



**PAWI**

**Strategic Plan  
2014 - 2019**



# Vision

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



# 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.

# Core Values

- Integrity

We shall conduct ourselves and the business of PAWI  
with the highest integrity and uprightness of heart

- Accountability

We shall take full responsibility for our actions and  
decisions and will be answerable for their resulting  
consequences



# Core Values

- Loyalty

We shall be loyal to our commitment and obligation to God  
and to our duties and responsibilities

- Godliness

We shall demonstrate Godliness through our adherence  
to the virtues of God

# Core Values



- **Faith**

We shall rely on and trust the Word of God as the determining factor for every decision we make

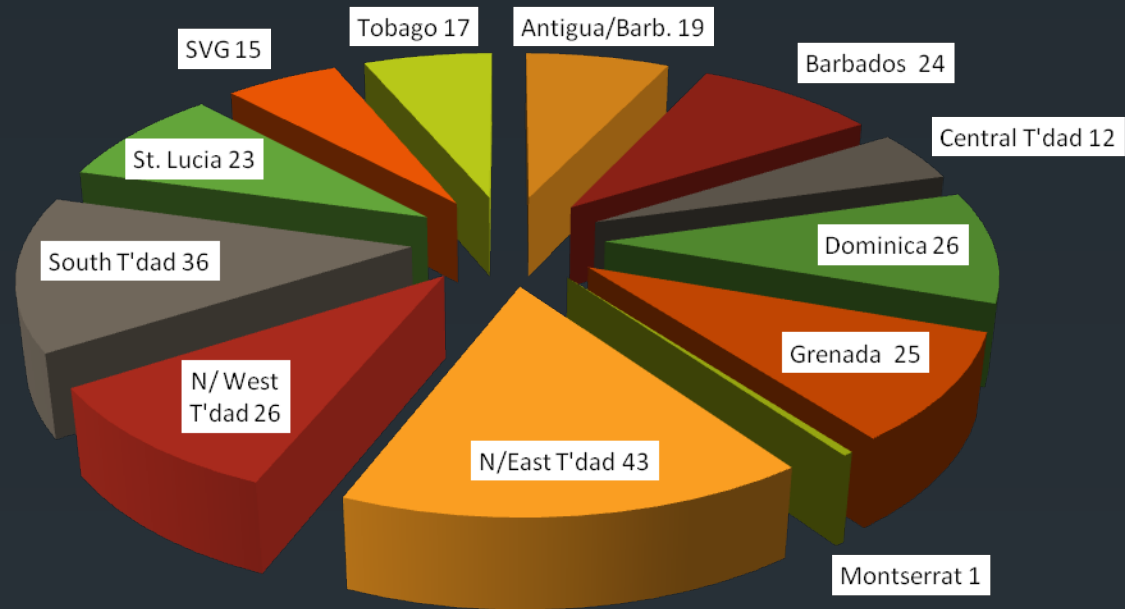
- **Fear of God**

We shall live daily in the fear and reverence of God

- **Respect**

We shall demonstrate utmost respect for ourselves and for others

# PAWI Number of Churches – By District



# Internal Audit

## Strengths

- a. Pentecostal distinctiveness
- b. Adherence to sound doctrine
- c. Church planting
- d. Sound Pulpit ministry
- e. PAWI constituents demonstrate financial accountability
- f. The organization is people-oriented
- g. Strong missions/evangelism programs
- h. Effective constitution and bylaws
- i. Effective church structure
- j. Institutional Longevity
- k. Ownership and access to an educational institution (WIST)



# Internal Audit

## Strengths

- a. Camaraderie amongst ministers
- b. Vibrant youth arm
- c. Committed workers and pastors
- d. Strong asset base
- e. Consistent membership growth
- f. Organizational partners
- g. Widespread skill set amongst members

# Internal Audit

## Weaknesses

- a. Some churches impeding the strategic direction of the Fellowship
- b. Lack of recognition/understanding of the role and function of the General Executive
- c. Structure does not enforce the strategic role and function of the General Executive to provide regional development of the Fellowship.
- d. Absence of upward integration regarding district roles and functions in order to provide a strategic appreciation of the Fellowship
- e. Inadequate alignment of financial resources with strategic direction of the Fellowship

# Internal Audit

## Weaknesses

- a. Absence of one voice across the region on a common identity
- b. Individualism
- c. Inadequate Investment in new people
- d. Inadequate enforcement of organizational policies/bylaws
- e. Aging ministerial population
- f. Absence of ministerial appraisal and evaluation
- g. Absence of ministerial retooling and skills development (CPD)
- h. Waning emphasis of the Pentecostal Distinctives

