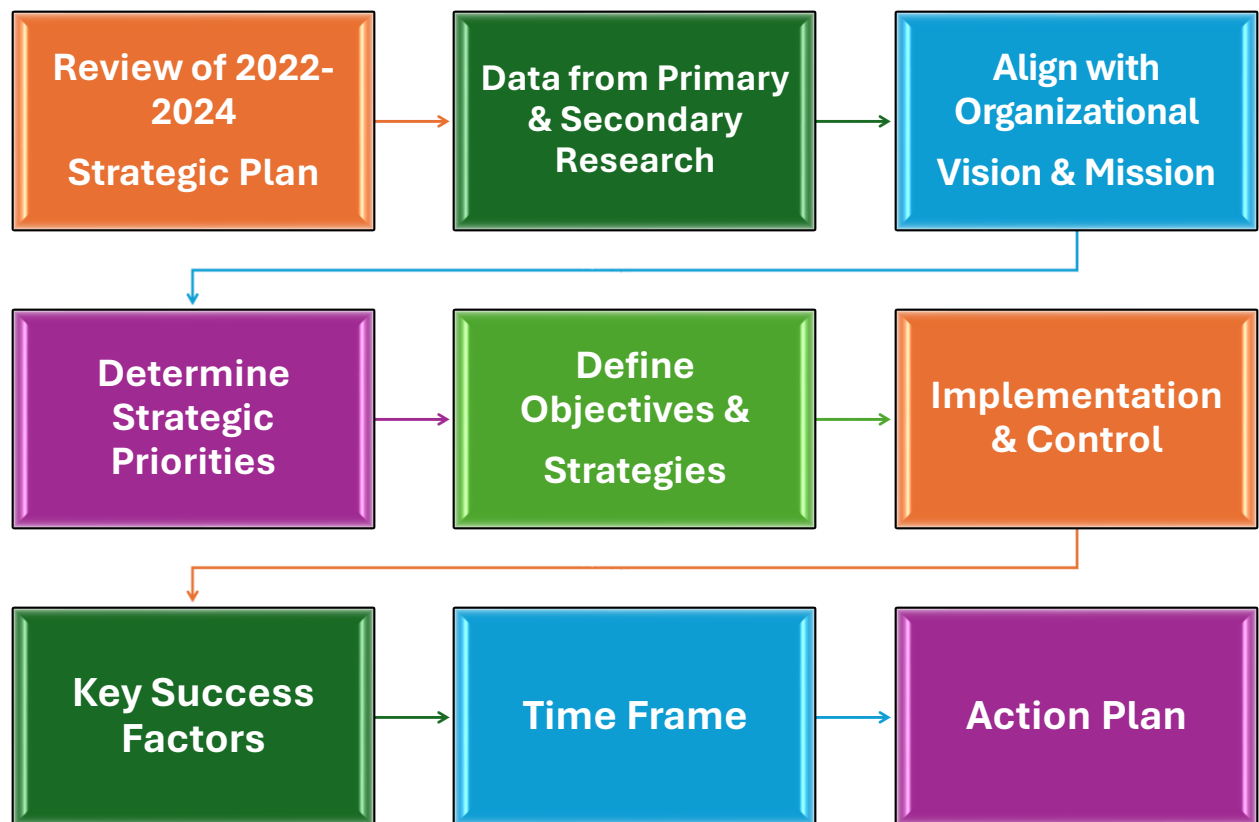
15	Educate PAWI about itself.	Implemented through the PDDI program, now a prerequisite for credential upgrade; adaptation for other leadership levels pending. Ongoing education using PAWI Day video.	55%
16	Institutionalize a system for recognizing and honouring service.	No full system yet, but the Cynthia Jack Award established with first award to be presented in 2026.	20%
17	Allow pastors from across Districts to share in General Executive devotional time.	Implemented on a limited basis, improving relational bonding; further expansion recommended.	10%
—	OVERALL SUMMARY	Across these 17 General Executive-level strategies, some progress was made in mentorship, leadership and the establishment of the council of elders, while structural welfare initiatives and institutional systems require further development in the next term.	31% Average Completion

The General Executive made measurable progress across its assigned strategies, particularly in mentorship, leadership development, and the establishment of the Council of Elders. These areas demonstrated forward momentum and laid important groundwork for future growth. However, several initiatives were only partially advanced due to regulatory challenges, resource limitations, and leadership transitions, most notably within the WIST portfolio and in efforts related to worker care and benefits.

The overall completion rate of approximately 31% reflects modest advancement, serving both as evidence of progress and as a clear indicator of where concentrated effort is needed. This outcome highlights the importance of prioritizing initiatives with the greatest impact, strengthening leadership continuity, and addressing structural barriers to ensure more robust execution in the next strategic cycle.

6.0 STRATEGIC PLAN FRAMEWORK

Fig. 6 Strategic Plan Framework



7.0 PREMISE FOR STRATEGIC DIRECTION

7.1 The Theme

The Pentecostal Assemblies of the West Indies (PAWI) has proven itself to be a robust and enduring regional body, weathering numerous challenges across decades of ministry while remaining steadfast in its commitment to purpose, doctrine, and strategic alignment. As a fellowship that spans the region, PAWI has consistently managed the complex responsibility of uniting diverse regional cultures under a shared vision and ensuring that its mission remains both relevant and rooted in biblical truth. This resilience has not only safeguarded its identity but has also helped its agility to adapt to shifting realities.

