



# National Pentecostal Mission (NPM) Sierra Leone

STRATEGIC DEVELOPMENT PLAN (SPD)  
2022 - 2027

| July 2022 |

## Dedication

This Strategic Plan is dedicated to the Bishop of the Mission, the Right Rev. Bishop Benjamin Boinor Bangura, the Deputy General Superintendent Rev. Daniel Sheka Mansaray, the Pastors and Elders, and all members of the National Development Committee (NADCOM) of the National Pentecostal Mission – Sierra Leone.

## Table of Contents

<b>DEDICATION.....</b>	<b>1</b>
<b>LIST OF ACRONYMS.....</b>	<b>4</b>
<b>FORWARD .....</b>	<b>5</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>6</b>
<b>BASIC MISSION FACTS.....</b>	<b>7</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>8</b>
<b>A. BACKGROUND.....</b>	<b>10</b>
NPM DEVELOPMENT STATEMENT .....	11
NPM MISSION, VISION AND CORE VALUES.....	11
<b>B. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS</b> <b>.....</b>	<b>12</b>
<b>C. MISSION ORGANIZATIONAL STRUCTURE.....</b>	<b>13</b>
I. THE NATIONAL DELEGATES CONFERENCE (NADCONF).....	14
II. THE NATIONAL ADMINISTRATIVE BOARD (NAB).....	14
III MINISTERIAL COUNCIL (MINCIL).....	14
IV MANAGEMENT COMMITTEE (MANCOM) .....	14
V. NATIONAL DEVELOPMENT COMMITTEE (NADCOM) .....	14
V(A) FUNCTIONS OF NADCOM.....	14
V(B) NADCOM COMPOSITION AND STRUCTURE.....	15
NAPEMDA SUBCOMMITTEES .....	15
V(C) THE GENERAL TERMS OF REFERENCE (TOR) OF THE SUBCOMMITTEES ARE:.....	16
<b>D. STRATEGIC APPROACH .....</b>	<b>17</b>
<b>PILLAR 1: SPIRITUALITY AND CHURCH GROWTH .....</b>	<b>17</b>
<b>PILLAR 2: SOCIO-ECONOMIC DEVELOPMENT AND GROWTH .....</b>	<b>24</b>
YOUTH EMPLOYMENT, GENDER AND SOCIAL INCLUSION.....	24

HEALTH, WATER, SANITATION AND ENVIRONMENT .....	25
AGRICULTURE .....	26
<b>PILLAR 3: EDUCATION AND HUMAN RESOURCE DEVELOPMENT .....</b>	<b>28</b>
PLANS FOR THE EDUCATION SYSTEM OF THE MISSION.....	30
SUPPORT TO FORMAL EDUCATION .....	31
SUPPORT TO NON- FORMAL EDUCATION .....	32
CHURCH GRANT-IN-AID SCHEME AND TEACHERS/PASTOR PROFESSIONAL DEVELOPMENT .....	32
GRANT-IN-AID SCHEME .....	33
OTHER ISSUES .....	33
<b>PILLAR 4: RESOURCE MOBILIZATION AND FINANCIAL MANAGEMENT MANUAL (MFMM) 35</b>	
PLANNING, MONITORING AND EVALUATION SUB-COMMITTEE.....	44
LOGICAL FRAMEWORK 2022-2027 .....	44
<b>APPENDIX 1 .....</b>	<b>49</b>

## List of Acronyms

AWP&B	Annual Work Plan and Budget
ADR	Annual Development Report
B&GS	Bishop and General Superintendent
DGS	Deputy General Superintendent
CHC	Community Health Center
CCSL	Council of Churches in Sierra Leone
DGS	Deputy General Superintendent
DHMT	District Health Management Team
DPR	Development Progress Report
F&GPC	Finance and General-Purpose Committee
FMF	Financial Management Framework
MANCOM	Management Committee
MDV	Mission Development Vision
M&E	Monitoring and Evaluation
MHQ	Mission Headquarters
MINCIL	Ministerial Committee
NAB	National Administrative Board
NADCOM	National Development Committee
NADCONF	National Delegates Conference
NAPEMDA	National Pentecostal Mission Development Agency
NGO	Non-Governmental Organization
NPM	National Pentecostal Mission
PWD	Persons with Disabilities
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training

## Forward

“Commit your work to the Lord, and your plans will be established” (Proverbs 16:3). This Strategic Plan encapsulates spiritual, social, and physical development commitment to the Mission’s growth and relevance in order to better serve its members and communities. The outcome of this plan is the result of a series of engagements that resonates with our commitment as exemplified in this five-year strategic plan. This commitment was, in part, prompted by a low level of spirituality, poverty and vulnerabilities endured by especially women, children, men, and Persons with Disabilities (PWDs). The National Pentecostal Mission in Sierra Leone (NPM) is poised to confront these challenges through interventions as contained in this plan.

The NPM is therefore inspired to invest more into initiatives that would help develop a roadmap that guides the work and engagements of the Mission to remain not only spiritually and socially relevant but at the same time institutionally viable.

The previous Strategic Plan of the Mission was developed and operationalized in 2001 through 2006. Sad enough, it encountered some bottlenecks in its execution due to largely the absence of measurable development outputs and outcomes in the plan and, most importantly, the incapacity of the Mission to mobilize adequate resources to execute the same plan. But, however, the good news is: it laid the foundation for a thorough reflection on lessons learnt, which invariably and highly informed the 2022 Strategic Plan aiming at sustainably catering for the socio-economic aspirations of the entire membership of the Mission.

The engagement and consultation processes afforded the stakeholders of the Mission the opportunity to express their views and proffer recommendations on how to drive the NPM, which is a self-supporting, self-propagating and self-sustaining institution as a development vehicle to better serve its members, its communities, and the people of Sierra Leone as a whole. The views expressed during the engagements have been translated into five strategic pillars with a clear work plan which will guide the execution of projects and activities of the Mission for the next five years effective 2022.

Dr. Joseph Sam Sesay, Dr. Ezekiel Duramany-Lakkoh, Dr. Patrick Ajuno Sesay and Mr. Thekeka Moses Conteh played a significant role in sharing and disseminating their expertise and experiences throughout the process.

This is a reason I am making a clarion call on the entire membership of the Mission to ensure the full use of and support to this Plan of Action- “The Deep Change”.

BISHOP BENJAMIN B. BANGURA  
General Superintendent  
National Pentecostal Mission  
Freetown, Sierra Leone  
April 2022

## Acknowledgements

This document is the outcome of the National Administrative Board's consultation process within the Mission. Many individuals, departments and stakeholders have collectively facilitated and provided very useful information throughout the process. The National Administrative Board (NAD), NPM Staff and the entire membership of the Mission remain grateful to all who directly participated or associated themselves with the development of the 2022-2026 Strategic Plan.

We were accompanied in our journey for the formulation of this Plan by a number of stakeholders. In particular, I wish to acknowledge the following:

1. The Bishop Benjamin Boinor Bangura for inspiring and overseeing the process of developing this Strategic Plan.
2. Bishop Emeritus Tamba Alieu Koroma, who initiated the process.
3. Dr. Ezekiel Duramani Lakkoh, who served as our resource person and lead facilitator of the Strategic Planning Committee (SPC)
4. Mr. Thekeka Moses Conteh, member of the SPC and Team-Lead for Education and Human Resource Development Pillar.
5. Rev. Mrs. Mary Kamara, member of the SPC
6. Mr. Jonathan Conteh, member of the SPC that contributed to the Development Pillar of the Plan.
7. Rev. Francis K. Mansaray, member of the SPC that led and contributed significantly to the Spirituality and Church Growth Pillar.
8. Dr. Patrick Ajuno Sesay, member of the SPC and Team-lead for the Socio-economic Development Pillar.
9. Dr Joseph Sam Sesay was very instrumental in providing oversight for the strategic planning and also served as the lead facilitator and resource person for the 2001 Strategic Plan.
10. Pst. Joe Abass Bangura provided information on financial resources mobilization and sustainability of the process.
11. Miss Grace Bella Kamara served as Secretary in the process.
12. The Finance Committee members of the Mission in the persons of Elder Mohammed Conteh, Mr Sorie Binty Dumbuya, etc.

We appreciate their patience and flexibility in organizing and facilitating several meetings and workshops to get this final product. We also record our appreciation to the main internal collaborators who accompanied the entire process with their ideas, inputs, comments, etc. Additionally, I am indebted to the entire NMP staff and the various National Executive members for their cooperation in meetings and contributions towards the process.

With this New Plan, we are very confident that the Mission will strive for relevance, sustainability, and visibility. We endorse, believe in and hold on to the Psalm of David, which reads, "Unless the Lord builds the house the labourer labours in vain," (Ps.127:1)

## Basic Mission Facts

- 1.1 Mission was founded in 1948 in a small, thatched house at John Lane, Freetown.
- 1.2 First Church was established in 1948.
- 1.2.1 The Mission has Thirty (30) Churches and Eleven (11) Fellowship Congregations. Fifteen (15) of these churches are in the Western Area and the others in the provinces: Makeni, Bo, Kenema, Kono, Kamakwie (Sella Limba Chiefdom, Bombali District), Kathathineh (Tonko Limba Chiefdom, Kambia District) etc., and a membership of over 20,000.
- 1.3 It is a Class B member of the 19 Churches of the Council of Churches in Sierra Leone (CCSL).
- 1.4 The Mission has established 31 schools with over 4,340 pupils.
- 1.5 Since its inception, the Mission has had four overseers, Rev. Daniel Aribo Conteh as Founder, Rev. Apostle Bankole Sesay, Rev. Siaka Koday Kemoi, (all late), Bishop Emeritus Tamba A. Koroma and currently, Bishop Benjamin B. Bangura.
- 1.6 Bishop Emeritus Tamba A. Koroma is the first Bishop of the Mission.
- 1.7 The Mission is sub-divided into four zones countrywide: West-West and West-East zones (all in the Western Area), North-Kono and South-Kenema zones.
- 1.8 The Mission holds its conference once every two (2) years (biennially).
- 1.9 Activities of the Mission are governed by the National Administrative Board (NAB) comprising of the Bishop, the Deputy General Superintendent (DGS), Superintendents, Pastors, Elders and heads of National Executive Groups.
- 2.1 Mission Headquarters: 85 Fort Street, Freetown, Sierra Leone.
- 2.2 Contact persons:
  - Bishop of the Mission
  - National Administrative Secretary
  - Director, National Pentecostal Mission Development Agency



## Executive Summary

The 2001 Strategic Development was focused on promoting the socio-economic aspirations of the Mission and its membership. The Mission has undertaken several development initiatives in the areas of education and church growth, but much has not been done in health, agriculture and financial mobilization and maximization.

