

CARIBBEAN UNION CONFERENCE
18th Session Secretarial Report
July 22-24, 2026

EXECUTIVE SECRETARY’S SESSION REPORT

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I. INTRODUCTION

Mr. Chairman, distinguished leaders of the Inter-American Division, esteemed guest speaker, President of the South Atlantic Union, President of the Atlantic Union Conference, Presidents of sister unions, treasured session delegates, invited guests, brothers and sisters. Salubrious greetings to all from the secretariat team, the ten (10) fields, and the four (4) institutions of the Caribbean Union Conference.

Team secretariat is mindful that while God works with human effort, mere human ingenuity is inadequate for sustainable and successful spiritual outcomes. In the words of Holy Writ, “For it is God who works in you to will and to act in order to fulfil his good purpose” (Phil 2:13, NIV). However, the human condition, when confronted with epic challenges, tends to entertain doubt that may limit the attainment of God’s intended purpose. Here, William Shakespeare’s caution is apropos: “Our doubts are traitors and make us lose the good we oft might win, by fearing to attempt” (Measure for Measure, Lucio, Act 1, Scene 4). Team secretariat chose faith over fear, and determination over doubt, and we believe that God fulfilled His purpose in the reported outcomes.

Therefore, delegates, we are pleased to bring you an **updated account of discipleship outcomes, trends in church growth, along with corresponding analyses as part of this quinquennial report**. The report will highlight a **comprehensive statistical account of baptisms and retention patterns recorded** during the quinquennial period, 2021 to 2025. In addition to **church growth trends and analyses**, the report will also provide **vital information on employee demographics, employee inflow and outflow, retirement trends, and recommendations for organisational strengthening based on the statistical patterns established**. Also, in keeping with the centennial milestone of the union, we have included a **historical feature** as a starting point to this report.

a. Historical Feature

As the Caribbean Union Conference celebrates 100 years of organized mission, this Secretariat report is presented with deep gratitude to God for His faithfulness, guidance, and sustaining grace. The story of the Union is not merely a record of numbers, reports, institutions, fields, and administrative milestones; it is the story of God’s mission unfolding across the Leeward Islands, the southern Caribbean, Guyana, and Suriname, through the lives of men, women, churches, workers, and communities committed to the proclamation of the everlasting gospel.



Image: The early missionaries and Caribbean workers at a meeting in Trinidad, planning the organization of the Inter- American Division. From Wesley Amundsen, *The Advent Message in Inter-America* (Washington, DC, Review and Herald, 1947).

The 1926 Annual Statistical Report lists the Caribbean Union Mission with nine fields across a wide Inter-American territory: Antioqueña Mission, Atlantic Colombia Mission, Central Colombia Mission, Guiana Mission, Leeward Islands Mission, South Caribbean Conference, Venezuela Mission, West Caribbean Conference, and Curaçao Mission. These fields included parts of Colombia, Guyana, the Leeward Islands, Trinidad and Tobago and the southern Caribbean, Venezuela, the West Caribbean/Central American area, and Curaçao.

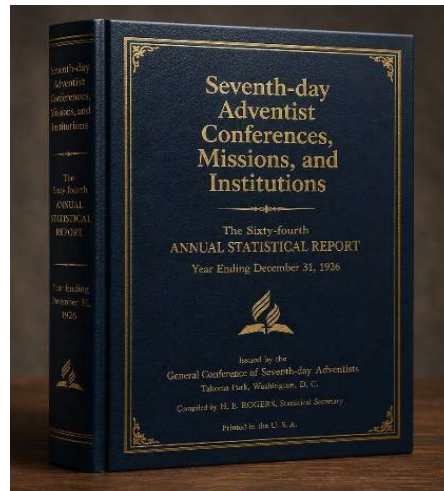


Image: A hardcover presentation of the *Sixty-Fourth Annual Statistical Report* (1926), preserving an important historical record of Seventh-day Adventist conferences, missions, institutions, and membership growth during the early development of the global Church.

However, **the organization that would become the present Caribbean Union was soon more clearly defined around the Leeward Islands, the southern Caribbean, Guyana, and Suriname, reflecting the shared historical and mission heritage of the territories that would shape the Caribbean Union.**

Table 1. List of Conferences and Missions of the Caribbean Union Conference in 1927

Field	Congregations	Membership
Antioquena Mission	1	6
Atlantic Columbia Mission	1	25
Central Columbia Mission	1	25
Guiana Mission	13	500
Leeward Islands Mission	20	666
South Caribbean Conference	35	1840
Venezuela Mission	3	152
West Caribbean Conference	25	1081
Curacao Mission	1	15
TOTAL FIELDS	100	4,316

HISTORICAL NOTE: The 1926 Annual Statistical Report lists nine fields in the Caribbean Union Mission, but by the 1927 report, the structure had changed. The Colombian fields and Curaçao were listed under the Colombia-Venezuela Union Mission, while the West Caribbean Conference was listed under the Central American Union. The present Caribbean Union’s organizational foundation is therefore best understood through the 1926–1927 action that organized the Guiana, Leeward Islands, and South Caribbean fields into the East Caribbean Union, effective January 1, 1927.