Today, PAWI stands at a defining moment in its history, with an aging leadership at its core and the inevitability of many seasoned leaders completing their service at the close of the 2026–2030 term. This presents the dual challenge of succession and renewal, a transition that is not merely about replacing leaders but about ensuring that the next generation is adequately disciplined, spiritually grounded, and organizationally prepared for leadership. Moreover, it signals PAWI’s unwavering determination to preserve its legacy and sustain its purpose for successive generations.

The theme “**Getting it Right – The Capacity to Do**,” chosen for the 2026-2030 term, carries deep significance. *Getting it Right* speaks to the necessity for alignment with God’s Word, with PAWI’s doctrinal integrity, and with its strategic purpose as a body. At this defining moment, we cannot afford missteps in succession or discipleship. The process of identifying, discipling, and releasing younger leaders must be intentional, precise, and faithful to the legacy of those who have gone before. To “*get it right*” is also to safeguard the identity of the fellowship, to preserve its doctrinal purity, and to ensure that the vision we pass on is clear, relevant, and rooted in biblical truth.

“*The Capacity to Do*” conveys PAWI’s state of readiness. Transition is not simply about preparing leaders it is about equipping them with the competence, confidence, and commitment to occupy roles effectively. True capacity is cultivated not only through training and resources but also through mentoring, where seasoned leaders intentionally invest in emerging ones. This helps to strengthen character, nurture spiritual maturity, and ensure continuity of this great organization we call PAWI.

Bishop Dr. Sonny Williams

PREMISE FOR STRATEGIC DIRECTION (Continued)

7.2 The Mission and Vision

The strategic plan of PAWI for 2026-2030 is developed within a framework that affirms the ongoing guidance of the Holy Spirit in directing the life and work of the Fellowship. Central to this process are PAWI's mission and vision statements, which provide enduring spiritual and organizational foundations for discernment, planning, and accountability. Together, they articulate the Fellowship's God-given identity and calling, ensuring that strategic decisions remain rooted in biblical truth, Spirit-empowered ministry, and the advancement of the gospel of Jesus Christ.

PAWI's mission defines what it means to "get it right" by establishing theological alignment, missional clarity, and spiritual integrity as the basis for all ministries. It serves as the primary standard against which priorities, initiatives, and outcomes are evaluated, ensuring faithfulness to God's purpose before pursuing growth or expansion. The vision complements this by emphasizing the development of capacity, calling the Fellowship to be a vibrant, unified, and global body that responsibly stewards its resources to serve all people.

Informed by the theme for the new term, "*Getting it Right, the Capacity to Do,*" the strategic plan integrates spiritual alignment with intentional capacity-building. While shaped by the vision God has given to the leadership for the next four years and insights from recent research, the mission and vision remain consistent and formative contributors to PAWI's direction. Together, they ensure that the Fellowship's strategy reflects both Spirit-led discernment and the practical ability to carry out the work God has entrusted to it.

PREMISE FOR STRATEGIC DIRECTION (Continued)

7.3 The Research Findings

Recent research conducted among credential workers will weigh heavily on the strategic approach for the upcoming term, as respondents highlighted several critical issues that must shape PAWI's future direction. Central to these findings is the realization that "Getting It Right – the Capacity to Do" must guide PAWI's response to emerging challenges. The following are some of the findings of the research:

- Slightly more than half of all respondents (51%) possess PAWI's highest credential.
- The majority of participants (65%) had been pastoring for 15 years or less.
- More than 35% of pastors in this study have already reached or surpassed the traditional retirement age.
- Approximately 59% of credential holders are between the ages of 56 and 85, the issue of an aging ministerial population becomes even more pronounced.
- 19% of respondents indicated dissatisfaction, highlighting that nearly one in five participants feel that opportunities for women and youth in leadership are lacking.
- The response to PAWI's mentorship programme has been overwhelmingly positive, with 82% of individuals indicating their willingness to be mentored.
- The majority of respondents (19%) indicated that aging ministers/ lack of succession planning predominates their thinking.
- A majority of PAWI's ministers are approaching the later stages of their ministry, which could result in a leadership vacuum if intentional succession planning is not prioritized.
- There is an urgent need for PAWI to develop strategies that encourage younger members to pursue ministry, establish mentorship and leadership development programs, and create flexible retirement models that allow older pastors to transition into advisory roles.
- Only 12% indicated that they were satisfied, highlighting a relatively low level of confidence in post-retirement ministry pathways.
- Respondents remain unclear about **PAWI's strategic direction**, with 65% in 2025 indicating they did not know, or were unsure of the organization's direction.
- 21% of respondents indicated they did not believe the ministries were relevant at all in addressing the needs of their respective groups.

PREMISE FOR STRATEGIC DIRECTION (Continued)

The Research Findings (Continued)

- Respondents expressed that ongoing learning, and development should be mandatory requirements for pastors and credential workers.
- Overall, approximately 48% of respondents felt that the Districts’ communication was effective, and when combined, those who rated communication as “very effective” and “effective,” the consolidated figure rose to 64%.
- Only 14% of respondents indicated they were “very familiar” with PAWI’s strategic pillars, despite these pillars being in place for over three years. Notably, 11% admitted to having no familiarity whatsoever.
- Despite 74% of respondents indicating awareness of PAWI’s brand policy, this awareness does not appear to translate into proper application. Across all Districts
- A significant 80% of respondents reported steady improvement in their spiritual life and ministry,
- Themes of ineffective leadership (10%), absence of the Holy Spirit (10%), and the lack of unity/selfishness (10%) also emerged as ideas at the forefront of respondents’ minds.
- Concerns about leadership emerged as the single most critical issue occupying the minds of respondents.

7.4. The Pillars of Renewal and Continuity

The transition and renewal of PAWI rested on seven foundational pillars that sustained the growth, stability, and spiritual vitality of PAWI over the past four years.