Each member church is undertaking development activities in an independent and uncoordinated approach. As a result, resources and lots of energies or efforts have not been synchronized and coordinated in order to maximize outputs, outcomes and impacts. There is lack of a clear-cut Mission Development Vision (MDV) towards which all efforts and resources of the Mission and its various churches must work towards<sup>1</sup>. The 2021 Strategic Development Plan will focus on the need for an integrated approach to the Mission's spiritual, financial, human and infrastructure development agenda. The resuscitation of the National Pentecostal Mission Development Agency (NAPEMDA) will be evaluated and reconsidered consistent with some of the key Terms of Reference and development indicators described in the 2001 Development Plan. However, a more integrated approach will be rolled out to accommodate a step-by-step development agenda based on the strategic inputs of key groups and individual stakeholders in the Mission.

The 2022 Strategic Plan is a five-year national development projection of the Mission herein referred to as the "National Pentecostal Mission Strategic Plan 2022-2027"<sup>2</sup>. With a maturing pipeline of development projects and programmes already identified, NAPEMDA will be positioned to deliver on its mandate. However, there are yet many challenges to be addressed in the next phase of development, which is the subject matter of this strategic plan.

The key areas of the 2022-2027 Strategic Plan are divided into four (4) Thematic Pillars: Spiritual Development and Church Growth Pillar; Socio-economic Development and Growth Pillar; Education and Human Resources Development Pillar and Resource Mobilization, Maximization and Financial Sustainability Pillar.

Terms of references were developed for each pillar to guide the thought process of putting together a comprehensive approach towards achieving the overall objective of the Strategic Plan.

Pillar 1: Spirituality and Church Growth (SCG) – The Mission, in building the spiritual life of its members through Church establishment, evangelism and strengthening the biblical leadership capacity of Pastors, has its strategy objective to increase the number of Churches in the Mission by 50%, congregation growth of 50% with a 50% increase in Pastoral capacity by 2026.

Pillar 2: Socio-economic Development and Growth Strategy (SDG) - This pillar focuses on critical activities that will explore opportunities with various economic interventions to increase the income

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<sup>1</sup> National Pentecostal Mission Strategic Development Plan 2021

<sup>2</sup> *The Deep Change Agenda*

of the Mission and its members. This will be done through youth empowerment, gender and social intervention, health, water and sanitation, agriculture, fisheries, and nutrition. The pillar's objectives include to establish at least one functional community health center in Freetown, Makeni, Bo and Kono and to cultivate 500 acres of land for rice production in Port Loko and Bombali with an output of 1800 bags of rice by 2026.

Pillar 3: Education and Human Resource Development (EHR) – The focus of the pillar is to promote the establishment and support for educational institutions in order to strengthen the human resource capacity in the Mission. The objective is therefore to enhance the efficiency in the teaching and learning environment in the schools of the Mission with the aim of increasing their enrollment by 50% and minimum education completion rate of 70% at all levels by 2026. This will be done through support to formal and informal education as well as a church or Mission grant-in-aid scheme.

Pillar 4: Resource Mobilization, Maximization and Financial Sustainability Strategy (RMMFS Strategy) - This pillar examines the current financial management structures of the Mission and aims to develop an adequate and sustainable Mission-wide financial management infrastructure that will focus on financial management framework, income mobilization strategies, savings strategies and investment strategies for branch churches and headquarters.

This Strategic Development Plan (SDP) will be monitored through a robust Monitoring and Evaluation system to track progress of activities implementation and ensure that activities are implemented as planned and lessons learned are documented to guide future endeavors.

## A. Background

The NPM was founded in 1948 in a small, thatched house at John Lane, Freetown, Sierra Leone. Its first Church was established in September 1948 and its current headquarter church was officially opened by Sierra Leone's first Prime Minister, Sir Milton Margai on 1<sup>st</sup> December 1963. The corner stone for the church was laid on 11<sup>th</sup> March 1962.

Over the past six decades, the Mission has grown to a membership of over twenty thousand (20,000) with sixteen (16) churches in the Western Area, seventeen (17) churches and fellowship congregations in the Northern Province and eight (8) in South/Kenema region making a total of thirty (30) churches and Eleven (11) fellowship congregations.

The Mission is an independent, indigenous institution with no international affiliation or donor support. Over the period, it has been very cooperative with other Christian institutions including but not limited to being one of the 19 member churches of the Council of Churches in Sierra Leone (CCSL), which main objectives are the propagation of Christianity and spiritual development of its membership. The Mission has an organizational structure that coordinates its activities in the different member churches.

In order to promote the material and spiritual well-being of its members and those of others, the Mission has undertaken several development activities in the areas of education, health, agriculture, vocational and technical training, infrastructure development including church and schools expansion, etc. At least six (6) of its churches have operational schools with over 1,100 pupils, while adult literacy classes are being conducted by some. The establishment of these educational opportunities within the Mission is a serious contribution towards the achievement of the Government's Education Sector Plan 2018-2020 "To provide opportunities for children and adults to acquire knowledge and skills, as well as nurture attitudes and values that help the nation grow and prosper"

The youths have organized themselves into groups, some of which have produced internationally acclaimed and popular gospel music<sup>3</sup>; some have acted crowd-pulling theatrical plays while others have undertaken evangelical activities that include other Mission groups (Women and Men Prayer Bands, the Choir and the Children's Ministry) that have organized fundraising celebrations in a rather disjointed manner and not geared towards an MDV.

Similarly, each member church is undertaking development activities also in an uncoordinated mode. As a result, resources and lots of energies or efforts have not been organized and coordinated in order to maximize the target outputs, outcomes and impacts. What is worse still is the lack of a clear-cut Mission Development Vision (MDV) towards which all efforts and resources of the Mission and its various churches must work towards. There is a need for an integrated approach to the Mission's development that will focus on promoting the socio-economic survival of the Mission's beneficiaries so as to promote more effective development. This is more compelling considering the devastating effects of the ten-year war, which was exacerbated by the outbreak of

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<sup>3</sup> Composed by the Salvation Youth Singers of the Mission

the two health pandemics (Ebola and COVID-19) which have left not only a trail of considerable loss of lives and damage to properties including the Mission’s infrastructure but have significantly destroyed the country’s economy, heaping worsening abject poverty on the membership of the Mission and the people of Sierra Leone, at large.

## NPM DEVELOPMENT STATEMENT

In order to address the above and many other concerns and interests, the Mission has set up a Development Agency herein referred to as the National Pentecostal Mission Development Agency (NAPEMDA)<sup>4</sup> charged with the responsibility of mobilizing and utilizing both human and material resources towards the socio-economic advancement of the Mission and its membership. It will have its own organizational structures geared towards efficient and beneficial use of these resources.

## NPM MISSION, VISION AND CORE VALUES

The following have been identified as foundations for this strategic plan:

### Mission

“To reach out to the lost people and help them become full followers of Jesus Christ”

### Vision

“Build churches that un-churched or lost people would love to attend.”

### Core Values

Value	Principles and Behaviors
Biblically Based	The Bible alone dictates what we believe and practice
Culturally Relevant	To be effective, the church must remain culturally relevant
Evangelistic	Followers of Jesus are passionate about evangelism
Church Planting	We will be a church-planting Mission
Community	Life change happens best in community with other Christians
Discipleship	Followers of Jesus obey his teachings
Excellence	Excellence honors God and inspires people
Grace	We will foster an environment of love, acceptance, and forgiveness

<sup>4</sup> Hereafter referred to as “The Agency”

Stewardship

We will give our time, spiritual gifts, abilities, and finances to extend Christ's kingdom.

## B. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

In order to better understand the prevailing status of the Mission, a Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis was carried out to have a comprehensive look into the internal and external environment of the NPM. This information provided the foundation and building blocks of the future direction of the NPM.

Strengths and weaknesses are internal factors within our organization. Strengths are the internal characteristics that make the Mission more effective while weaknesses are characteristics that make us less effective in our Mission.

Opportunities and threats are external factors stemming from community or societal forces. Opportunities are the external realities that increase the possibilities for our Mission while threats are the external realities that impede our Mission.

The table below presents the SWOT analysis, as reflected in our group and workshop sessions, feedbacks and internal analysis as articulated in the four quadrants, with each showing the strengths, weaknesses, opportunities, and threats, respectively:

Table 1: SWOT Analysis of the National Pentecostal Mission

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>❖ Long term and loyal membership.</li><li>❖ Highly welcoming and inclusive congregation.</li><li>❖ Rich and lengthy history.</li><li>❖ Good reputation in and out of the country.</li><li>❖ Large and committed youthful membership.</li><li>❖ Permanent church and school buildings.</li><li>❖ Own-sourced revenue mobilization.</li><li>❖ Strong spirit of togetherness and family cohesion;</li><li>❖ Believe in Jesus Christ as the son of</li></ul>	<ul style="list-style-type: none"><li>❖ Little or no disabled-friendly infrastructural facilities.</li><li>❖ Unattractive salaries/stipends.</li><li>❖ Inadequate evangelism and outreach training.</li><li>❖ Limited financial resources mobilization plan</li><li>❖ Poor financial and procurement management system.</li><li>❖ Lack of support schemes for the poor and vulnerable church members.</li><li>❖ Weak partnerships with the public and private sectors.</li></ul>

God and Personal saviour	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>❖ Mission headquarters located in the heart of the Capital City.</li> <li>❖ Internet connectivity and access to social media.</li> <li>❖ Growing relationships with other local community organizations and advocacy groups.</li> <li>❖ Growing consciousness for the need to tackle socio-economic problems in and around our church communities.</li> <li>❖ Close proximity to schools and tertiary institutions.</li> </ul>	<ul style="list-style-type: none"> <li>❖ High illiteracy &amp; aging population.</li> <li>❖ Competition for congregational membership with emerging churches.</li> <li>❖ Financial hardship in church communities.</li> <li>❖ Nationwide social and economic uncertainties related to pandemics and political instability.</li> </ul>

The SWOT analysis has identified critical issues that would provide guidance on the design of a strategic approach that will explore the strengths and opportunities of the mission as we address the weaknesses and mitigate the threats.