The historical record indicates that the Leeward Islands Mission, South Caribbean Conference, and Guiana Mission were organized into a Union Conference with headquarters in Trinidad, effective January 1, 1927. Together, these three fields comprised 68 congregations, 18 pastors, and 3,006 members. While the Colombian fields, Curaçao, and West Caribbean Conference were later organized under other union structures, these three fields formed the enduring foundation of the Caribbean Union we

celebrate today; **a Union continuing the mission of proclaiming the gospel, strengthening the Church, advancing disciple making, and preparing people for the coming of Christ.**

Across the century, the Caribbean Union Conference’s journey has been marked by significant periods of growth, reorganization, and mission expansion. From a membership of **4,316 in 1926**, as illustrated in the graph below, the Union nearly doubled its membership by 1936, and surpassed **22,000 members by 1956**. The period 1966 to 1976 experienced extraordinary acceleration, with membership more than doubling to **63,388**. By 1986, the Union had almost attained the **100,000-member milestone**, and by 1996 it had exceeded that landmark, with membership increasing to **142,642**.

Table 2. Organizational Date of Establishment for CARU Fields

Field	Date Established
East Caribbean Conference	1903
Grenada Conference	1983
Guyana Conference	1926
North Caribbean Conference	1975
South Caribbean Conference	1906
South Leeward Conference	2018
St. Lucia Mission	1999
St. Vincent and the Grenadines Mission	2012
Suriname Mission	1945
Tobago Conference	2023

Continued expansion of the organization led to the addition of several new fields, including Grenada Mission, Saint Lucia Mission, Tobago Mission, South Leeward Mission, and St. Vincent and the Grenadines Mission. By 2016, the Union reached its highest recorded membership of **234,790 members across 10 fields and 735 congregations**, reflecting a century of evangelism, sacrifice, institutional development, and God’s sustaining grace in advancing the mission across the Caribbean.

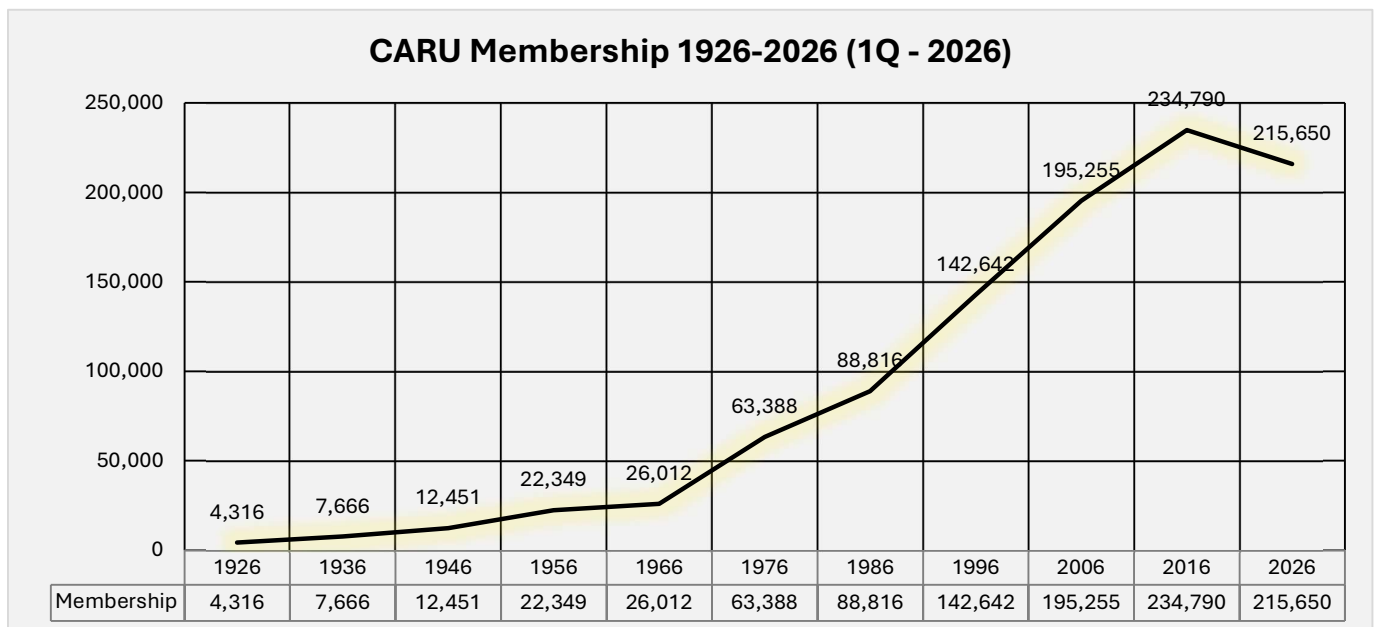


Figure 1 Comparative Review of Membership of the Caribbean Union Conference by Decades 1926- 2026

Sources:

1. General Conference of Seventh-day Adventists. *Annual Statistical Report of Seventh-day Adventist Conferences, Missions, and Institutions, 1926*. Washington, DC: General Conference of Seventh-day Adventists, 1926. The report lists the Caribbean Union Mission fields and gives the 1926 field membership and staffing figures.
2. General Conference of Seventh-day Adventists. *Annual Statistical Report of Seventh-day Adventist Conferences, Missions, and Institutions, 1927*. Washington, DC: General Conference of Seventh-day Adventists, 1927. The 1927 report shows the Colombian fields and Curaçao under Colombia-Venezuela Union Mission, West Caribbean Conference under Central American Union, and the East Caribbean Union with Guiana, Leeward Islands, and South Caribbean.
3. Welch, Pedro L. V. "East Caribbean Conference". *Encyclopedia of Seventh-day Adventists*. First published February 7, 2021; updated August 18, 2022. This source records the vote to organize the Leeward Islands Mission, South Caribbean Conference, and Guiana Mission into a Union Conference with headquarters in Trinidad, effective January 1, 1927.
4. Dottin, Clive P. "South Caribbean Conference". *Encyclopedia of Seventh-day Adventists*. Published December 13, 2020. This source provides the historical development of the South Caribbean Conference and identifies its earlier territorial scope and later reorganizations.
5. Iglesias Ortega, Enoc. "Atlantic Colombian Conference". *Encyclopedia of Seventh-day Adventists*. This source states that Atlantic Colombia Mission reported to the Caribbean Union Mission for only one year and subsequently became part of the Colombia-Venezuela Union Mission in 1927.
6. Phillips, Glenn O., and Israel Leito. "Inter-American Division". *Encyclopedia of Seventh-day Adventists*. Published January 28, 2020. This source helps clarify the wider Inter-American administrative context, including the early Eastern and Western Union groupings.

b. Team Effort and Shared Purpose

The union secretariat approached the quinquennium under review determined to foster a shared focus, strategic vision, and esprit de corps among the secretariat personnel of the conferences and missions. Recognizing that the task could not be successfully accomplished without building a strong and united team, the strategy was to ensure that both the executive secretaries and their administrative assistants were empowered to translate the strategic vision into long-term value for the Church.

While the executive secretaries remained focused on the macro picture, they needed their assistants to interact with the church clerks and motivate them to timely action that would lead to intended results. Additionally, a site-seeing component was included as part of those advisories to foster camaraderie and community among the emerging team members. The gracious Lord blessed that team-building process, and we are happy to report successful outcomes as a result.

The following advisories were designed to consolidate the vision and build capacity across the Caribbean Union territory.

- **Advisory #1** was held virtually on September 29, 2022, where the strategic objectives for the forward thrust of the Secretariat were consolidated and team spirit was strengthened.

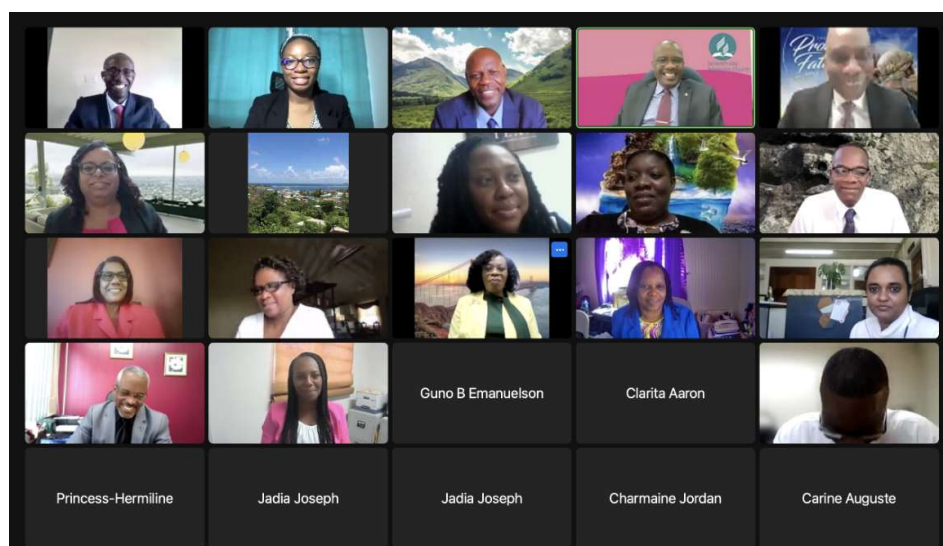


Image: Participants of **Secretariat Advisory #1**, held virtually on September 29, 2022. The advisory brought together Secretariat personnel from across the Caribbean Union territory to review priorities, strengthen collaboration, and establish the strategic objectives that would guide the Secretariat's forward thrust. The meeting also fostered unity, enhanced team spirit, and reaffirmed the Secretariat's commitment to effective service, innovation, and mission-focused administration.

- **Advisory #2** was conducted in Barbados in 2023 under the theme **“Building an Efficient Infrastructure for Effective Mission”**. It emphasized systems, structure, and administrative efficiency.
- In 2024, **Advisory #3** was held in Saint Lucia under the theme **“Consolidating the Vision, Optimizing the Mission”**. It brought together secretariat personnel for strategic planning, professional development, collaboration, and mission alignment.



Image: Held in Saint Lucia in 2024, the third Secretariat Advisory convened secretariat personnel from across the Caribbean Union territory for strategic reflection, collaboration, and capacity building. (Image 1 – secretariat teams across the Caribbean Union, Image 2 – Dr Lennard Johnson, Secretary, IAD, the main facilitator at the Advisory, Image 3 – secretariat teams during Advisory Session)

- **Advisory #4** was held virtually in 2025 for the purpose of orienting new personnel, further consolidating the vision, and assessing progress toward strategic outcomes.



Image: Church Clerk Workshops Across the Caribbean Union Conference (2021–2025).

The Caribbean Union Conference Secretariat conducted church clerk workshops across the Union during the 2021–2025 quinquennium to enhance membership management, ACMS utilization, monthly reporting, membership reconciliation, and record accuracy. These workshops equipped church clerks, pastors, and conference personnel with the knowledge and tools needed to improve data quality, support evidence-based decision-making, and advance faithful stewardship of the Church's membership records.