These pillars formed the core of PAWI’s strategic focus in the last term shaping leadership development, spiritual vitality, and missional outreach. While the theme and emphasis will shift for 2026–2030 term, their relevance endures. They remain necessary foundations for continuity and renewal, ensuring that even as our focus evolves, the strength of discipleship, mentorship, evangelism, missions, and spiritual empowerment continues to anchor PAWI’s growth and stability. In this way, the new theme builds upon, not replaces the pillars that have carried us thus far.

PREMISE FOR STRATEGIC DIRECTION (Continued)

7.5. The Role of the West Indies School of Theology

The West Indies School of Theology (WIST) is central to this transition and has a key role to play in leading the charge in “capacity building” through practical training and mentorship. WIST role will include: -

- Serving as both a theological training ground and a leadership incubator and should become the engine of succession, preparing leaders who are ready, empowered, and capable of carrying PAWI’s mission forward.
- Beyond the boundaries of its traditional theological education, WIST must urgently embrace opportunities at hand to evolve into a dynamic hub, embracing innovative models of learning, and intentional mentorship integration to create, and holistically prepare individuals to take up the mantle of leadership in PAWI.

7.6 Training and Development for Readiness

The upcoming term is a crucial one, that must prioritize training and development that focuses not only on the “what” and “why” of ministry, but critically on the “**how**,” including: -

- Practical readiness - Equipping workers with the skills to occupy leadership roles effectively.
- Program alignment - Ensuring that initiatives, structures, and curricula are strategically designed for transition.
- Occupational readiness - Instilling confidence, competence, and commitment in those preparing to step into leadership.

This is, therefore, a clear summons to ensure we get it right, building the capacity that will empower the next generation of leaders to step forward and occupy.

PREMISE FOR STRATEGIC DIRECTION (Continued)

Training and Development for Readiness (Continued)

The term ahead will be decisive. PAWI must ensure that:

- It realigns itself with its core purpose.
- Its leadership at every level of the organization, move decisively beyond talk and deliberation into intentional, measurable actions.
- Initiatives are structured to support preparation and transition.
- The organization's health remains a focal point and continues to improve.
- The platform for transition and renewal rest upon pillars such as discipleship, mentorship evangelism and missions and anchored by spiritual empowerment.
- The brands (PAWI/WIST) are repaired, strengthened, and repositioned for relevance in the Communities they serve.

The mandate for PAWI therefore is clear, its urgent and it emphasizes a call to Get it right - the capacity to do, the demonstrated readiness to step into leadership.

8.0 STRATEGIC PRIORITIES

8.1 Clarity of Vision

The seven pillars upon which the 2022-2025 strategic plan was built, remain necessary foundations for continuity and renewal of PAWI, ensuring that even as our focus evolves, the strength of the pillars, continue to anchor PAWI's growth and stability. In this way, the new theme builds upon and not replaces the pillars that have carried us thus far. While the theme and emphasis will shift for 2026–2030 term, their relevance endures.

Fig 7. Strategic Pillars 2022-2025



STRATEGIC PRIORITIES (Continued)

8.2 Capacity Building – “The Ability To Do”

As PAWI enters the new term 2026–2030, our focus is on building capacity, not as a separate initiative, but as an integral process that unfolds alongside the ongoing refinement of the seven strategic pillars. We are aware, that many Districts and churches are still actively working through these pillars, even as they are now woven into the five strategic priorities established for this period. This deliberate integration reflects both **continuity**, as our foundation remains strong and unwavering, and **expansion**, as aligning the pillars with the strategic priorities unlocks new capacity. Together, they form a unified framework that enables PAWI to respond with greater agility, vision, and impact to the challenges and opportunities ahead.

Fig. 8 Strategic Priorities for 2026-2030



STRATEGIC PRIORITIES (Continued)

Capacity Building, “The Ability to Do” (Continued)

At the heart of all our work is **“The Messiah.”** Christ remains at the center of our fellowship. Our capacity to act flows from His authority, our ability to serve is modelled on His example, and our growth is sustained by His presence.

“The Mission Embrace’ - We will continue to embrace the mission entrusted to us: proclaiming the Gospel, nurturing disciples, and advancing the Kingdom. Every strategic priority will be aligned with this mission.

“The Mentorship Provided” - Capacity building will include intentional mentorship raising leaders, equipping pastors, and empowering communities. Considering our aging population, and associated concerns arising from our recent study pertaining to concerns about leadership, mentorship will ensure continuity, sustainability, and generational transfer of wisdom and vision.

“The Ministry” - “This Priority emphasizes capacity building as the intentional and practical outworking of every arm of the fellowship, serving, discipling, and evangelizing effectively, while ensuring relevance and impact in a fast-paced environment.

“The Miracles Expected” - We anticipate the miraculous as evidence of the Holy Spirit’s empowerment. Our strategic priorities are not merely organizational goals but spiritual commitments, expecting God to confirm His Word with signs and wonders.

“The Mobilization” – Mobilization will be the driving force that will transform PAWI’s objectives and strategies into impact. By rallying financial, human, and material resources, PAWI ensures that capacity building will move beyond intention, breathing life into initiatives and empowering sustainable growth across all regions.