To meet the Vision, Mission, Values and support, some of the issues identified in the SWOT analysis should be translated into an everyday NPM Work Plan. Translating the Strategic Plan and its objectives into an NPM Work Plan which can be re-aligned annually brings the NPM Strategic Development Plan to life, including its Vision, Mission and Values.

### C. Mission Organizational Structure

The Mission is a recognized religious organization by the Government of Sierra Leone and the Council of Churches in Sierra Leone.

The Mission has three hierarchical categories as follows:

- I. National Delegates Conference (NADCONF)
- II. National Administrative Board (NAB)
- III. Ministerial Council (MINCIL)
- IV. Management Committee (MANCOM)

## V. National Development Committee (NADCOM)

### I. THE NATIONAL DELEGATES CONFERENCE (NADCONF)

NADCONF, which is held bi-annually (after every two years), is the supreme decision-making body of the Mission, in which policies, rules and regulations are endorsed. It is the final arbiter for determining the Mission's spiritual and socio-economic development aspirations as well as appoints the members of NADCOM. Its specific development-related Terms of Reference (TOR) are:

- To provide the Mission's Development Vision (MDV);
- To scrutinize and approve the Development Report and Work Programme of NADCOM

### II. THE NATIONAL ADMINISTRATIVE BOARD (NAB)

This is the administrative arm of the Mission that is responsible for ensuring that the decisions, policies, rules and regulations (including development programmes and projects approved by the National Delegates Conference) are carried out by the respective organs of the Mission, such as the National Development Committee (NADCOM), National Fellowships, Prayer Bands and Groups, etc. Important enough, it takes decisions for and on behalf of the National Delegates Conference (NADCONF) during the two-year interval.

### III MINISTERIAL COUNCIL (MINCIL

### IV MANAGEMENT COMMITTEE (MANCOM)

### V. NATIONAL DEVELOPMENT COMMITTEE (NADCOM)

This Committee is appointed by the National Delegates Conference (NADCONF) for a two-year tenure. NADCOM translates the socio-economic and spiritual development infrastructure aspirations of the Mission into programmes and projects with associated technical designs and work plans including budgets. It also ensures that the plans are executed within specific timelines.

#### V(a) Functions of NADCOM

Specifically, NADCOM shall:

- Provide strategic guidance and advice to NAPEMDA and oversee the delivery of its core mandate.
- Advise the Mission on sound management systems, especially in the areas of finance and administration, including emoluments for Mission personnel including pastors, other staff, volunteers, etc.
- Organize and source funds for an Annual Planning Workshop for representatives of the branch churches and the various subcommittees to scrutinize NAPEMDA's Annual

Progress Report and the pending Annual Work Programme and Budget (AWP&B) based on goals, specific objectives, programmes and resource needs including budgets.

- Prepare and present Development Progress Report (DPR) and Programme for the Mission at the NADCONF.
- Assist NAPEMDA in generating funds for the development activities of the Mission and ensure that such funds are managed in an accountable and transparent manner.
- Advise the Mission on all matters relating to Mission extension including construction works and rehabilitation.
- Promote harmony and cohesion among the churches and their organizations towards a shared MDV.
- Any other responsibility that may be assigned to it from time to time by either NADCONF or NAB.

#### V(b) NADCOM Composition and Structure

- 1) With NADCOM, resources will be efficiently utilized and accounted for. To this end development activities will be streamlined, and various resources (human and material including funds) will be tapped towards the MDV. It will also involve streamlining Mission expenditures and recommending efficient financial and administrative management systems for the Mission.
- 2) NADCOM shall comprise diverse development experts, persons with development aspirations or vision and experience, including volunteers (on a need basis). It shall have subcommittees to handle various facets of the Mission's development.
- 3) It shall have a Chairperson, a Deputy, the Director of NAPEMDA (therein referred to as the Development Secretary, who shall serve as Secretary to NADCOM). Heads of the various Subcommittees of NADCOM and other persons.
- 4) The Chairman and the Director of NAPEMDA (Development Secretary) shall be signatories to the accounts of NADCOM and NAPEMDA.
- 5) NADCOM shall have a five-man Board of Trustees, comprising the Chairman, the Deputy, the National Administrative Secretary of the Mission, the Director of NAPEMDA and one other person. This body will regularly supervise and monitor the management of NAPEMDA. It will meet at least once a month to consider monthly reports of NAPEMDA.
- 6) NADCOM shall meet at least once quarterly, emergency meetings could be held.

#### NAPEMDA Subcommittees

It shall have but not limited to, the following Subcommittees (interest groups):

- Resource Management (RM):
- Finance:



- Other Assets (Estate, Equipment, Machinery, Logistics including transportation):
- Archives and Documentation:
- Human (Pastors, Workers etc.)
- Auditing: etc.
- Income Generation, Employment, Gender, and Youths
- Religion and Church Development
- Education and Training (administrations, scholarships, managing schools' nurseries and training centers etc.)
- Health and the Environment (HE)
- Planning, Monitoring & Evaluation (PME)
- Agriculture and Nutrition (AN) and
- Public Relations

**V(c) The General Terms of Referees (TOR) of the Subcommittees are:**

- i. To assist the relevant Coordinators in the preparation of their annual Work Programmes and Budgets and ensure that they properly reflect the MDV pertaining to their areas of responsibility.
- ii. To scrutinize the Annual Development Report (ADR) of NAPEMDA and determine achievements and problems in the implementation of their development areas;
- iii. To spearhead fundraising activities in support of their areas of responsibility:
- iv. To promote systems and make contacts with persons that can help in their areas;
- v. To assist in project preparation and promotion to relevant funding windows.
- vi. To spearhead the sensitive and education of the Mission's membership and other relevant non-mission entities on their areas and the need for support;
- vii. To make recommendations to NADCOM on improving the delivery systems (including management, staffing, personnel emoluments, general working environment, contacts, expansion, restructuring, decentralization. etc.) in areas of their responsibility.
- viii. Recommend to NADCOM on the setting up of appropriate structures (and or restructuring them) for promoting the thematic areas of the Subcommittees of NADCOM and Supervising them.

## D. STRATEGIC Approach

The National Strategic Development Plan will look at four pillars that will embrace the opportunities and strengths of the National Pentecostal Mission, address the weaknesses and limits its threats in achieving the Mission’s development agenda and church growth.

Pillar 1: Spirituality and Church Growth

Pillar 2: Socio-economic Development and Growth

Pillar 3: Education and Human Resources Development

Pillar 4: Financial Resources Mobilization and Management

These pillars will be further elaborated showing where we are as a Mission, what we intend to achieve and how we will work towards achieving our set goals for each pillar.

### PILLAR 1: SPIRITUALITY AND CHURCH GROWTH

The National Pentecostal Mission has, over the years, anchored its approach on building the spiritual life of its members by inculcating the Christian faith in God through Jesus Christ as our Savior. The Mission, through evangelism to win souls for Christ, has established thirty (30) branches nationwide. With this, the transformation of the spiritual life of a membership of over 50% was assured.

The National Pentecostal Mission is a Bible-believing Christian organization that ministers the Word of God and baptism of Christians to accept Christ as their savior.

The Spirituality and Church Growth Pillar will focus on the following category:

1. Church expansion and Evangelism
2. Strengthening the Biblical and Leadership Capacity of Pastors

Category 1: Church Expansion and Evangelism

The Mission has 32 churches and 12 fellowships spread across Sierra Leone as follows:

Table 2: Distribution of Churches of the National Pentecostal Mission

No	Church	Address	Land status	Land Area (Acres)	Average Number of Members	Region
1	Fort Street	85 Fort Street F/T	GOSL Lease	2.0802	300	W/Area Urban
2	Fourah Bay	5 Garawani St. Freetown	NPM	0.1689	200	W/Area Urban
3	Congo Cross	Off Congo Town Rd.	NPM	0.1133	200	W/Area Urban
4	Kissy	Back St. Off	(GOSL)	1.5473	200	W/Area

		Blackhall Road	Lease			Urban
5	Wellington	Palmer Street	NPM	0.1958	150	W/Area Urban
6	Lumley	Beach Road	(GOSL) Lease	0.2303	100	W/Area Urban
7	Nicol Terrace	Nicol Terrace	NPM	0.1887	100	W/Area Urban
8	Goderich	Main Motor Road	NPM	0.1683	100	W/Area Rural
9	Newton	Main Motor Road	NPM	0.4716	50	W/Area Rural
10	Moyeba	Moyeba	(donation) NPM	0.1751	50	W/AREA Urban
11	Bassa Town	Campbell Town Rd.	NPM	3.0120 (encro.)	50	W/Area Rural
12	Hamilton	Hamilton	NPM		50	W/Area Rural
13	Lungi	Kamasondo	NPM	0.6597 (Encro.)	50	North P/loko
14	Rokel	Rokel	NPM		50	W/Area Rural
15	Tombo	Tombo	NPM		50	W/Area Rural
16	Tokeh	Tokeh	NPM		50	W/Area Rural
17	Makeni 1 Watson Lane	Watson Lane	NPM		200	North Bombali
18	Makeni 2 Ropolon	Azzolinni Highway	NPM		100	North Bombali
19	Makeni 3 Congo Town	Michael St.	NPM		50	North Bombali
20	Kathantineh	Kathantineh	NPM		20	North Kambia
21	Port Loko	Port Loko	NPC		20	North P/Loko
22	Kambia Town	Kambia	NPM		20	North Kambia
23	Kamakwie	Kamakwie	NPM		50	North Karene
24	Kono 1: Kensay	Kensay	NPM		50	East. Kono
25	Kono 2: Tombodu	Tombodu	NPM		50	East. Kono

26	Bo 1: Allen street	Allen Street Bo	(Family) Lease		100	South. B-
27	Bo 2: New London	New London Bo	NPM		100	South. B0
28	Bo 3: Lewaebu	Lawaebu Bo	NPM		100	South. B0
29	Kenema 1: Kpullum St.	Kpullum St. Kenema	NPM		100	East. Kenema
30	Kenema 2: Bormah	Bormah. Kenema.	NPM		100	East. Kenema

In addition to the churches, there are also smaller fellowships in some communities that have been established with the expectation that they will transform into churches in the not-too-distant future. The table below presents the distribution of fellowships in the entire country.