In addition, the Union Secretariat conducted 376 in-person and virtual workshops/meetings with field secretariat personnel, conference/mission departmental directors, pastors, elders, and church clerks in an intense effort to sustain the secretariat vision.

c. Secretariat Evaluation

On March 25, 2025, the Caribbean Union Conference Secretariat Office was evaluated by the General Conference and the Inter-American Division Secretariat Offices. The evaluation reviewed key areas of secretariat operations, including mission and discipleship strategies, electronic and physical storage of minutes and indexing, committee action and follow-up communication, policies, terms of reference, and operational manuals, statistical reporting practice, yearbook indexing, credentials and licenses, employee call processing, employee records, organizational and institutional contact data, and records storage. The performance and leadership capacity of the Executive Secretary of the Union was also appraised by the evaluation team.

Consequently, the **Caribbean Union Conference Secretariat** was awarded the **Certificate of Completion**, having attained the “**Approved with Excellence**” criterion, and the Union’s “**Records Center**” was issued the **Certificate of Accreditation**, having met and exceeded the accreditation standards at the “**Emerging**” level. One important recommendation resulting from the team’s evaluation is the centralization of all records in a commodious space, equipped for the long-term preservation of physical records.



Image: The Certificates awarded to the Caribbean Union Conference Secretariat Office.

The evaluation team was led by Dr Gerson P. Santos, Associate Secretary of the General Conference; Dr Leonard Johnson, Executive Secretary of the Inter-American Division; Mr Pedro Iglesias, Under-Secretary of the Inter-American Division; Pastor Levi Johnson and Mrs Doreen Daley-Grant from the Jamaica Union Conference; Pastor Martin Cunningham, Executive Secretary of the Tobago Conference; Pastor Wayne Andrews, Executive Secretary of the South Caribbean Conference; Mrs Merril Dennis, Administrative Assistant of South Caribbean Conference; Pastors Durwin P. Clarke and Roger Edwards representing pastoral districts of the South Caribbean Conference; and Pastor Bertie Henry, Ms Debra Felix, and Dr Alexander Isaacs, representing the Caribbean Union Conference office.



Image: Members of the 2025 Secretariat Evaluation Team and the Caribbean Union Conference Secretariat following the successful General Conference and Inter-American Division Secretariat Evaluation conducted on March 25, 2025. The evaluation team comprised Dr Gerson P. Santos (front-left), Associate Secretary of the General Conference; Dr Leonard Johnson (front-right), Executive Secretary of the Inter-American

Division; Mr Pedro Iglesias (front-centre left), Under-Secretary of the Inter-American Division; representatives from the Jamaica Union Conference, Tobago Conference, and South Caribbean Conference, together with the secretariat team and personnel from the Caribbean Union Conference.

The successful outcome of the evaluation affirmed the Secretariat's adherence to denominational standards and its ongoing efforts to strengthen systems, processes, and services that support mission advancement throughout the Caribbean Union territory.

d. Strategic Approach to Discipleship

As an intentional approach to determining the status of discipleship and church growth trends in the union territories, the Union Secretariat sought to accomplish the following in collaboration with the constituent fields of the Caribbean Union Conference:

- i. **To reconcile membership records across the conferences and missions within the union.** The process of reconciliation entails verifying the membership records of congregations, and ensuring that membership figures correspond to actual recorded names, and the membership data on MyReport (the GC annual reporting platform) accurately represent the records on the Adventist Church Management System (ACMS).

To date, eight (8) fields have reconciled their membership. This has resulted in a significant reduction in the overall membership figures of the fields, and by extension, the Caribbean Union Conference.
- ii. **To audit the membership of the fields to determine the status of each member,** thus identifying the number of active, inactive, missing, shut in, and deceased members. To date, seven (7) fields have audited their membership.
- iii. **To capture current trends in the discipleship of members** through annual surveys in each field which indicate current retention practices following baptisms which were conducted in the period 2022 to 2024.

II. ANALYSIS OF DISCIPLESHIP INFRASTRUCTURE

a. Membership Reconciliation

Membership reconciliation has been one of the most significant and necessary processes undertaken to strengthen the integrity of membership records across the Caribbean Union. The data from the eight reconciled fields reveal that aggregate membership declined from **242,950 in 2016** to a partially reconciled figure of **215,650**, as at the first quarter, 2026. This confirms that in several fields, the reported membership figures far exceeded the actual names and available demographic records in the system.

The reconciliation process therefore required careful review, verification, correction, and updating of membership records to ensure that each member was represented by an actual name and, as far as possible, supported by key demographic information such as age and gender. While the process has been tedious and, in some cases, resulted in significant numerical reduction, it has provided the churches with a clearer and more honest picture of its membership reality.

As shown in Figure 2, the adjustments completed between 2016 and 2026 reflect both members removed and added over the period. **This process is aligned with the biblical mandate that each sheep must be accounted for, and should be known, cared for, and disciplined.**