# Internal Audit

## Weaknesses

- a. Non-compliance with OSHA and other relevant government regulations.
- b. Non-alignment of the education policy with strategic direction of the Fellowship
- c. Lack of knowledge of constitution and bylaws amongst PAWI constituents
- d. Areas of indiscipline among ministers and inadequate constitutional framework to appropriately deal with same
- e. Absence of contingency planning

# Environmental Analysis

## Opportunities

- a. The advancement of technology facilitates more effective communication and
- b. administration
- c. The availability of governmental grants for supporting the funding of new educational initiatives
- d. Opportunities for the development of an education policy/system to address Christian principals and special needs amongst children e.g. dyslexia, etc.
- e. Opportunity to maximize potential for distant learning
- f. Growing need for Social services - care of the elderly, hospice facilities
- g. Greater national voice due to membership influence
- h. Growing professional resource into which PAWI can tap
- i. PAWI's current posture ready to embrace an organization re-brand rebrand

# Environmental Analysis

## Threats

- a. Pending government legislation contrary to Christian beliefs
- b. Perpetuation of external erroneous doctrines amongst purporting “full gospel churches”
- c. Proliferation of evangelical churches (membership poaching)
- d. Increasing tendency for litigations against the church

# Distinctive Competencies

- Empowerment of the Holy Spirit
- Regional Church Planting/Missions
- Commitment to scriptural principles
- Regional Church Planting/Missions
- Empowerment of People
- Commitment to scriptural principles

# Key Success Factors

- Buy-in of key stakeholders
- Adequate resources – (*financial, human, technological*)
- Effective two-way communication
- Courage and will to pioneer relevant and unpopular change within the organization
- Change of structure to accomplish greater effectiveness



# Organizational Framework

The three main levels of operation of PAWI are:-

- The Local Church
- The District/National
- The General Executive

# Roles and Responsibilities

## The Church

The responsibilities of the local church are;

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

# Roles and Responsibilities

## The District:

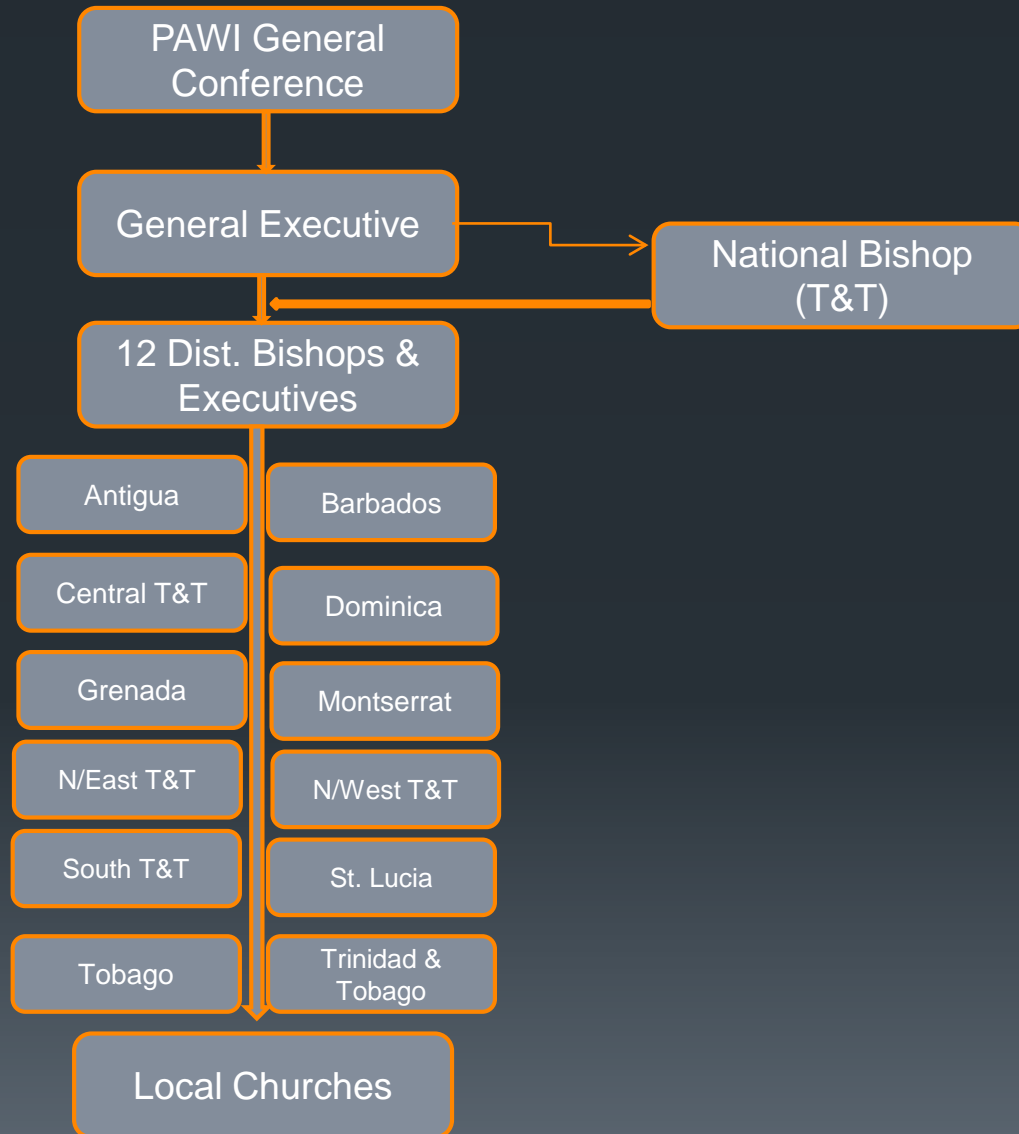
- Facilitates and acts as a middle manager in ensuring that the directives of the executive body are carried out.
- Is responsible for ensuring that the primary objectives of the church are well mapped out and that they are being executed.
- In their role as the overseer of the churches, the district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