Table 3: Distribution of Fellowships across the Country

No	CHURCH	ADDRESS	Land status	Land Area	Average No. of Membership	Region
1	Number 2 Kono	Maima Kono				East. Kono
2	Buya, Bombali	Via Makeni				North. Bombali
3	Madina, Kambia	Madina				North. Kambia
4	Kasimbara, Kambia	Tonko Limba				North. Kambia
5	Kayanka, Kambia	TonkoLimba				North. Kambia
6	Mafoita, Bombali	MafoitaVia Binkolo				North. Bombali
7	Binkolo; Bombali	Makeni Binkolo Highway	NPM	5.087		North. Bombali
8	Reservation, Bo	Bo Reservation				South.
9	Nduvuibu, Bo	Bo Nduvuibu				South
10	Songo, Koya North	Makolo Road Songo	NPM	5.016		North
11	Bumbuna, Tonkolili	Bumbuna				North

Category 2: Strengthening of Biblical and Leadership Capacity of Pastors

The NPM is fortunate to have 28 diligent and faithful pastors that have been called upon to the Pastoral Service of God, over 70% of which have basic theological training with excessive hands-on practice. The table below shows the distribution of pastors and their levels of qualifications:

Table 4: Distribution of Pastors and their Qualifications

	CERTIFICATE	DIPLOMA	B.th THEOLOGY	Bachelors in all Studies GENERAL	MARE THEOLOGY	Masters in all fields GENERAL
No of Pastors	13	21	5	7	1	4

A new set of practicing Pastors have been called upon to the Mission's Pastoral Service and are expected to be ordained upon fulfilment of the Mission's Pastoral Service requirements as contained in the Constitution of the Mission.

**Strategic Objective of Pillar 1**

Increase number of churches by 50% and grow congregation by 50% with a 50% increase in pastoral capacity by 2026.

Below is an Action Plan (a number of activities) that has been identified to achieve this objective.

Table 5: Action Plan – Pillar 1

Category	Issue	Action/Activity
Church Expansion	50% increase in number of churches  50% increase in congregation or membership growth	<ol style="list-style-type: none"> <li>1. Build churches in target communities.</li> <li>2. Transform the 12 fellowships into churches</li> <li>3. Embark on effective evangelism and outreach to win souls.</li> <li>4. Establish retention and follow up strategies.</li> </ol>
Strengthening Biblical and Leadership Capacity of Pastors	50% increase in pastoral capacity	<ol style="list-style-type: none"> <li>1. Establish a Bible School for Christian education and pastoral studies.</li> <li>2. Provide incentives for professional development of pastors.</li> </ol>

Table 6: Suggested Locations where New Churches can be established

No	Location/Communities	Number of Churches
1	Between Sorie Town, Tree Planting and Sumailla Town	1
2	Between Grafton, Kossoh Town and Hastings	1
3	Between Mental Home area, looking Town and Thunder Hills	1
4	Moyamba District	1
5	Pujehun District	1
6	Kailahun District	1
7	Falaba District	1
8	Kabala District	1
9	Bonthe District	1
10	Bombali District (Kamabai Town and Bumba Town)	2
11	Tonkolili (Magburaka Town and Mile 91)	2
12	Port Loko District	1

Table 7: Current Status of Evangelism in NPM:

<b>Group Celebrations</b>	<b>Home Cells</b>	<b>Crusades and Open air Programs</b>	<b>One-on-one Evangelism (Outreach)</b>	<b>Mid-week services and Revivals</b>	<b>Visitation to members, widows and the aged</b>	<b>Affiliations, Ecumenism and inter-faith partnership</b>
75%	2%	3%	2%	10%	3%	5%



## PILLAR 2: SOCIO-ECONOMIC DEVELOPMENT AND GROWTH

The National Pentecostal Mission Development Agency (NAPEMDA) shall champion the implementation of this pillar. This pillar will focus on critical activities that will explore opportunities with various economic interventions to increase the incomes of the Mission and its membership. NAPEMDA is the development agency of the Mission with a very clear mandate to roll out development initiatives of the Mission. The Technical positions and TORs of NAPEMDA are shown in Appendix 1.

The Mission considers it imperative and strategic to engage in selected social and economic development activities that will serve as alternative sources of revenue for the Mission. This strategic document will consider the following thematic areas of development:

- A. Youth Employment, Gender and Social Inclusion
- B. Health, Water, Sanitation and Environment
- C. Agriculture, Fisheries, Nutrition & Food Security

### Youth Employment, Gender and Social Inclusion

NPM will work in the next five years on Youth Employment as well as Gender and Social Inclusion matters for the betterment of especially deprived and vulnerable women and youths.

Key among the activities that NAPEMDA shall be engaged in include the following:

- Assist women and youths to have employment opportunities through self-employing TVET (Technical and Vocational and Education and Training) skills; guidance and counseling, career development and job-seeking support, etc.;
- Promote the educational aspirations of the women and youth through support to admissions at schools and colleges, target scholarship schemes, role modeling, etc.;
- Initiate/encourage the participation of women and youths in the community and/or labour intensive activities;
- Promote gender equality in the provision of education and employment opportunities;
- Awaken concern on the plight of the poor, needy and destitute within and without the Mission;
- Sensitization and prohibiting Sexual Exploitation and Abuse (PSEA) of teenage girls/women;
- Promote a high standard of spiritual, moral/social ethics among the women and youths of the Mission and beyond; and
- Make recommendations to NADCOM and draw up programmes and projects on the above and other related areas.

### Areas of Support

- Vigorously solicit donor (NGO, Government, bilateral, multilateral agencies, etc.) support to programmes/projects addressing the above;
- Establish links with various employment and skills training agencies and institutions; etc.;
- Help set small-scale businesses and promote the women and youths in income-generating activities such as farming, soap making, gara-tie-dyeing, cake-making, bread-baking and also provision of start-up kits.
- Promote micro-credit facilities for the members of the Mission and their communities;
- Actively promote and support the various Literacy and Numeracy Programmes being undertaken in some Mission Churches and encourage others to follow suit;
- Engage in education and sensitization campaigns to promote Peace and Reconciliation, create awareness on Civic Rights and Responsibilities and the need for the participation of women and youth in nation-building.
- Promote Family Planning, Business Management, etc and education on sexually transmitted diseases (STDs) such as HIV/AIDS, etc .;
- Identify and promote the musical talents and capacity building of youths and women in the Mission;
- Set up a Guidance and Counseling Unit in the Mission and teams in each church/secondary school especially for women and youths.

### Health, Water, Sanitation and Environment

Health, Water and Sanitation and Environment are critical investment areas which will be explored to provide and promote affordable and effective Health Care Service Delivery for the membership of the Mission, including non-members within and around our church communities.

A health facility for out-patients will be established at the Mission's headquarters to provide health care services for most members of the mission.

This facility will, for a start, provide the following facilities:

- Outpatient services;
- Sensitization of the membership about the health-related issues on non-communicable diseases, STI's, Malaria and water-borne diseases
- Maternity services for Antenatal and post-natal, including institutional delivery ;
- Family Planning and Reproductive Health Services; and
- Run an Ophthalmology Mobile Clinic.

Pillar Objective: To establish at least one functional Community Health Center in Freetown, Makeni, Bo and Kono as follows:

Table 8: Action Plan on Health, Water, Sanitation and Environment

Category	Issue	Action/Activity
Establish Community Health Clinics	At least 1 CHC in Freetown, Makeni, Bo and Kono	<ol style="list-style-type: none"> <li>1. Identify a suitable location for the CHCs in the four cities</li> <li>2. Procurement of basic biomedical and laboratory equipment for the four facilities</li> <li>3. Develop a Cold chain for vaccines</li> <li>4. Procure essential drugs for the proposed facilities</li> <li>5. Secure registration and license with the DHMT of the identified cities</li> <li>6. Recruit and train four CHOs and nurses to run the facilities</li> </ol>
Health Education and Outreach	Routine health education campaign	<ol style="list-style-type: none"> <li>1. Health education on reproductive health, STDs and non-communicable diseases for the congregation</li> </ol>

### Agriculture

Agriculture is the sector with the highest potential for employment and source of livelihood for about 70% of households in Sierra Leone. As a way of providing food for the vulnerable population of the Mission, it is important to consider strong engagements in medium-scale rice farming in main rice-producing areas.

The Mission will leverage the available membership with the right skills in agriculture for technical inputs and access to labor for farm activities.