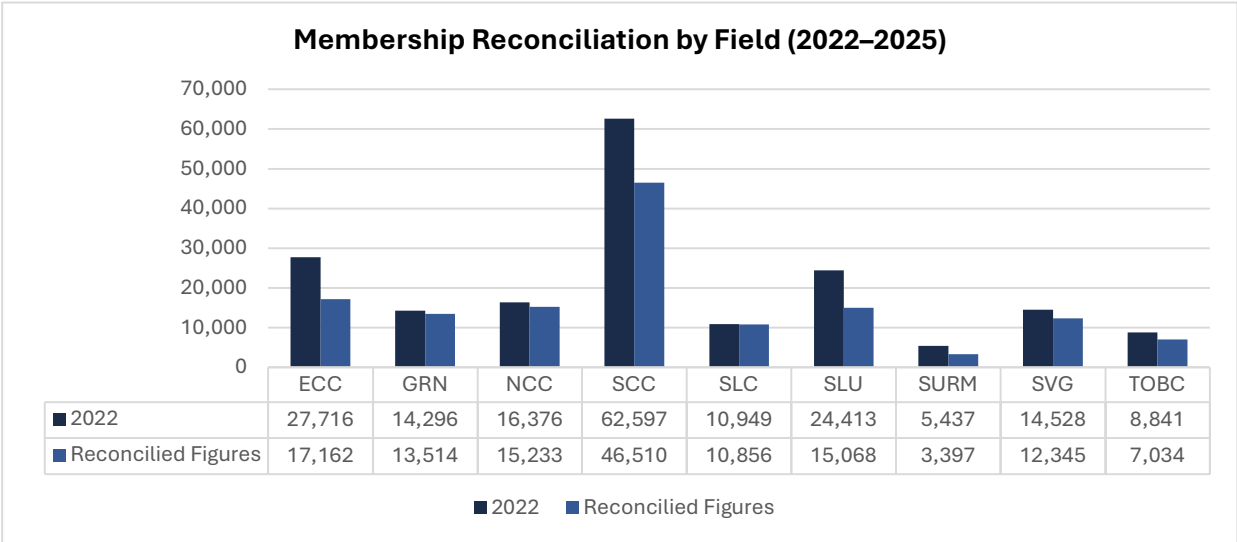


Figure 2: Comparison of membership totals before and after reconciliation across participating Caribbean Union fields. The adjustments reflect the ongoing effort to improve membership record accuracy through reconciliation and audit processes and should be interpreted alongside other membership transactions, including additions and losses.

In 2022, this objective was advanced through the reconciliation efforts of several fields. The Grenada Conference adjusted its membership from 14,296 to 13,514, with 963 adjustments out, along with other recorded additions and losses. St. Lucia Mission moved from 24,413 to 15,068, with 9,479 adjustments out; South Leeward Conference moved from 10,949 to 10,856, with 645 adjustments out; North Caribbean Conference moved from 16,376 to 15,233, with 1,254 adjustments out; and Suriname Mission moved from 5,437 to 3,397, with 2,070 adjustments out.

The St. Vincent and the Grenadines Mission also experienced two major adjustments, first in 2022 with 2,312 adjustments out and again in 2024 with 538 adjustments out, totalling 2,850 adjustments out. These figures should be understood within the wider context of other membership transactions, including additions and losses recorded during the respective periods.

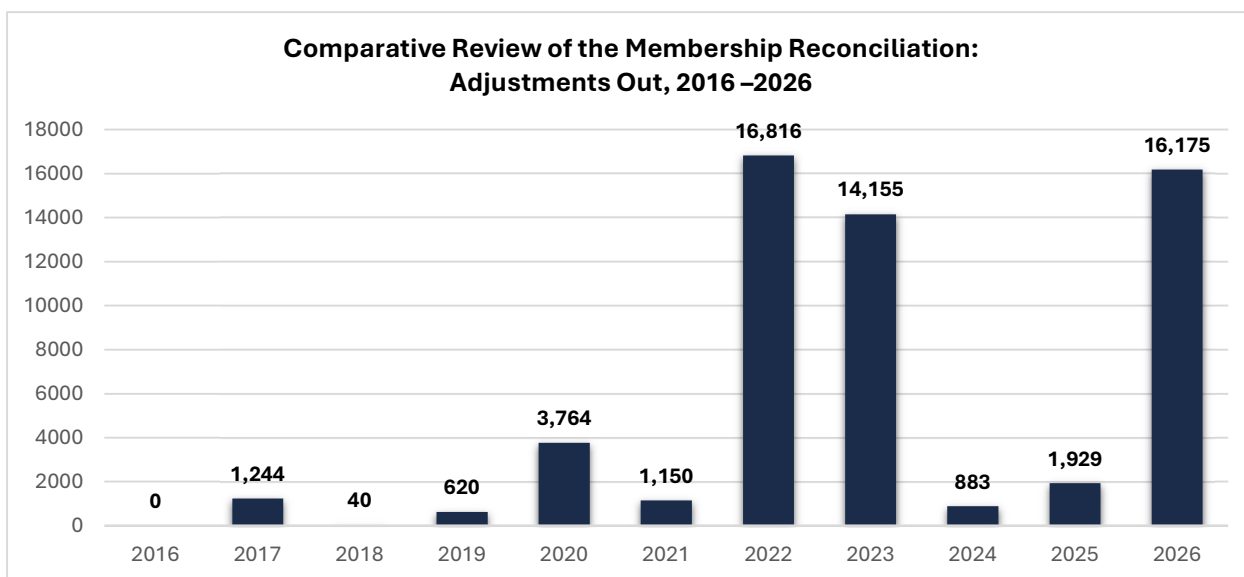


Figure 3: Membership Adjustments-Out Through Reconciliation, 2016–2026 - This chart shows the significant membership adjustments made across the Union as fields reconciled reported totals with verified names and available demographic records.