# Roles and Responsibilities

## 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

# Organizational Structure



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# Objectives

## Qualitative

- To streamline organizational structure to provide adequate resources for the macro-development of the organization \*
- To develop and maintain a training institution which will be recognized as the “*nerve centre*” of the organization, that ensures continuity of its work and philosophy.
- To implement and sustain a structured system of identifying, developing and utilizing human resources at all levels of the organization
- To achieve and sustain local, regional and global impact through effective ministry
- To raise the profile of PAWI through renewed branding and communications efforts.

# Objectives

## Qualitative

- To engage our constituents to assume a proactive role in national social issues
- To bring PAWI's constituency in line with international and governmental regulations, e.g. OHSAs; counselling; EMA (*environmental issues*).
- Property – to maximize the utilization of capital resources to generate sources of income and usefulness
- Prayer – to structure cooperative prayer throughout the PAWI as a foundational instrument of organizational development.

# Objectives

## Quantitative

- To increase membership by 7% annually for the next 5 years
- To establish 12 new PAWI churches over the next 5 years
- To increase overall income by 10% annually for the next 5 years
- To increase International Office income by 10% annually for the next 5 years



# Strategies

Qualitative

**Objective 1: To streamline organizational structure to provide adequate resources for the macro-development of the organization**

- 1.1 Constitutional reform – to allow for more equitable financial resource allocation to the International Office
- 1.2 Introduce a system of secondment of human resources both at district and church level for the greater good of the organization
- 1.3 Review the current classification of and criteria for determining status of churches

# Strategies

Qualitative

**Objective 2: To develop and maintain a training institution which will be recognized as the “nerve centre” of the organization, that ensures continuity of its work and philosophy.**

- 2.1 Schools of education – to increase access to education and training through online programmes
- 2.2 To develop programmes leading to continued professional development for pastors and workers
- 2.3 To extend curriculum of WIST to include Masters and Doctoral programmes
- 2.4 To explore the options for other non-ministerial training opportunities outside of the WIST curriculum
- 2.5 To introduce post-secondary training, e.g. S.A.T.s

# Strategies

Qualitative

**Objective 3: To implement and sustain a structured system of identifying, developing and utilizing human resources at all levels of the organization**

- 3.1 To develop and implement a policy for succession planning through culture change, namely:
  - Activate at district level, the process for succession planning at least 3 years before the optional/suggested retirement date (65 years)
  - Reorientation of prospective retirees for new forms of service
  - Formulation of a system of induction whereby retired pastors could serve with honour – a title would be given to the pastor
  - Mentorship
  - Smooth transitioning` - Install new leader (pastor or head of department) one year or an appropriate time frame, before the incumbent retires/resigns to allow both to work together for acclimatization and smooth transition.
  - Constitution change would be required



# Strategies

***Objective 3: To implement and sustain a structured system of identifying, developing and utilizing human resources at all levels of the organization:***