Pillar Objective: To cultivate 500 acres of land for rice production in Port Loko, and Bombali with an output of 1,500 bags of rice by 2026

Table 9: Action Plan on Agriculture

Category	Issue	Action/Activity
Cultivation of land for rice farming	500 acres of land cultivated for rice farming	<ol style="list-style-type: none"> <li>1. Identify and secure fertile land in Port Loko, Kambia and Bombali</li> <li>2. Mobilize Labor to support farming activities.</li> </ol>

		<ol style="list-style-type: none"> <li>3. Register with the Ministry of Agriculture as Farmer Based Organizations in the operational areas</li> <li>4. Provide agricultural inputs for production and equipment for processing and storage.</li> </ol>
Marketing and distribution of produce.	1500 bags of rice produced	<ol style="list-style-type: none"> <li>1. Identify vulnerable members in the mission to benefit from rice distribution</li> <li>2. Packaging and branding of rice for sale to members and the public</li> </ol>

### PILLAR 3: EDUCATION AND HUMAN RESOURCE DEVELOPMENT

#### Background

Primarily, the Mission serves as the pivot where the GOOD NEWS about the saving Grace and knowledge about God through Christ is preached among its large country-wide membership and the country at large. It is therefore imperative that anyone serving in the Mission's school system (as an administrator, employee, student, or pupil) should observe the Mission's religious values and practices both in the schools and in their homes.

The initiative to establish schools within the Mission came as a contribution towards the achievement of the national education objective set by the Ministry of Education in 1970:

1. The right to education for everyone
2. Free Education, at least primary school level
3. Elementary Education shall be compulsory
4. Tec/vocational Institutions generally available

The Mission has over the years established 31 school facilities categorized into Nursery or Pre-Primary, Primary, Junior Secondary and Senior Secondary schools as follows: Table 10: Distribution of Schools by Mission Operational Regions

Region	Type of School				
	Nursery	Primary	JSS	SSS	Total
Western Area	6	8	2	1	17
North/Kono	2	4	1	1	8
South/Kenema	3	3	0	0	6
<b>Total</b>	<b>11</b>	<b>15</b>	<b>3</b>	<b>2</b>	<b>31</b>

However, not all of these schools are approved with financial assistance from the Government of Sierra Leone. The Mission has 48.4% of these schools not approved while another 25% are not only recognized and approved but are receiving financial assistance from the Government of Sierra Leone through the Ministry of Basic and Secondary School Education (MBSSE). The other 25% have been approved but are yet to receive financial assistance from the Government. Below is the approval status of the schools.

Table11: Distribution of Schools by Approval Status

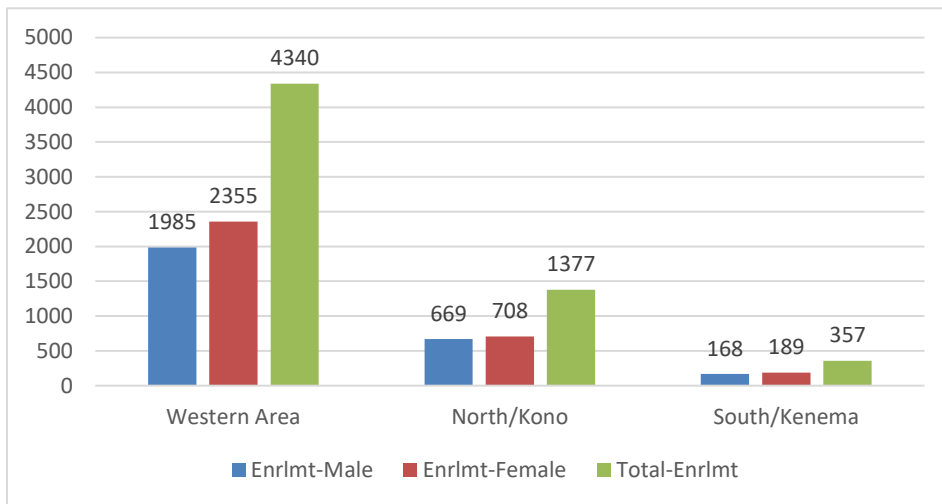
		Status			
Region	School Type	Approved with Financial Assistance	Approved without Financial Assistance	Not Approved	Total
Western Area	Nursery	0	4	2	6
	Primary	5	0	3	8
	JSS	1	0	1	2
	SSS	0	1	0	1
<b>Total</b>		<b>6</b>	<b>5</b>	<b>6</b>	<b>17</b>
<b>North/Kono</b>					
North/Kono	Nursery	0	2	0	2
	Primary	1	1	2	4
	JSS	1	0	0	1
	SSS	0	0	1	1
<b>Total</b>		<b>2</b>	<b>3</b>	<b>3</b>	<b>8</b>
<b>South/Kenema</b>					
South/Kenema	Nursery	0	0	3	3
	Primary	0	0	3	3
<b>Total</b>		<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>
<b>Overall</b>		<b>8</b>	<b>8</b>	<b>15</b>	<b>31</b>

It is imperative to note that the Mission has a total of 178 staff committed to render their services and support to promote its education agenda. Among these teachers, there are 116 or almost 2/3rds (about 65.2%) are Trained and Qualified (TQs), 47 or over 1/4<sup>th</sup> (about 26.4%) are Untrained and Unqualified (UUs), and 15 or about 8.4% are Auxiliary Staff (AS). The chart below is showing a distribution of teachers in the regions by their level of qualifications.

Figure 1: Distribution of Teachers by Qualifications

In spite of the challenges with sixty-two (62) or over 1/3<sup>rd</sup> (about 34.8%) unqualified teachers, there has been an increase in the enrolment of pupils in the schools. This, to a large extent, has triggered the need for additional classrooms, seating, and teaching facilities in the schools.

Figure 2: Enrolment by Region



As shown in the chart above, the National Pentecostal Mission has a total enrolment of 6,074 pupils in the 31 schools established and managed by the Mission comprising 2,822 (46.5%) males and 3,252 or over half (53.5%) females.

With this number of pupils, the Mission is yet challenged with providing the enabling teaching and learning environment. Most of these schools are housed in makeshift buildings or within church buildings with partitioned classrooms. There is no Science laboratory in any of the schools, no computer room and only four (4) schools have the semblance of a library.

Access to water and sanitation is also critical in the operation of a functional school. Out of the 31 schools, 20 or about 65% have access to water while the remaining 11 do not have.. 25 schools or about 81% have access to pit latrines while only 6 schools or about 19.4% have access to in-house flush toilet facilities.

### Plans for the Education System of the Mission

The Education and Training aspect of NADCOM and NPEMDA shall promote the establishment, expansion, and support for educational institutions in order to strengthen the human resource capacity in the Mission thereby contributing to national human capital development, which is the flagship program of the current Government of Sierra Leone.

As a religious entity with a clear vision, the Mission will focus, in the next five years, on enhancing the inefficiencies in its existing educational system and will explore the opportunity of launching critical educational facilities that will address existing gaps and complement the ongoing Mission's educational development agenda efforts.

This Mission has set out a clear objective for education: "To enhance the inefficiencies in the teaching and learning environment for the 31 schools of the Mission with the aim of increasing by 2026:

- enrolment by 50%
- educational completion/child retention rate to 70% at all levels and for both sexes
- passes in external exams to 70%".

To achieve this, the Mission will look at three broad categories.

1. Support to Formal Education (Pre-Primary, Primary, Junior Secondary, Secondary, Tertiary)
2. Support to Informal Education (Technical and Vocational/Training Skills)
3. Church Grant-in-Aid Scheme and Teachers Professional Development Support

### Support to Formal Education

The National Pentecostal Mission considers formal education as a critical pillar for church growth and development. This is a way to complement the government's efforts towards achieving the education agenda of the country as well as strengthening the human resources capacity of the Mission which has been recognized as the solid foundation for church growth and development. This was made visible by the establishment of the 31 schools of various categories (11 Nursery Schools, 15 Primary Schools, 3 Junior Secondary Schools, and 2 Senior Secondary Schools) with a total enrolment of 6,074.

In the next five years, the Mission will engage in the following.

Table 12: Action Plan for Education

No	Category	Action
1	Day Care	Establishment of day care facilities for children under three years.
2	Pre-Primary School	1. Upgrade the facilities in the 11 Nursery schools of the Mission
3	Primary School	1. Transform makeshift structures into permanent classroom buildings and refurbish existing classrooms. 2. Provision of additional seating places 3. Provide teaching and learning materials for primary schools 4. Improve on water and sanitation facilities in these Primary Schools. 5. Establish a sick bay or infirmary in all Primary Schools.



		6.
4	Junior Secondary School	<ol style="list-style-type: none"> <li>1. Transform makeshift structures to permanent classroom buildings and refurbish existing classrooms.</li> <li>2. Provision of additional seating places.</li> <li>3. Provide teaching and learning materials for Junior Secondary schools</li> <li>4. Improve water and sanitation facilities of these Primary Schools.</li> <li>5. Establish a sick bay or infirmary in all Junior Secondary Schools.</li> <li>6. Establish Libraries and computer access for all Junior Secondary Schools</li> </ol>
	Senior Secondary School	<ol style="list-style-type: none"> <li>1. Transform makeshift structures into permanent classroom buildings and refurbish existing classrooms.</li> <li>2. Provision of additional seating places.</li> <li>3. Provide teaching and learning materials for Senior Secondary schools</li> <li>4. Improve water and sanitation facilities in the Primary Schools.</li> <li>5. Establish a sick bay or infirmary in all Senior Secondary Schools.</li> <li>6. Establish libraries and computer access for all Senior Secondary Schools</li> </ol>
	Tertiary	
		Design a Curriculum for Technical and Vocational Institutions
		Establish one Vocational Institute
		Design a Curriculum for a Bible Training Institute/School
		Establish a Bible Training School/Institute

### Support to Non- Formal Education

In order to cater for the large number of the congregation that may not be opportune to access formal education, the Mission will design a curriculum for the establishment of various categories of non-formal educational facilities for

1. Skills Training in Local and Small-Scale industries (Carpentry, Masonry, Plumbing, Welding, Motor Vehicle Mechanic, Electrical Fitting and Installation, Refrigerator and Air Conditioner Repairs, etc.)
2. Adult Literacy/Numeracy (English and Limba)

### Church Grant-in-Aid Scheme and Teachers/Pastor Professional Development

Support.