9.0 OBJECTIVES/STRATEGIES

9.1 The Mission

Overall Objective – *Prioritize PAWI’s “mission” as the defining focus of the fellowship by aligning every strategic priority with Gospel proclamation and ensuring that all activities intentionally contribute to the fulfilment of the Great Commission.*

Strategies	KPI
Integrate and Institutionalize evangelism, discipleship, and outreach across all levels of the organization.	<ul style="list-style-type: none"> ❖ At least 60% of church members actively involved in evangelism & discipleship. 2028/2029 ❖ Each local church to conduct at least 5 community outreaches per year. 2026-2027
Through PAWIMA create a regional missionary arm to evangelize the region.	<ul style="list-style-type: none"> ❖ Deploy 5 missionaries in the region by: 2029/2030
Build partnerships with Kingdom-minded organizations to extend PAWI’s reach regionally and internationally.	<ul style="list-style-type: none"> ❖ Establish 2 new missionary partnerships by 2029-2030
Ensure that every church ministry department prioritizes the “great commission” as its core responsibility and primary deliverable.	<ul style="list-style-type: none"> ❖ At least 45% of annual ministry activities/events include an evangelism or discipleship component. 2026-2030
Institutionalize the “mission” as the primary benchmark for assessing church growth and health, ensuring it is the key criterion in church categorization.	<ul style="list-style-type: none"> ❖ Require each District and church ministry department to submit quarterly mission-focused KPI reports: 2027-2030. ❖ Pastors credential renewal requirement to include missionary initiative: 2029-2030.

OBJECTIVES/STRATEGIES (Continued)

The Mission (Continued)

Strategies	KPI
Foster unity and shared purpose among Districts through clearer articulation of the mission.	❖ Execute at least one annual missions retreat where district leaders plan strategies and celebrate mission-driven successes: 2028-2029.
Conduct spiritual audits to determine whether implemented strategies are advancing Christ’s mission or drifting the fellowship toward purely organizational efficiency.	❖ At least 45% of churches and Districts annual report to contain tangible missionary outcomes: 2027-2028.
Establish measurable indicators for missions effectiveness.	❖ PAWIMA to submit growth in missionary projects in relation to missions expenditure. 2027-2030.

OBJECTIVES/STRATEGIES (Continued)

9.2. The Mentorship

Overall Objective – *Cultivate a sustainable leadership pipeline by empowering mentors and fostering intergenerational collaboration, ensuring consistency in the transfer of wisdom, skills, and Christlike character throughout the fellowship.*

Strategies	KPI
Gather input from church members, credential holders, pastors and bishops to identify current gaps in leadership skills and behaviours at the four levels of the fellowship (church, District, National and Regional).	❖ Plan and implement a specific leadership study at all levels of the organization to determine leadership gaps: 2027-2028.
Institutionalize a structured mentorship programme for pastors, leaders, and youths.	<ul style="list-style-type: none"> ❖ At least 150 persons to complete the mentorship programme: 2028-2029. ❖ At least 60% of emerging leaders to receive mentorship training: 2026-2029 ❖ 10% of graduates to take on leadership responsibilities 2029-2030.
Integrate the PAWI mentorship programme into the syllabus of WIST and align it with the existing Credential requirements.	❖ Institutionalize mentorship programme into WIST Curriculum: 2028- 2029.
Leverage PAWI’s existing leadership to identify experienced leaders willing to be mentors.	❖ Target and engage at least 10 new mentors in 2026
Encourage intergenerational collaboration to bridge gaps between seasoned leaders and emerging leaders.	❖ Plan and execute at least 2 intergenerational collaborations in each District by 2027-2028.

OBJECTIVES/STRATEGIES (Continued)

The Mentorship (Continued)

Strategies	KPI
Document and replicate mentorship success stories across the fellowship.	<ul style="list-style-type: none"> ❖ Design and approve a reporting template for mentorship 2026-2027. ❖ Capture at least 80% of mentees stories: 2029-2030.
Establish a structured pool of mentored pastors and workers to serve as a pipeline for future leadership within PAWI, supported by the necessary constitutional amendments to formalize and sustain this process.	<ul style="list-style-type: none"> ❖ Create a pool of at least 70% of mentored leaders to serve as a pipeline for future leadership: 2029-2030.
Provide personal growth opportunities for individuals who have received the mentorship training.	<ul style="list-style-type: none"> ❖ At least 5% of mentees to be assigned new responsibilities at the District level: 2028-2029 ❖ At least 90% of mentees to remain with the organization after mentorship: 2029-2030.
Implement structured feedback and accountability systems, such as peer reviews and performance appraisals to ensure consistent adherence to the taught leadership framework.	<ul style="list-style-type: none"> ❖ Develop Peer Review Instrument: 2026-2027. ❖ Develop and implement leadership appraisal instrument: 2026-2027

OBJECTIVES/STRATEGIES (Continued)

9.3. The Ministry

Overall Objective - Ensure that all ministries within PAWI are Spirit-empowered, mission-driven, and contextually relevant, equipping believers to serve with excellence and compassion while meeting the spiritual, social, and practical needs of those they are called to reach.

Strategies	KPI
Conduct regular needs assessment to understand spiritual, emotional, and practical needs of those the ministry serves.	<ul style="list-style-type: none"> ❖ At least 45% Participation Rate of congregation, members in needs assessment survey: 2026-2027. ❖ At least 25% of needs discovered, to be addressed within the first 2 years: 2028-2029
Ministries within PAWI to provide opportunities for worship, prayer, teaching and discipleship and allow for incremental growth in faith.	<ul style="list-style-type: none"> ❖ At least 95% of ministry activities to include worship, prayer, teaching and discipleship: 2026-2030.
Align ministry programmes and activities with age appropriateness and cultural realities of each group to ensure contextual relevance and spiritual impact.	<ul style="list-style-type: none"> ❖ At least 80% of ministry programmes to be age and culturally appropriate 2026-2030. ❖ At least 15% growth in retention and engagement of members each year: 2026-2030.
Train Ministry Leaders to be spiritually and culturally sensitive so that they can adapt to the changing needs of those they serve.	<ul style="list-style-type: none"> ❖ At least 70% of leaders at all levels to complete spiritual and cultural sensitivity training: 2028-2029.