- 3.2 To utilize natural church development and administrative principles to understand the quality of our workers and congregations
- 3.3 To establish standards for ethical employment practise
- 3.4 To establish a skills bank throughout the fellowship categorized by areas of specialty
- 3.5 To provide avenues for training and development of credentialed workers

# Strategies

## ***Objective 4: To achieve and sustain local, regional and global impact through effective ministry***

- 4.1 Conduct an intensive review of existing mission policy, and missionary initiatives with the view towards establishing viability of mission projects
- 4.2 Establish a policy to identify and provide guidelines in how missionary initiatives are selected, how candidates are identified, trained, deployed and cared for
- 4.3 Engage leaders in meaningful cross cultural ministry outside our comfort zone
- 4.4 Review and restructure PAWI's church ministries arm to make it adaptable and relevant to changing social and cultural needs.
- 4.5 Develop a policy manual to streamline the operations of PAWI's church ministries

# Strategies

## ***Objective 5: To raise the profile of PAWI through renewed branding and communications efforts***

- 5.1 Create and communicate a new image of PAWI consistent with vibrancy, growth
- 5.2 Strengthen internal and external communications efforts through the design and implementation of an effective communication policy
- 5.3 Educate the constituency about itself, re policies, procedures and beliefs
- 5.4 Develop systems to effectively disseminate critical information –constitution issues, etc.
- 5.5 Employ the use of current social media and innovative communications strategies to promote the philosophy of PAWI
- 5.6 Establish a policy for the use of all communication being produced under the PAWI brand

# Strategies

## **Objective 6: To engage our constituents to assume a proactive role in national social issues**

- 6.1 Equip pastors and workers to identify and address prevalent social issues
- 6.2 Establish a cohesive national approach to addressing social ills
- 6.3 Identify proposed legislation that conflict with Christian belief and agree on a national response
- 6.4 Identify opportunities for partnering with governmental and non-governmental agencies in social endeavours

# Strategies

**Objective 7: To bring PAWI's constituency in line with international, governmental regulations, and environmental issues, e.g.**

- 7.1 PAWI constituents to ensure that all statutory requirements are met (NIS, PAYE, VAT)
- 7.2 Conduct regular checks to ensure that the institution's finances are properly accounted for and audited annually at all levels of PAWI
- 7.3 Provide access to legal and labour-related counsel to districts
- 7.4 Continuously upgrade facilities and retrain key personnel to ensure OSHA and EMA compliance



# Strategies

**Objective 8: to maximize the utilization of capital resources to generate sources of income and usefulness**

- 8.1 Conduct a complete audit on existing assets to determine viability and value
- 8.2 Optimize the use of the WIST property
- 8.3 Agree on and pursue the most viable option for property at
- 8.4 Tunapuna Road
- 8.5 Begin construction of a permanent home for the International Office

# Strategies

**Objective 9: to structure cooperative prayer throughout the PAWI as foundational to organizational development**

- 9.1 Establish an annual day of corporate prayer that incorporates General and Districts' Executives, churches, departments and ministries
- 9.2 Set up intercessory and other prayer councils in and for each sector of the fellowship

# Strategies

## Quantitative Objectives

### **Objective 1: To increase membership by 7% annually for the next 5 years**

- 1.1 Sensitize leaders on the need to operate in the gifts and power of the Holy Spirit
- 1.2 Develop a culture of excellence in pulpit and church ministries
- 1.3 Develop innovative strategies for presenting the gospel
- 1.4 Intensify evangelistic fervour and follow-up activities amongst members
- 1.5 Establish a sustainable programme for member discipleship
- 1.6 Create a warm, hospitable and caring church atmosphere
- 1.7 Reach the community through effective cottage ministry and other social programmes, e.g. homework centre

# Strategies

## **Objective 2: To establish 12 new PAWI churches over the next 5 years**

- 2.1 Employ an intense demographic study in all districts within the next 3 years to determine opportunities and sites for new churches
- 2.2 Launch a regional church planting drive with a view towards supporting districts in achieving their growth objectives
- 2.3 Through WIST and its extension schools, provide training to help pastors and workers develop skills in church planting and church growth

# Strategies

## **Objective 3: To increase overall income by 10% annually for the next 5 years**

- Increase overall PAWI membership
- Intensify teaching on giving and publicising its benefits
- Promote tax exempted benefits (where applicable)
- Partner with businesses for funding of specific projects
- Explore at least two income generating projects