In a bid to show the Mission's commitment to the human resource development of its membership, a scheme for small grant-in-aid for devoted and committed members, teachers and pastors will be provided for further academic development.

To achieve this, the Mission will require all churches to mobilize resources through a Consolidated Fund that will be managed by the Education Secretariat of the Mission.

1. 5% of all funds raised on special Sundays/occasions should be deposited to the Education Grant-in-Aid (Escrow) Account
2. All financial donations in support of student welfare should be deposited into the same Grant-in-Aid account
3. All churches in the Mission should collect the offerings during regular worship service and be deposited to the Grant-in-aid Account at the end of every month

### Grant-in-Aid Scheme

The Education Secretariat shall design a scheme with eligibility criteria for the award and disbursement of grant-in-aid across the Mission. Similarly, the Education Secretariat, in consultation with the Leadership of the Mission, shall identify professional development courses and nominate appropriate beneficiaries.

### Other issues

Systems and programmes will be put in place to address issues relating to the provision of school materials, quality learning facilities, promoting school activities, providing funds in support of the schools, providing concrete and good conditions of service for staff of the Mission's educational system, promotion of such staff, channeling of complaints and the recruitment and development of staff.

#### Uniform

Specific Uniform colours have been selected and approved by the Ministry of Basic and Senior Secondary Education (MBSSE) and the Mission is required to choose among these colours for its schools.

#### Staffing

Presently, the teacher training colleges are now turning out products for Nursery, Primary and Secondary Schools. The Mission would create conditions to attract them to the schools.

#### Salaries

The current salary scales approved by MBBSE will be adopted in other to unify the Conditions of Service accordingly. Generally, the Mission will provide attractive conditions of services for the teachers.

#### Syllabus and Examination

All syllabuses and examinations approved by the West African Examination Council should be adopted by the Mission.

## Education Secretariat

An Education Secretary shall be appointed as the professional head of the Mission's Educational system and to coordinate the educational affairs of the Mission with MBSSE.

**PILLAR 4: RESOURCE MOBILIZATION AND FINANCIAL MANAGEMENT  
MANUAL (MFMM)**

**Resources Mobilization Agenda**

- Examine the current financial management infrastructure of the Mission and advise on its adequacy towards a sustainable development environment

The Mission comprises twenty-eight (28) churches which are categorized into three broad categories - 5 grade 'A', 7 grade 'B' and 8 Grade 'C' churches.

Table 13: Church Classification

Grade A	Grade B	Grade C	Fellowship Congregation
<ul style="list-style-type: none"> <li>• Fort Street</li> <li>• Fourah Bay</li> <li>• Congo Cross</li> <li>• Kissy</li> <li>• Wellington</li> </ul>	<ul style="list-style-type: none"> <li>• Lumley</li> <li>• Nicol Terrece</li> <li>• Moeba</li> <li>• Watson Lane, Makeni</li> <li>• Allen Street, Bo</li> <li>• Kpullum Street</li> <li>• Goderich</li> </ul>	<ul style="list-style-type: none"> <li>• Hamilton</li> <li>• Lungi</li> <li>• Bassa Town</li> <li>• Rokel</li> <li>• Newton</li> <li>• Tombo</li> <li>• Kambia: Madina</li> <li>• Kathanthineh</li> <li>• Madina</li> <li>• Ropolon</li> <li>• Congo Town, Makeni</li> <li>• Lewaebu</li> <li>• New London</li> <li>• Bormah</li> <li>• Tokeh</li> <li>• Portloko</li> <li>• Kamakwie Kensay</li> <li>• Kono</li> </ul>	<ul style="list-style-type: none"> <li>• Tombodu</li> <li>• Binkolo</li> <li>• Maima</li> <li>• Buya</li> <li>• Kasimbara</li> <li>• Kayanka</li> <li>• Mafoita</li> <li>• Reservation</li> <li>• Nduribu</li> <li>• Kamanka</li> <li>• Songo</li> </ul>
5	7	18	11

Each church has a Finance Committee, comprising of representatives from each group, an elder and the Church Secretary. The number of Committee members in the different churches depends on the size or its total membership. The core responsibility of the Church Finance Committees (CFCs) is to manage the finances of the individual local churches, record expenditures and advise the local church councils on income and expenditure. The Finance Committee is also responsible for the collection of revenues on behalf of the groups and a percentage of such revenue is usually assigned to the Church Fund, depending on the current development activity of the church.

The CFC reports to the church the status of finances for every Sunday and provides a written report on a monthly basis to the local council and church groups:

The report should cover the following:

- i. Monthly Income and Expenditure
- ii. Bank Statement

The Mission has a National Finance Committee comprising seven (7) persons including a Chairperson, Vice-chairperson, Secretary (Church Finance Officer) and four other members drawn from different church branches.

The mandate of the Mission Finance Committee is to ensure that the finances of the Mission are properly managed and accounted for.

Individual churches are mandated to pay into the Central Account housed at the Sierra Leone Commercial Bank and deposit pay-slips at the Finance Office of the Mission, which in turn provides a receipt of such payment to the payee.

Benevolent Funds are collected by the churches and deposited into the Mission's Rokel Commercial Bank account. The list of paid-up members shall be submitted to the Finance Office of the Mission, together with payment slips, for reconciliation. Receipts are delivered after all reconciliations are concluded.

All national expenditures are authenticated by the Finance Chairperson and approved/authorized by the Bishop. A voucher for expenditure is raised by the Finance Officer and verified by the Finance Chairperson and approved by the Bishop.

The Mission maintains a Petty Cash/Imprest System to the tune of Le 250,000 (Two Hundred and Fifty Thousand Leones), which is reimbursed regularly based on proper expenditure reports and back-ups. A petty cash voucher is raised for every expenditure recorded accordingly.

The Finance Officer, in collaboration with the Finance Chairperson, reports to the Mission's Management Committee and the National Finance Committee. The reports shall cover the following:

- i. Monthly Income and Expenditure
- ii. Bank Reconciliation Statements

- Design a Mission-wide financial management infrastructure that will focus on financial resource mobilization, savings, and investment.

The current church financial infrastructure should be revised to accommodate the financial requirements of the Mission. The 2021- 2028 financial management system will focus on the follow strategies to mobilize finance at church branch levels:

Table 14: Financial Management Action Plan

<b>Activity</b>	<b>Actions required</b>	<b>Key Performance indicators</b>
Church and Branch Levels		
	<ul style="list-style-type: none"> <li>• Monthly/Quarterly</li> </ul>	<ul style="list-style-type: none"> <li>• A budget template (soft and hard copies) included as</li> </ul>

<ul style="list-style-type: none"> <li>Financial Management Framework</li> </ul>	<p>and annual Church Budgeting</p> <ul style="list-style-type: none"> <li>Budget management practice by each group</li> <li>Monthly / Quarterly and Annual church financial reporting</li> <li>Signatories and Authorization</li> </ul>	<p>appendix I to this document should be sent to all churches which they should in turn use to prepare a monthly budget and variance analysis.</p> <ul style="list-style-type: none"> <li>Each church should prepare a monthly budget that should capture projected income from activities and groups. The budget should also capture expenditures for the months, including the welfare of members and other capital or development expenditures.</li> <li>A variance analysis of income and expenditure must be sent to the local church council (Annex II)</li> <li>Each church group/organization should present an activity budget (Annex I) at least a month before their celebration/programme.</li> <li>Group/organization budget should comprise of expected income and sources and also capture the main expenditures they will have to undertake before, during and after the programme</li> <li>A variance analysis report (Annex II) must be sent to the local church committee</li> <li>Each church should prepare a monthly, quarterly, and annual financial report, based on the template presented in Annex III in this document</li> <li>Quarterly and annual financial report (Annex III) should be submitted to the Mission Finance Committee (MFC).</li> <li>Each church should do monthly and quarterly income and expenditure (Annex III) and an updated fixed asset register half yearly (Annex IV).</li> <li>The Senior Pastor, Senior Elder and two selected church committee members (one of which should be a member of the church finance committee) should be signatories to the church account.</li> <li>The Pastor should be the A signatory of the church account</li> <li>The Elder-in-charge should be a signatory to the</li> </ul>
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	<ul style="list-style-type: none"> <li>• Asset management</li>   <li>• Internal Audit framework</li> </ul>	<p>account of their respective groups</p> <ul style="list-style-type: none"> <li>• Each church is required to prepare a Fixed Asset Register (Annex IV), which must be updated whenever an asset is acquired or disposed of.</li> <li>• The Fixed Asset Register should include the name of the asset, location, acquisition date, depreciation rate, expected life.</li> <li>• Updated Fixed Asset Registrar must be sent to the Finance Officer of the Mission.</li> <li>• An Internal Audit Management Framework for both Church and Mission is attached as Annex V.</li> <li>• Each Church should appoint an Internal Auditor for the period of one year.</li> <li>• The role of the Internal Auditor should not be limited to providing internal control advice on the accounts of the Mission but on how procedures are followed.</li> <li>• The Internal Auditor should present a report whenever a risky financial or administrative operation is identified. A bi-annual report must be sent the Local Church Committee</li> </ul>
<p>Income Mobilization Strategies</p>	<ul style="list-style-type: none"> <li>• Each church should embark on the following income activities from within and without its members.</li> </ul>	<ul style="list-style-type: none"> <li>• Tithes</li> <li>• General offerings</li> <li>• Birthday celebrations</li> <li>• Education committees</li> <li>• Development committees</li> <li>• Love offering</li> <li>• Family competition</li> <li>• Donations / Pledges (diaspora)</li> <li>• Foundation day</li> <li>• Pastors' Love Sunday</li>   <li>• Men</li> </ul>