OBJECTIVES/STRATEGIES (Continued)

The Ministry (Continued)

Strategies	KPI
Balance spiritual growth with practical support to ensure holistic care and growth of those being served.	❖ At least 25% of workers, members to benefit from practical support services annually: 2027-2028
Ensure ministries are not just activity-driven but mission-driven, by integrating discipleship and outreach into all ministry activities.	❖ Leadership to review strategic plans of churches and Districts to ensure compliance. 2026-2030.
Employ initiatives that will encourage cross-ministry collaboration between ministries, for holistic impact.	❖ Each church department, District and Regional Church Ministry to organize at least 1 multi-ministry collaborative event: 2026-2030.
Enhance organizational systems to cater for the holistic care of pastors and workers	<ul style="list-style-type: none"> ❖ 75% of pastors and workers to be engaged in health, counselling, or wellness programs annually: 2026-2030 ❖ Districts to conduct annual review of Pastors’ compensation to ensure payment consistency: 2027-2030. ❖ Allow Pastors and workers access to Council of Elders for ❖ Counselling and support: 2027-2030.
Ensure that accountability systems are institutionalized to prevent exploitation or neglect of workers.	<ul style="list-style-type: none"> ❖ Districts to convene at least one, one-on-one interface with pastors and workers annually: 2027-2030. ❖ District representatives to make at least one annual visit to local assemblies: 2026-2030.

OBJECTIVES/STRATEGIES (Continued)

The Ministry (Continued)

Strategies	KPI
	❖ 90% of reported worker grievances to be resolved within 90 days: 2027-2030.
Each District to Conduct a comprehensive audit on their churches by Geographic location identifying areas of overlap and determining unreached areas.	❖ 50% of Districts completing geographic audit and making recommendations for church planting: 2028-2030.

9.4. The Miracles

Overall Objective: *Renew and cultivate faith and expectancy for the supernatural by intentionally creating environments of prayer, and Spirit-empowered ministry, restoring confidence in God’s miraculous work and embedding its celebration into the life of the fellowship.*

Strategies	KPI
Commit to the preaching and teaching of miracles across our fellowship with the intent of cultivating faith and expectancy for the miraculous.	❖ At least 15% of annual sermons, Bible studies, and discipleship programs to include teaching on miracles. 2027-2030
Collaborate with WIST to train leaders and members to recognize, steward and respond to the Spirit’s empowerment	❖ At least 20% of church leaders and members across Districts to complete training in the gifts of the Spirit: 2026-2030

OBJECTIVES/STRATEGIES (Continued)

The Miracles (Continued)

Strategies	KPI
Integrate prayer and fasting initiatives that create space for divine breakthrough.	<ul style="list-style-type: none"> ❖ At least 80% of Bishops, Pastors and church members to actively engage in prayer and fasting initiative: 2026-2030 ❖ At least 25% of participants reporting spiritual breakthrough following prayer and fasting: 2026-2030
Position PAWI as the fellowship that not only builds capacity but demonstrates its Pentecostal distinctiveness.	<ul style="list-style-type: none"> ❖ At least 65% of Districts/Churches to integrate the Pentecostal Distinctiveness teaching in their bible study: 2026-2030. ❖ WIST to conduct annual short courses on the Pentecostal distinctiveness – 2027-2030
Foster a culture of dependence on the Holy Spirit for guidance, empowerment and direction	<ul style="list-style-type: none"> ❖ District to convene at least three gatherings for the term, focussed on seeking the Holy Spirit’s empowerment for ministry outreach: 2026-2030

OBJECTIVES/STRATEGIES (Continued)

9.5. The Mobilization

Overall Objective – To Strengthen the fellowship’s capacity by prioritizing the equipping, activation, and deployment of members and leaders, mobilizing Spirit-empowered teams, resources, and structures to advance PAWI’s mission with excellence and sustainability.

Strategies	KPI
Partner with the West Indies School of Theology (WIST) to conduct a fellowship-wide skills mapping exercise and establish a centralized database that Districts and churches can access for projects, training and ministry.	<ul style="list-style-type: none"> ❖ WIST to establish a Skills Bank 2028-2030 ❖ Host a minimum of 500 registered persons 2028-2030 ❖ Cover at least 50 skills categories: 2028-2030
Provide individuals in ministry with the proper training, essential tools, and the necessary resources to effectively carry out their responsibilities.	<ul style="list-style-type: none"> ❖ Establish an online library: 2028-2029 ❖ Facilitate at least 2 training sessions during the term on using digital tools: 2027-2030.
Establish a PAWI-wide communication hub that disseminates official updates, and announcements in real time, ensuring consistency and efficiency across the fellowship.	<ul style="list-style-type: none"> ❖ Establish and launch a fellowship-wide communication hub: 2028-2029. ❖ Launch a PAWI App with associated QR code for ease of information sharing. 2028-2029.
Create a visible space (physical and virtual) where the names of those who have made an indelible impact in ministry are highlighted.	<ul style="list-style-type: none"> ❖ Identify and profile persons who have made significant contribution to PAWI (physical and/or virtual space): 2029-2030.