In 2023, the East Caribbean Conference undertook a partial membership reconciliation, moving from 27,716 to 17,162, with 10,632 adjustments out. That same year, Tobago completed its reconciliation, moving from 8,841 to 7,034, with 1,807 adjustments out. In 2025, the East Caribbean Conference completed the reconciliation process, resulting in an upward adjustment of 1,915 members. This increased number from 17,916 to 19,943, reflects the importance of continued review and correction of records.

Major Partial Adjustments by SCC & GUYC

The reconciliation process remains ongoing for both the South Caribbean Conference (83 congregations or 53% completed) and the Guyana Conference (170 congregations or 60% completed). To date, both fields have undertaken **major partial reconciliation**, the South Caribbean Conference, moving from 62,597 to 46,510, an adjustment of 16,087, whilst the Guyana Conference, from 69,428 to 45,566, an adjustment of 25,634.

It is important to note, although these adjustments may appear to reflect a loss, in mission terms, this is a win. It gives the Church a clearer and more honest picture of its membership reality. It positions the Church for more intentional ministry, stronger retention, and faithful mission.

It is important to note as well, that although these adjustments may appear to reflect a loss, in mission terms, they represent a win. This is because the Church now has a clearer and more honest picture of its membership reality. Consequently, accurate membership records help to increase pastoral care, strengthen accountability, improve reporting, and provide a stronger foundation for disciple making and growth. We cannot effectively care for members we cannot identify by name, and we cannot intentionally reclaim, nurture, and disciple people if we do not know who they are, where they are, and what their status is. Reconciliation is therefore the first step in moving us beyond numbers; **it positions the Church for more intentional ministry, stronger retention, and faithful mission.**

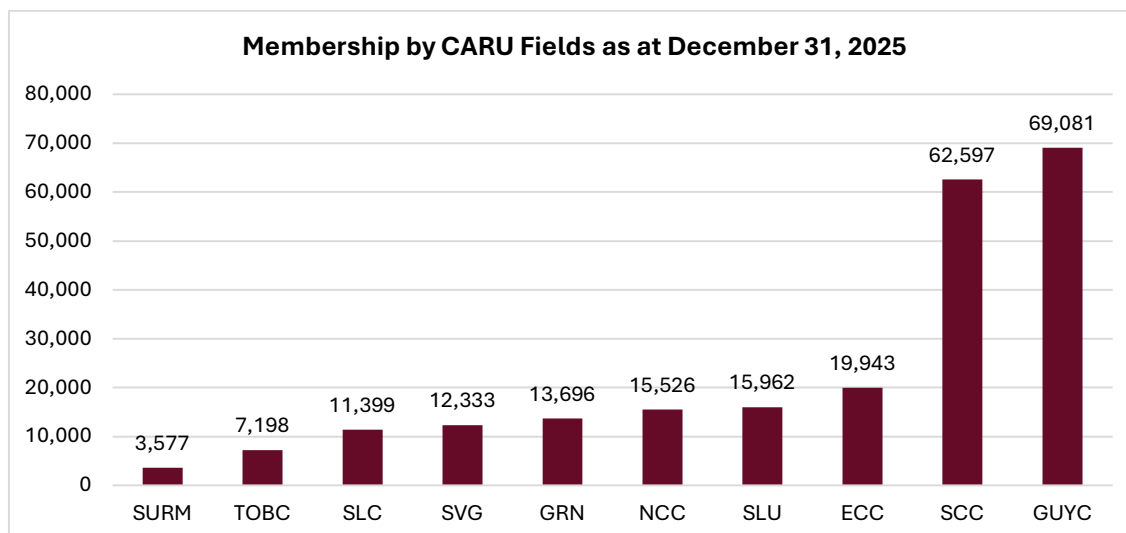


Figure 4: This chart provides a comparative overview of the membership of each field. This distribution offers valuable insight for strategic planning, resource allocation, leadership support, and mission initiatives throughout the Union and forms an important baseline for evaluating membership trends, strengthening disciple-making efforts, and guiding mission-focused planning across the Caribbean Union.

b. Membership Audit Analysis (2021–2025)

Following the membership reconciliation exercise, the Union Secretariat collaborated with the fields to move to the next level of membership accountability through the membership audit process. A membership audit is a systematic investigation into the status of members within each congregation. **Its purpose is to move beyond names on record and determine the actual engagement status of members so that the Church can better identify who is actively present, who is attending another congregation, who is unable to attend, who is no longer engaged, and whose whereabouts are unknown.** Members were categorized into five attendance classifications: regular attendees, attendees of another Seventh-day Adventist church, shut-ins, inactive members (do not attend), and missing members.

To date, six fields have completed their audit exercises: North Caribbean Conference, St. Lucia Mission, Tobago Conference, Grenada Conference, St. Vincent and the Grenadines Mission, and South Leeward Conference. We commend these fields for taking this important step toward greater accountability, pastoral care, and mission-focused leadership.

A total of **74,190 members** have been categorized through the audit process, representing approximately **30% of CARU's membership of 231,312**. Of those audited, **34,364 members, or 46%, are classified as engaged**, while **39,826 members, or 54%, are not engaged**.

For the purpose of this report and secretariat analysis of membership data, “engaged” includes three categories: members who attend regularly, members who attend another Seventh-day Adventist church, and shut-ins. Within the audited membership, **21,761 members, or 29%, attend regularly**, while **1,647 members, or 2%, are shut-ins**. These shut-in members require intentional pastoral care, visitation, prayer, and inclusion. Each number represents a person who must be known, loved, and spiritually nurtured by the churches.