	<ul style="list-style-type: none"> <li>• Each Church group should hold celebrations for income generating activities.</li> <li>• A reminder and update message should be sent to each church member giving payment reminders and updates of their contribution</li> <li>• Church should take advantage of community projects</li> </ul>	<ul style="list-style-type: none"> <li>• Women</li> <li>• Youth</li> <li>• Choir</li> <li>• Sunday School</li> <li>• Auxiliaries</li> <li>• Reminder and update on Death Benevolent Fund (DBF) payment</li> <li>• Reminder and update on class dues</li> <li>• Reminder and updates on Tithe contributions</li> <li>• A display of names of paid-up members</li> </ul> <p>The local church committee in collaboration with the community organizations can participate in projects within the framework of the Mission's regulations.</p>
Savings Strategies	<ul style="list-style-type: none"> <li>• Church should strictly operate a Banking System</li> <li>• Petty Cash System (PCS)</li> <li>• Other expenditures</li> </ul>	<ul style="list-style-type: none"> <li>• All proceeds should be taken to the bank within 24hours of receipt, except on weekends.</li> <li>• Cash received during weekends must be taken to the bank on the following Monday.</li> <li>• No cash payment should be made from available income that has not gone through the banking system</li> <li>• The Church should maintain a petty cash system based on monthly budget to enable expenditure on miscellaneous items.</li> <li>• Petty (PCS) should be standard across churches in the Mission and expenditure lines should be maintained in the petty cash system</li> <li>• The church finance committee, in collaboration with the pastor and elders, should approve the petty cash.</li> <li>• The pastor should be the authorizing signatory to any petty cash disbursement when all other procedures would have been observed.</li> </ul> <p>All church expenditure should follow the normal accounting system described in the Financial Management Framework</p>



		<p>(FMF) of the Mission. Meaning, the voucher must be raised based on the budget, approved, and authorized before a cheque is signed and issued.</p> <p>All churches should maintain a current account through which expenditures can be directed.</p>
Investment Strategies	<ul style="list-style-type: none"> <li>• Extra cash</li> </ul> <p>Investment</p>	<p>Churches should establish a monthly liquidity requirement level against which they will be able to manage cash levels and invest extra cash.</p> <p>A 50% cash reserve level should be maintained in the current accounts of the branches as reserve, which could be invested in a medium or long-term asset</p> <p>Treasury Bills</p>
Mission Headquarter level		
Financial Management Framework (FMF)	<ul style="list-style-type: none"> <li>• Monthly / Quarterly and annual Church Budgeting</li> <li>• Budget management practice by each group</li> </ul>	<ul style="list-style-type: none"> <li>• A budget template (soft and hard copies) included as Annex I to this document should be maintained by the Mission Headquarter (MHQ). A monthly budget should be sent to the Mission's Finance and General-Purpose Committee (M-F&amp;GPC) by the Finance Officer of the Mission. The finance officer should also file in a variance analysis sheet (Annex II) from the previous budget.</li> <li>• The MHQ should prepare a monthly budget that should capture projected expenditure for both capital and revenue expenditure of the mission. These include salaries and other expenditure line items.</li> <li>• A variance analysis of income and expenditure must be sent to the (M-F&amp;GPC) for discussion and adoption.</li> <li>• Each national group should present an activity budget to the M-F&amp;GPC at least a month before their celebration/programme.</li> <li>• Group/organization budget should comprise of expected income and their sources and also capture the main expenditure they wish to undertake before, during and after their programme</li> <li>• A variance analysis report must be sent to the local</li> </ul>

	<ul style="list-style-type: none"> <li>• Signatories and Authorization</li> <li>• Asset management</li> <li>• Internal Audit framework</li> </ul>	<p>church committee</p> <ul style="list-style-type: none"> <li>• The Finance Officer should prepare a monthly, quarterly and annual financial report, based on the template presented in appendix. The Finance Officer should also prepare a simply quarterly consolidated income and expenditure account.</li> <li>• The Annual Financial Statement of the Mission should be presented to the Auditors for annual audit.</li> <li>• The audited report should be presented to the National Administrative Board (NAB)</li> <li>• The Bishop and M-F&amp;GPC_Chairmen should be 'A' signatories and two selected senior elders of the Mission (one of which should be a member of the church finance committee) should be 'B' signatories.</li> <li>• The Bishop should be an 'A' signatory to every national group account.</li> <li>• The Mission should keep a Fixed Asset Register that should be updated whenever an asset is acquired or disposed of.</li> <li>• The Mission should maintain a consolidated Fixed Asset Register for all its Churches and Institutions.</li> <li>• A half annually fixed asset register report of the Mission must be prepared for the attention of MFC.</li> <li>• The Mission should appoint an Internal Auditor who should report to the Audit Committee of the Mission.</li> <li>• The Internal Auditor of the Mission should also review the financial report of churches and institutions and present a report that will also capture risky financial or administrative operations. A biannual report must be sent to the Local Church Committee</li> </ul>
Income Mobilization	<ul style="list-style-type: none"> <li>• The Mission should embark on the</li> </ul>	<ul style="list-style-type: none"> <li>• Donations / Pledges</li> <li>• Central Assessment (Monthly)</li> </ul>

Strategies	<p>following income activities</p> <ul style="list-style-type: none"> <li>• Each national group should hold programmes for the Mission's income-generating activities.</li> <li>• The Mission should invest in NAPEMDA as a mission development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Benevolent DBF (Death Benefit Funds)</li> <li>• End of Service Benefits</li> <li>• Love Offering</li> <li>• Foundation Sunday</li> <li>• Donations</li> <li>• Rent and Lease of Missions Property</li> <li>• Projects</li> <li>• National Youth</li> <li>• National Men</li> <li>• National Choir</li> <li>• National Sunday School</li> </ul>
Savings Strategies	<ul style="list-style-type: none"> <li>• The mission should strictly operate a Banking System</li> <li>• Petty Cash System (PCS)</li> <li>• Other expenditures</li> </ul>	<ul style="list-style-type: none"> <li>• All proceeds of the Mission should be taken to the bank within 24 hours of receipt, except on weekends.</li> <li>• Cash received during weekends must be taken to the bank on the following Monday.</li> <li>• No cash payment should be made from available income that has not gone through the banking system</li> <li>• The Mission should maintain a PCS based on monthly budget to enable expenditure on miscellaneous items.</li> <li>• F&amp;GPC, in collaboration with the pastor and elders, should approve the petty cash.</li> <li>• The Chairman F&amp;GPC should be the authorizing signatory to any petty cash disbursement when all other procedures would have been observed.</li> <li>• The Mission's expenditure should follow the normal accounting system described in its Financial Management Framework (FMF). Meaning, the voucher has to be raised based on the budget, approved and authorized before a cheque is signed and issued.</li> <li>• The Mission should maintain a current account through which expenditures can be directed.</li> </ul>

Investment Strategies	Extra cash           Investment	<ul style="list-style-type: none"> <li>• The Mission should establish a monthly liquidity requirement level against which they will be able to manage cash levels and invest extra cash.</li> <li>• A 40% cash reserve level (50% above for branches) should be maintained in the Mission’s current account as reserve, the balance should be invested in a medium or long-term asset</li> <li>• Treasury Bills</li> <li>• Micro-financing</li> <li>• Asset Financing and Management for institutions and churches within the Mission</li> <li>• The Benevolent Fund should be invested</li> </ul>
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## Planning, Monitoring and Evaluation Sub-Committee

The Mission will set up a robust Monitoring and Evaluation system to track the progress in the implementation of its programme (activities) and ensure that activities are implemented as planned and lessons learned are documented to guide future policies and planning. The implementation of this will require a comprehensive M&E plan that will be informed by the Logical Framework Matrix (LFM) attached as Annex VI.

The Logic framework is drawn from the Theory of Change that the Mission intends to achieve at the end of the five years. The Theory of change clearly illustrates the change that will occur if certain actions are taken. This can be presented in the result chain of

Inputs-----Processes/activities----- Outputs-----Outcomes-----Impact

The Monitoring and Evaluation Manager in NAPEMDA will be required to develop an M&E plan with updated baseline of indicators and realistic targets to be accomplished at given time. The plan should inform the implementation team and relevant stakeholders of the periodic reporting period, data collection tools and indicators tracking table. See Annex VII attached. An annual work plan of activities that captures all the critical components of the strategic plan must be developed at the inception and an implementation tracking table be designed to report on progress of these activities.

### Logical framework 2022-2027

Logical Framework for the National Pentecostal Mission Strategic Plan				
	Strategic Objectives	Indicators	Means of Verification	Risk/Assumptions
Goal/Impact	Overall Objective: To make the NPM financially sustainable by increasing revenue through church growth and returns from church economic activities.	70% increase in national revenue  Increase in church growth by 50%  50% Returns from economic activities	Mission Annual financial Analysis report	Prevalence of National unrest or health epidemic/pandemic  Misappropriation of funds
Outcome: Pillar 1	Increase church establishment and congregation	Increase: Number of churches by 50%	Church annual report	Prevalence of National unrest or health epidemic /pandemic

	growth with an increase in pastoral capacity	Congregation by 50% number of Pastors by 50%		
	Effective evangelism and follow ups to win people for Christ	..... outreach programs conducted ..... new members registered and retained	Quarterly church performance report	Lack of logistics and willingness to participate
	Strengthening church media communication and dissemination	..... Church media teams established ..... newsletters produced ..... other publication and Press Releases disseminated	Quarterly church performance report	Lack of gadget and willingness to participate
	Design a curriculum for the establishment of a Bible school or college	Curriculum designed	Quarterly education report	Limited funds to implement activity  Misappropriation of funds
	Establish a Bible school	Bible school established	Quarterly education report	
	Provide support for professional development in church leadership and management for pastors	..... Pastors benefit from PDC .... Pastors trained ..... Pastors recruited	Quarterly education report	
	Establish churches in targeted communities and districts	..... church established	Quarterly church performance report	Limited funds and logistics to implement