OBJECTIVES/STRATEGIES (Continued)

The Mobilization (Continued)

Strategies	KPI
Empower local assemblies to thrive by uniting shared resources, strengthening collaboration, and cultivating skills for effective mobilization.	<ul style="list-style-type: none"> ❖ 2 collaborative events among two or more Districts or churches during the term: 2026-2030. ❖ Districts to design and launch a secondment programme to share resources: 2028-2029
Assign youth ambassadors across all districts to serve as liaisons, to improve information flow between the General Executive and Districts.	<ul style="list-style-type: none"> ❖ Identify and train 12 youth Ambassadors (1 per District): 2028-2029:
Build internal capacity to manage, allocate, and monitor resources, to complete projects as planned.	<ul style="list-style-type: none"> ❖ 80% of District and Regional projects to be completed within budget and on time. 2027-2030
Foster a culture of stewardship and accountability in resource utilization.	<ul style="list-style-type: none"> ❖ Pre-spend budgets for projects to be presented and approved at all levels of the organizations: 2026-2030 ❖ Accountability meetings and reports to be submitted at least quarterly and annually. 2026-2030. ❖ 85% of resources to be allocated to strategic priorities established in this Plan: ❖ 2026-2030

OBJECTIVES/STRATEGIES (Continued)

The Mobilization (Continued)

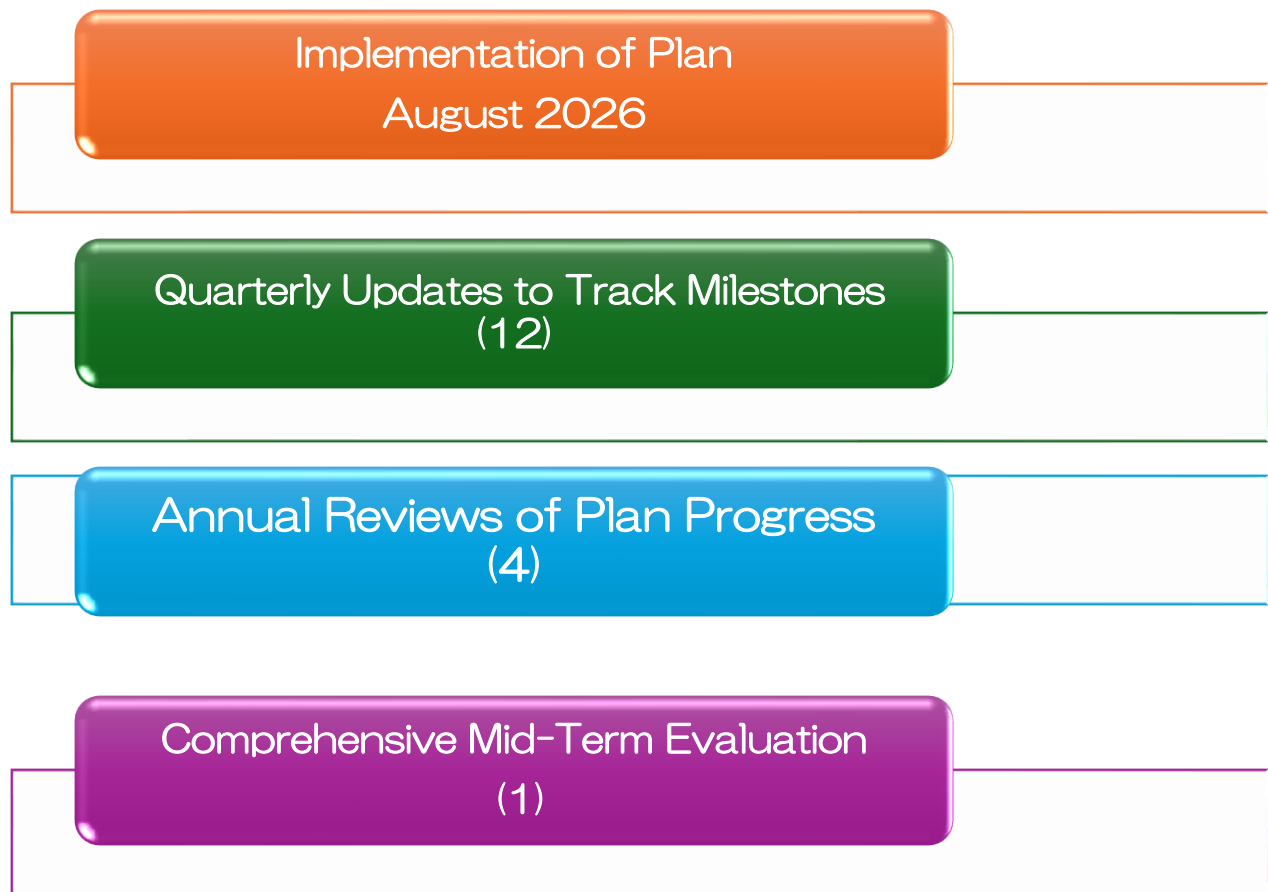
Strategies	KPI
Establish sustainable systems of resource mobilization across PAWI Districts.	<ul style="list-style-type: none">❖ Target 2% of membership to support legacy giving: 2027-2030.❖ Launch income generating church venture aligned with organizational mission: 2027-2028.❖ At least 90% members tithing-2027-2028❖ At least 35% members supporting missions: 2026-2030.❖ At least 50% members supporting WIST: 2026-2030.

10.0 TIME FRAME

The strategic plan establishes a four-year horizon, spanning 2026 to 2030. It provides long-term direction while allowing flexibility to adapt to changing circumstances.

Progress will be reviewed annually, with quarterly updates to track milestones, and a comprehensive mid-term evaluation in 2028 to ensure continued alignment with organizational goals and external developments.