Membership Audit Trends Across Five Attendance Classifications

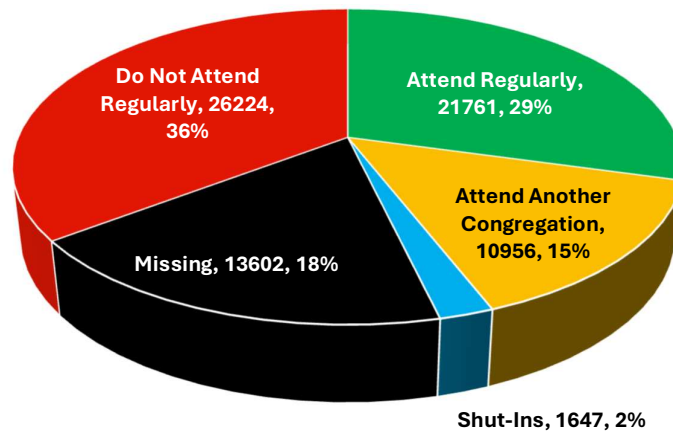


Figure 5: Membership Audit Trends Across Five Attendance Classifications - This graph presents the overall audit trends across the five membership attendance classifications: attends regularly, attends another Seventh-day Adventist church, shut-ins, does not attend, and missing. The results highlight the proportion of engaged and disengaged members and point to the urgent need for intentional follow-up, stronger retention systems, pastoral care, and disciple-making strategies across the Union.

It is also important to highlight that while **10,956 members, or 15%, attend another Seventh-day Adventist church** and are considered engaged because they remain connected to worship, their status presents a significant leadership and disciple-making concern. According to the Church Manual guidelines, members who regularly attend church services outside their home church are ineligible for church office. This category must therefore be addressed intentionally through recorded transfers, so that members are fully connected, accountable, and available for mission.

The audit also reveals a serious discipleship gap; **13,602 members, or 18%, are missing**, meaning that their whereabouts could not be confirmed. This is a growing concern because it points to weaknesses in basic membership management and care systems, including addresses, contact information, family links, retention processes, and post-baptism follow-up, especially after major evangelistic campaigns. In addition, **26,224 members, or 35%, do not attend regularly**. Together, the missing and non-attending members represent more than half of the audited membership. This means that more than one out of every two members audited is either not attending or cannot be located. These findings call for urgent and structured follow-up, intentional retention strategies, pastoral visitation, stronger small-group integration, and a renewed disciple-making model throughout the Caribbean Union Conference.

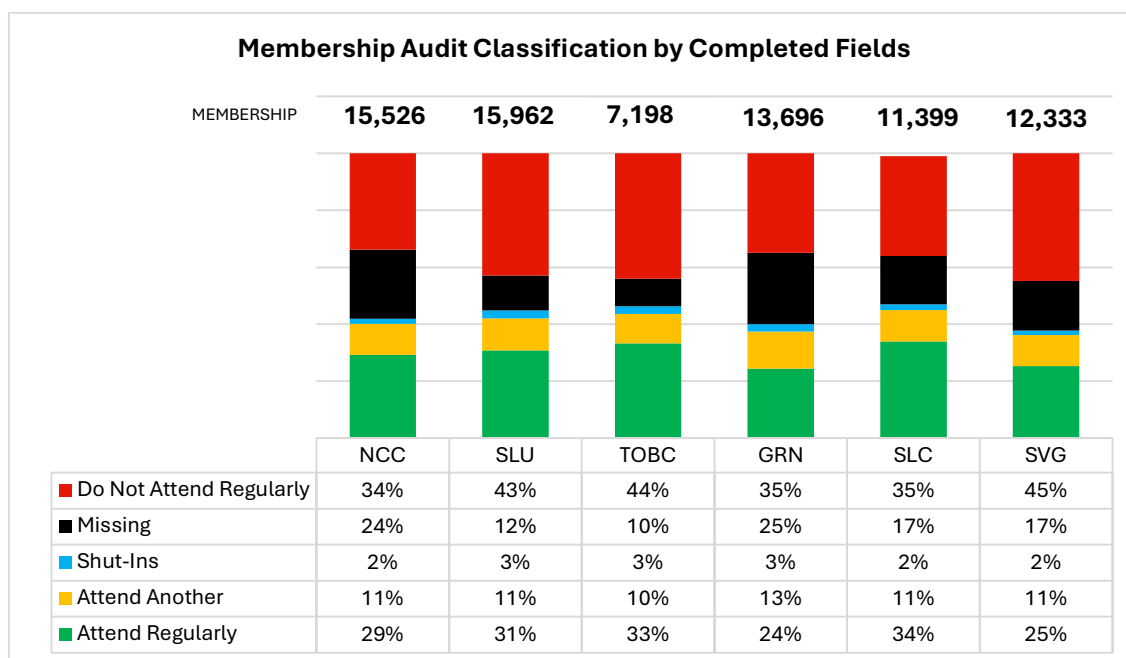


Figure 6: Membership Audit Classification by Field - This graph shows the breakdown of audited membership by field, comparing the distribution of members who attend regularly, attend another Seventh-day Adventist church, are shut-ins, do not attend, or are missing. The field-level analysis provides a clearer picture of attendance realities across the Union and helps identify where targeted pastoral care, record correction, member visitation, and disciple-making interventions are most urgently needed.