Outcome: Pillar 2	Increased turnover from economic activities	50% increase in returns from economic activities	Mission Annual financial Analysis report	Prevalence of National unrest or health epidemic/pandemic  Misappropriation of funds
Outcome: Pillar 3	Enhanced efficiencies in the teaching and learning environment for the 31 schools of the Mission, with the aim to increase enrolment and education completion rate at all levels by 2026	Increased: enrolment by 50%  completion rate to 70% esp girl child passes in external/national exams to 70%	Education Annual report	Prevalence of National unrest or health epidemic/pandemic  Limited classrooms and teachers
Outcome: Pillar 4	Financial viability of NPM achieved  Increase in monthly subscription of churches to the national funds	70% increase in revenue to the central funds  50% increase in church funds transfer to national	Mission Annual financial Analysis report	Misappropriation of funds  Prevalence of National unrest or health epidemic/pandemic
Activity/Output				
	Increase enrolment of pupils in mission schools	Number of pupils enrolled in mission schools increased by 50%	Annual Education Report	Limited Classrooms and teachers  Poor learning outcome of the schools

	Increase the number of pupils completing primary and secondary education	Number of pupils that took the NPSE  Number of pupils that took the BECE  Number of pupils that took the WASSCE	Quarterly education report	Poor learning outcomes of the school  Limited classrooms and teaches in the school
	Establish day care for children under 3 years	.... day care centers established  ..... children in day care	Quarterly education report	Prevalence of National unrest or health epidemic/pandemic  lack of proper security, water, Sanitation and Hygiene
	Provide teaching and learning materials to mission schools	Number of assorted teaching and learning materials provided	Quarterly education report	Limited funds to implement activity  Misappropriation of funds
	Refurbish classrooms and construct new ones for learning	.... classrooms refurbished .....new classrooms constructed	Quarterly education report	
	Establish new schools in the Mission	..... new schools established	Quarterly education report	
	Provide scholarship to pupils and students of the Mission	..... pupils and ..... students receive grants or scholarships  Le...m spent on grants or scholarships	Quarterly education report	Limited funds to implement activity  Misappropriation of funds



	Design a proposal for the establishment of Community Health Center in Freetown, Makeni and Bo	Proposal developed		
	Establish a functional Community Health Center (CHCs) in the target districts	..... of functional CHCs established	Quarterly church performance report	
	Cultivate land for rice farming in Kambia, Port Loko and Bombali	500 acres of rice cultivated 1500 bags of rice produced	Quarterly church performance report	
	Distribution of rice to vulnerable member os the mission	..... members receive rice support ..... bags of rice distributed	Quarterly church performance report	Misclassification of vulnerable members  Poor harvest of productivity
	Design and implement a Standard Operating Financial Management System	Standard Operating Financial Management System developed	Annual financial Analysis Report	Noncompliance with Standard Operating Procedure
	Enhance capacity of Church Secretaries and Financial Secretaries in Church admin and financial management	..... Secretaries and ..... Financial Secretaries benefit from capacity building activities	Annual financial Analysis Report	Limited funds to implement activity  Misappropriation of funds

	respectively			
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## APPENDIX 1

### A. NADCOM

- To plan and programme the development activities of the Mission in relation to:
  - ✓ the expansion of the Mission and its Churches
  - ✓ the setting up of development structures at branch level
  - ✓ the procurement and disposal of assets in close collaboration with the Resource Management Committee (RMC)
  - ✓ Financial Management System (FMS) of the Mission;
- To spearhead the conduct of baseline socio-economic surveys of Mission;
- To prepare and update the profile of NADCOM and NAPEMDA;
- Present a Progress Report (PR) containing, among others, challenges and recommendations as well as propose a Work Programme and Budget (AWPB) of the Mission to NADCONF of the Mission; and
- To carry out any other responsibility as shall be assigned by NADCONF

### B. NAPEMDA

It is a Non-Governmental Organization (NGO) or institution that is responsible for:

1. identifying and promoting the Mission's
  - spirituality
  - socio-economic development
  - educational, health and environmental aspirations

through:

- the formulation of programmes
- resource mobilization in support of same
- the implementation of such interventions

- accounting for them to NADCONF through NADCOM.
2. Preparing and presenting periodic (Quarterly and Annual) Work Programmes and Budgets (WPB) of the Mission/NAPEMDA as well as Quarterly and Annual Progress Reports (PRs) to NADCOM containing, among others, challenges, and recommendations to NADCONF. It will also undertake Mission-wide management systems audit and submit recommendations on:
- relevant Mission policies
  - Mission extension, rehabilitation and construction works
  - management systems (Change Management) that will facilitate the accomplishment of these aspirations
3. It will also:
- Recommend to NADCOM on the setting up of appropriate structures (and/or restructuring them) for promoting the thematic areas of the Subcommittees of NADCOM, providing capacity building programmes and supervising them;
  - Promote and encourage joint collaboration or partnership with Non-Governmental Organizations (NGOs), Government and donors (individual, bilateral and multilateral) in the interest of the Mission;
  - Take related management decisions and be responsible for them;
  - Make arrangements for appropriate representation of the Mission in any development-oriented institutions that the Mission would be required to have (e.g. CCSL);
  - Spearhead the review and adaptation of the Mission's Strategic Development Programme (SDP); that is, this document; and
  - Take any other responsibility that NADCOM and NADCONF may give to it from time to time

The Agency must comply with the principles of responsibility, accountability, and transparency without compromise!

The Chairman of NADCOM shall be one of the three (3) signatories of the account(s) of the Agency

The organizational structure of the Mission and NAPEMDA are attached as Annexes .... & ..... respectively. The Agency will comprise of the following personnel:

- Director (D):
- Deputy Director (RM) Admin. Human, Assets including finance, Infrastructure, Logistics. Etc.
- Programmes Manager (PM)
- Monitoring and Evaluation (M&E) Manager (MEM):
- Programme Coordinators (PCs) for:
- Income Generation. Employment, Gender and Youths (EGGY):
  - ✓ Religion and Church Development (RCD):

- ✓ Health, Sanitation and Environment (HSE):
- ✓ Education and Training:
- ✓ Agriculture and Nutrition (AN)
- ✓ Other professional Staff: and
- ✓ Support Staff.

## Terms of Reference (TOR)

### **1. The Director (D)**

- Be responsible to NADCOM.
- Is the Chief Administrator of NAPEMDA and responsible for the day-to-day operations of the Agency.
- Be responsible for preparing, sourcing funding and implementing all projects and programmes of the Agency;
- Be responsible for the employment and supervision of ALL staff of the Agency;
- Direct and have overall responsibility for the utilization of all Resources of the Agency and serve as a signatory to its account(s);
- Present an Annual Progress Report (APR) and an Annual Work Programme and Budget (AWPB) to the Annual Development Planning Workshop (ADPW) of the Mission;
- Represent the Mission in any development fora and make recommendations to NADCOM on permanent representation of the Mission in development institutions; and
- Any other responsibility that the Director, NADCOM and, the Board of Trustees may give.

### **2. The Deputy Director (DD)**

- Responsible to the Director.
- Assist the Director in running the Agency.
- Deputize the Director when absent or ill-disposed.
- Directly supervise the Resource Manager; and
- Perform any other duties as shall be delegated to by the Director

### **3. Programme Manager (PM)**

- Responsible to the Director;
- Is the Chief Planner, coordinates the preparation of APRs and WPRs of the Coordinators, collates and programmes them, in close collaboration with the Resource Manager, for the attention of the Director through the Deputy;
- Responsible for ensuring that pre-support baseline socio-economic surveys are conducted in order to establish benchmarks for performance assessments;

- Is the Chief Coordinator and responsible for the physical implementation of all the projects and programmes of the Agency;
- Plans (including budgets) and programmes the annual activities of NADEMPA;
- Conducts periodic reviews of plans of NADCOM, identifies challenges and makes recommendations for improvement(s);
- Supervises all the Coordinators of the Agency;
- Prepares reports of Management on the status, challenges, and recommendations on improving the implementation of projects and programmes.

#### 4. **Resource Manager (RM)**

- Responsible to the Director through the Deputy;
- Responsible for managing all Personnel Affairs and recommending on recruitment, promotions, training, postings, emoluments, etc;
- Develop and update a dossier of Mission members that are graduates/professionals and artisans for possible employment opportunities, voluntary and paid Mission works etc;
- Spearhead the development and updating of the Mission's documentation and documentaries (archives);
- Maintain account(s) for the Agency, serve as a signatory and manage an Imprest System in accordance with the Financial Policy of the Agency (FPA);
- Advise the Director on the necessary restructuring of any of the Development Organs or institutions of the Mission relating to areas of responsibility; and
- Any other responsibilities that may be given by supervisors.

#### 5. **Monitoring & Evaluation Manager (M&EM)**

- Responsible to the Director;
- Designs, establishes and updates M&E Systems and Database for NADCOM, NAPEMDA including all the projects and programmes of the Agency and a collated one for the Agency;
- Prepares monthly reports on status of physical implementation of the various projects and programmes of the Agency for the attention of the Director copying the other managers, the Deputy Director and NADCOM;
- Spearheads periodic (quarterly and annual) evaluation exercises for projects and programmes of NAPEMDA and NADCOM and prepares reports to the effect highlighting progress, challenges and recommendations for improvement;
- Undertakes institutional audits and makes recommendations on necessary improvements or restructuring; and
- Any other assignment as shall be given from superiors.

## 6. Programme Coordinators

- Responsible to the Programmes Manager;
- Head the various Units of the Agency and responsible for the physical implementation of their respective projects and programmes in
  - ✓ Income Generation, Employment, Gender and Youths (IGEGY):
  - ✓ Religion and Church Development (RCD)
  - ✓ Health and the Environment (H&E)
  - ✓ Education and Training (E&T)
  - ✓ Agriculture, Nutrition and Food Security (AN&FS);
- Prepare monthly reports on status of physical implementation of their respective programmes and projects for the attention of the PM copying the other Managers;
- Prepare APRS and AWPBs for their respective areas; and
- Conduct pre-support baseline socio-economic surveys to serve as benchmarks for impact assessments.

# NATIONAL PENTECOSTAL MISSION – SIERRA LEONE

## ORGANIZATIONAL STRUCTURE