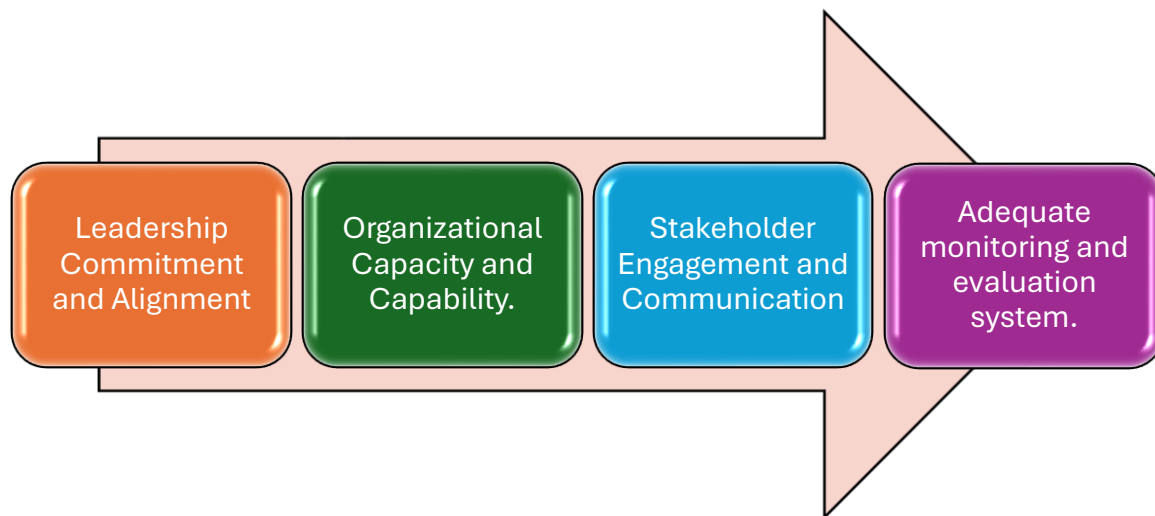
Fig 9. Time Frame Mapping



11.0 KEY SUCCESS FACTORS

PAWI's success hinges on four pivotal factors that collectively ensure strategic objectives are met with precision and resilience. Together, these factors form an indispensable foundation for achieving PAWI's strategic objectives with sustained impact and excellence.

Fig 10. Key Success Factors



Leadership Commitment & Alignment provide a unified executive vision that guarantee all resources, decisions, and accountability are strategically synchronized. Organizational Capacity & Capability ensure that PAWI is equipped with the necessary skills, staffing, and infrastructure, supported by continuous training and development.

Stakeholder Engagement & Communication foster transparent, consistent dialogue with leaders, actively involving them to build trust, minimize resistance, and enhance collaboration essential for successful change. Robust Monitoring & Evaluation Systems establish clear performance metrics and feedback mechanisms, enabling timely progress assessments and strategic adjustments that keep PAWI agile and responsive to emerging challenges and opportunities.

12.0 CONTROL MEASURES

12.1 Governance & Oversight

- a. Prior to the implementation of this plan, PAWI shall appoint a Strategic Plan Lead and establish an Oversight Committee to ensure effective governance and accountability. The Strategic Plan Lead will be charged with monitoring progress, preparing and presenting reports to the General Executive, and holding Districts accountable for their responsibilities, while the Oversight Committee will provide guidance, review outcomes, and safeguard alignment with PAWI’s mission and objectives.
- b. All levels of the organization shall conduct structured quarterly, yearly and a mid-term review of strategic objectives and strategies, with clear reporting templates.

12.2 Key Performance Indicators

- a. The Key Performance Indicators (KPIs) identified for each strategic objective shall provide measurable outcomes to determine success of strategies.
- b. PAWI to Conduct Annual Impact Assessments to evaluate outcomes against targets and adjust strategies where necessary

KPI Note:

While Key Performance Indicators (KPIs) have been clearly identified to measure progress toward strategic objectives, it is important to acknowledge that Districts, pastors and local church leaders operate with a degree of autonomy in implementing ministry activities.

This limited organizational control at these levels may affect the consistency and viability of KPI outcomes across the wider body. Therefore, KPI results should be interpreted with an understanding of these contextual factors and the varying capacity of individual churches to execute the plan as intended.

12.0 CONTROL MEASURES (Continued)

12.3 Communication & Feedback

- PAWI to conduct a mid-term Stakeholder Engagement Survey to determine impact of strategies
- PAWI to publish an annual strategic progress report.
- PAWI to create a mechanism for input and feedback to inform adjustments.

12.4 Human Resource & Capacity Controls

- Provide Training for Bishops and Pastors in the area of strategic planning and compliance reporting.
- Design and Approve a performance appraisal instrument to adequately evaluate leadership performance compared with leadership requirements to fulfil the ideals of the strategic plan.

13.0 ACTION PLAN

The Mission

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
1. At least 60% of church membership actively involved in evangelism & discipleship					Churches, Districts
2. Each local church to conduct at least 5 outreached per year.					Churches
3. Deploy 5 missionaries in the Caribbean Region by 2029/2030					PAWIMA
4. Establish 2 new missionary partnership internationally.					PAWIMA
5. At least 45% of annual ministry activities/events to include an evangelism or discipleship component.					Churches/Districts Ministries
6. Require each District and church ministry Department to submit quarterly mission-focussed KPI reports					Districts/Church Ministries
7. Pastors' credential renewal requirement to include missionary initiative.					Districts

ACTION PLAN Continued

The Mission

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
8. Execute at least one (1) annual missions retreat where District leaders plan strategies and celebrate mission-driven successes.					General Executive
9. At least 45% of churches and Districts annual report to contain tangible missionary outcomes					Churches/Districts
10. PAWI Missionary Agency to submit growth in missionary projects in relation to missions expenditure.					PAWIMA