# Strategies

## **Objective 4: To increase International Office income by 10% annually for the next 5 years**

- Establish financial instruments by which districts may benefit from an investment of approximately 3% of their funds overseen by the International Office
- Earn commissions through the establishment of an agency at the International Office for life, health and general insurance
- Partner with businesses for funding of specific projects

# Measurement & Control

- Review of District Plans – District Executives to submit their strategic/action plans for the year ahead by November 30<sup>th</sup> each year, to determine their broad alignment with the ideals of the Overall Strategic plan
- Establish & implement performance standards for credentialed workers by which performance can be evaluated based on agreed deliverables
- Establish and institutionalize reporting model/standards for pastors and district bishops

# Measurement & Control

- **Research** – Institutionalize research at multiple levels of the organization to determine the degree to which the organization continues to fulfil its mandate adequately
- Research findings will also measure perceptions of the organization amongst those it was established to serve
- **Policy Manual** – Develop an operational policy manual to set organizational standards of performance - performance to be compared against standards
- **Variance Analysis** – Implement variance analysis as a budgetary measure to compare budget with actual spend. This measure will serve to monitor deviations on an on-going basis



# Action Plan

Strategy	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	Lead
Constitutional reform re: allocation of finances						Gen. Exec.
Introduce a system of secondment						Districts
Review Classification of Churches						Gen. Exec.
Provide On-line training						WIST
Introduction of CPD for pastors and workers						WIST
Extend Curriculum to include Masters and Doctoral courses						WIST
Explore options for non-ministerial training outside of WIST						Gen. Exec.
Introduce post-secondary training e.g. SAT						Gen Exec.

# Action Plan

Strategy	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	Lead
Institutionalize succession planning at district level	■	■				Districts
Establish standards for ethical employment	■					G.E./Districts
Establish Skills Banks	■	■				G.E./Districts
Provide Avenue for training and development for credential workers		■	■			General Exec.
Review PAWI's Mission Policy	■					General Exec.
Establish Policy guidelines for missionary initiatives	■					General Exec.
Engage leaders in meaningful cross cultural ministry		■	■			G.E./Districts

# Action Plan



<b>Strategy</b>	<b>2014- 2015</b>	<b>2015- 2016</b>	<b>2016- 2017</b>	<b>2017- 2018</b>	<b>2018- 2019</b>	<b>Lead</b>
Create and communicate a new image of PAWI						General Exec.
Develop and implement an effective communication policy.						General Exec.

# Action Plan



Strategy	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Lead
Educate constituency about itself	█	█	█	█	█	Districts
Establish policy for the use of PAWI's brand	█					General Exec.
Equip pastors to identify and address social issues		█				Districts
Establish a framework for addressing social ills		█				General Exec.
Identify conflicting legislation with Christian belief – agree on response	█					National Council
Seek opportunities for partnering with government & NGOs	█	█	█	█	█	National Council
Ensure PAWI's constituents meeting statutory requirements	█	█	█	█	█	Districts

# Action Plan

Strategy	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Lead
Conduct checks to ensure finances are adequately accounted for	Red	Red	Red	Red	Red	Districts
Provide access to legal and labour related counsel for districts		Red				Districts
Upgrade facilities and training to ensure OSHA and EMA compliance		Light Green				Districts/Local Church
Conduct complete audit on PAWI's assets	Yellow					G.E./Districts
Optimize the use of WIST facilities			Light Green			G.E./WIST
Agree on and pursue viable option for 85, Tunapuna Road	Yellow	Yellow	Yellow			General Exec.
Begin Construction on a permanent home for International Office			Blue			General Exec.

# Action Plan

Strategy	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Lead
Sensitize leaders on the need to operate in the gifts and in the power of the Holy Ghost						Districts
Develop a culture of excellent in pulpit and church ministries						District/Church
Develop Innovative strategies for presenting the gospel						District/Church -
Intensify evangelistic fervour and follow-up						District/Church -
Establish sustainable programme for discipleship						District/Church
Create a warm, hospitable and caring church atmosphere						Church







# Action Plan

Develop and implement an organizational policy manual	Yellow					General Exec.
Implement variance analysis to monitor planned costs vs. actuals	Brown					G.E./Districts
Annual Corporate Prayer with General Executive and Districts	Blue	Blue	Blue	Blue	Blue	G.E
Implement reporting model/standards for pastors and district bishops	Purple					G.E./Districts
Implement performance standards and appraisal system for credential workers	Red					G.E./Districts

# The End