The Mentorship

11. Plan and implement a specific leadership study at all levels of the organization to determine leadership gaps					General Executive
12. At least 150 persons to complete mentorship programme					General Executive
13. At least 60% of emerging leaders to receive mentorship training.					General Executive/ Districts
14. At least 10% of graduates to take on leadership responsibilities					General Executive/ Districts

ACTION PLAN Continued

The Mentorship (Continued)

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
15. Institutionalize the mentorship programme into WIST curriculum.					General Executive/WIST
16. Target and engage at least 10 new mentors					General Executive
17. Plan and Execute at least two (2) intergenerational collaborations in each District					Districts
18. Design and approve a reporting template for mentors.					General Executive
19. Capture at least 80% of mentees stories.					General Executive
20. Create a pool of 70% of mentored leaders to serve as a pipeline for future leadership.					General Executive/ Districts
21. At least 5% of mentees assigned new responsibilities at the District level.					Districts
22. At least 90% of mentees to remain with the organization after mentorship: 2029-2030.					General Executive/ Districts
23. Develop a peer review instrument.					General Executive
24. Develop and implement a leadership appraisal instrument.					General Executive

ACTION PLAN Continued

The Ministry

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
25. At least 45% of congregations' involvement in needs assessment survey.					Districts/Pastors
26. At least 25% of needs discovered to be addressed in 2 years.					Districts/Pastors
27. 95% of ministry activities to include worship, prayer, teaching or discipleship.					All Levels
28. At least 80% of ministry programmes to be age and culture appropriate.					Church Ministries
29. At least 15% growth in retention and engagement of members each year.					Church Ministries
30. At least 70% of leaders at all levels to complete a spiritual and cultural sensitivity training.					Districts
31. At least 25% workers/members to benefit from practical support services (counselling, financial aid skills training etc.).					Districts

ACTION PLAN (Continued)

The Ministry (Continued)

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
32. Leadership to review strategic plans of churches and Districts to ensure plans are not just activity-driven but missions driven.					General Executive Districts
33. Each church department and District and Regional Ministry to organize at least one (1) multi-ministry collaborative event per year.					Regional Ministries, Districts & Churches
34. 75% of pastors and workers to be engaged in health, counselling or wellness programmes annually.					Districts
35. Districts to conduct annual review of pastor's compensation to ensure payment consistency.					Districts
36. Allow Pastors and workers to access Council of Elders for counselling and support.					General Executive
37. District to convene at least 1 one-on-one interface with Pastors and workers annually.					Districts
38. District Representative to make at least one (1) visit to each local assembly annually.					Districts
39. 90% of reported worker grievances to be resolved within 90 days.					Districts/Churches
40. 50% of Districts completing geographic audit and making recommendations for church planting.					Districts

ACTION PLAN (Continued)

The Miracle

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
41. At least 15% of annual sermons, bible studies and discipleship programmes to include teaching on miracles.					Pastors/Church Ministries
42. At least 20% of church leaders and members across Districts to complete training in the gifts of the Spirit.					Pastors/Members
43. At least 80% of all church members to engage in prayer and fasting initiatives.					Pastors/Members
44. At least 25% of participants reporting spiritual or practical breakthrough following prayer and fasting.					All Levels
45. At least 65% of District churches to Integrate the Pentecostal distinctiveness teaching in their bible study.					Districts/Pastors
46. WIST to conduct annual short courses on the Pentecostal Distinctiveness.					WIST
47. District to convene at least three gatherings for the term, focussed on seeking the Holy Spirit's empowerment for ministry outreach.					Districts/Churches

ACTION PLAN (Continued)

The Mobilization

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
48. WIST to Establish a skills bank that Districts and churches can access for projects, training and ministry.					General Executive/WIST
49. The Skills Bank to Host a minimum of 500 registered persons.					WIST
50. Skills Bank to cover at least 50 skills categories.					WIST
51. In conjunction with WIST, PAWI to Establish an online library.					General Executive/WIST
52. Facilitate at least 2 training sessions during the term on using digital tools.					WIST
53. Establish and launch a fellowship-wide communication hub to disseminate official updates, and announcements in real time					General Executive
54. Launch a PAWI App with associated QR code for ease of information sharing. 2028-2029.					
55. Identify and profile persons who have made significant contribution to PAWI (via physical and/or virtual space)					General Executive/Districts
56. Churches, Districts and Ministries to plan at least two collaborative events during the term.					Districts, Churches, Church Ministries

ACTION PLAN (Continued)

The Mobilization (Continued)

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
57. Districts to design and launch a secondment programme to share resources among churches.					Districts/Churches
58. Identify and Train 12 youth Ambassadors (one per District.					General Executive
59. 80% of District and Regional Projects to be completed within budget and on time.					General Executive/Districts
60. Pre-spend budgets for Districts and General Officers to be approved by Executive					General Executive/Districts
61. Accountability meetings and reports to be submitted by all District, National and International Officers Quarterly.					Districts, National and International levels.
62. 85% of Budget to be allocated to Strategic Priorities established in the strategic plan.					International/Districts
63. Target 2% of membership to support legacy giving.					Districts/Churches
64. District to launch an income generating venture.					Districts

ACTION PLAN (Continued)

The Mobilization (Continued)

Strategies	2026-2027	2027-2028	2028-2029	2029-2030	Lead
65. Target at least 90% of members to be consistent tithers.					District/Churches
66. Target at least 35% of members to support missions.					PAWIMA/Districts & Churches
67. Target at least 50% of members to support WIST.					Districts/WIST, Churches

NOTES

NOTES