When these audit trends are projected across CARU's total membership of **231,312**, the scale of the challenge becomes even clearer. Based on the current audit pattern, approximately **63,253 members may be attending regularly, 4,787 may be shut-ins, and 31,846 may be attending another Seventh-day Adventist church**. This gives an estimated **99,887 engaged members** across the Union. However, the same findings suggest that approximately **39,537 members may be missing and 76,226 may not be attending regularly**, resulting in an estimated **115,763 disengaged members**. These figures are not final audited totals for the entire Union, but they provide a sobering picture of what the current trends may suggest if applied across the full membership.

c. Membership Audit Projected Trends: A Disciple-Making Imperative

Based on current audit trends, projections suggest that approximately **92,524 members** out of a total membership of **231,312** recorded across the Caribbean Union fields in 2025, may be confirmed as active or engaged. This represents an estimated **40% active membership trend** across the Union based on the averages of the six fields that have already completed the audit process. It is also important to note that this projection does not yet fully account for the unfinished reconciliation exercise in the Guyana Conference and the South Caribbean Conference. The South Caribbean Conference has already recorded an adjustment of approximately **16,000 unreconcilable membership differences**, and similar adjustments may be anticipated as the Guyana Conference continues its reconciliation efforts.

In light of the purpose of the audit, it is crucial that it be viewed as not merely a statistical exercise, but as a **disciple-making imperative**. Until every field completes the audit, the Church cannot fully know who its members are, where they are, how they are connected, and how best to engage, nurture, reclaim, and mobilize them for mission.

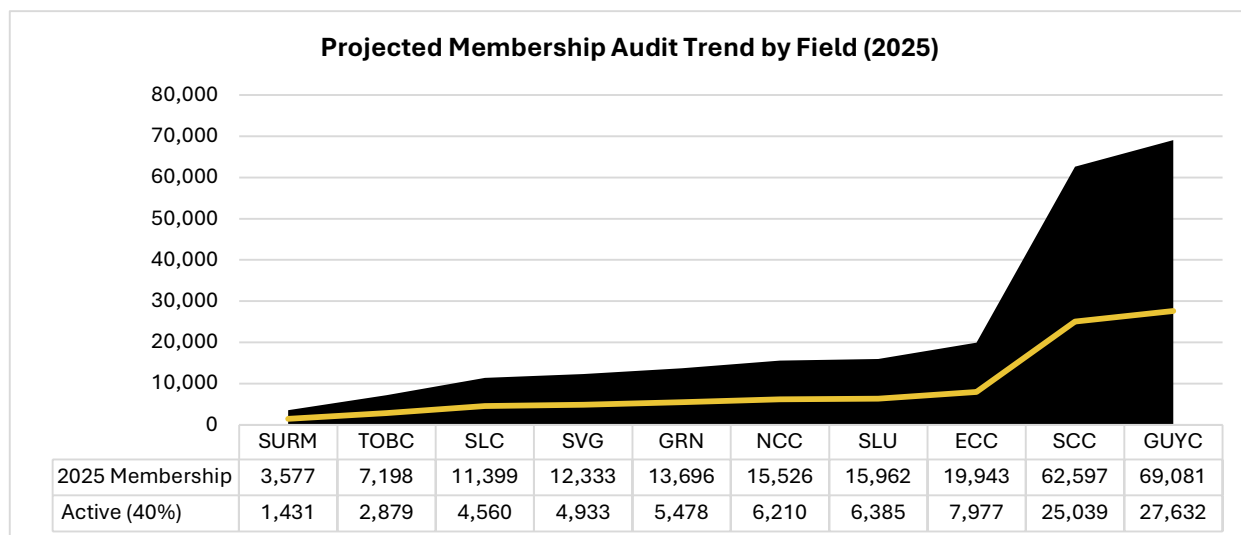


Figure 7: Comparison of reported membership with estimated active membership based on completed audits and current audit trends across the Caribbean Union. The projections highlight the need to complete the membership audit to strengthen pastoral care, member engagement, and disciple-making.

These audit trends clearly point to the need for a renewed disciple-making model across the Union. Evangelistic accessions must be matched with intentional integration, mentoring, small-group involvement, pastoral visitation, and sustained care. **The data underscore that growth must not be measured solely by baptisms or reported membership, but by sustained engagement, disciple formation, and active participation in the life and mission of the Church.** Strengthening relational disciple-making systems at the local church level is essential if the Union is to move members from attendance categories to committed, mission-driven disciples of Christ. **The Caribbean Union Conference recommends that each local field analyse audit data and use the findings to strengthen discipleship measures, reclaim inactive members, and regularize membership status through official transfers.**

d. Annual Conservation Survey: Measuring Membership Retention

As part of its research and strategic planning agenda, the Union Secretariat implemented the Annual Conservation Survey to measure the retention and engagement status of recently baptized members across the Caribbean Union Conference. Between 2023 and 2025, Strategic Objective #4 focused on introducing annual reporting on inactive membership status and assessing the effectiveness of disciple-making efforts following baptism. The survey was designed to redirect the focus from baptismal accessions in order to provide a clearer picture of whether new members were being retained, nurtured, and integrated into the life and mission of the local church.

The first assessment was launched in 2023 and examined the status of **5,345 members baptized in 2021 and 2022**. This group became the baseline retention cohort for CARU, and provided the first union-wide picture of early membership engagement during the critical first years following baptism. The survey assessed members across five engagement categories: regular attendance, attendance at another Seventh-day Adventist congregation, shut-in, non-attendance, and missing. This framework allowed the churches to identify where members remained actively connected, where they had changed their place of worship, where pastoral care was needed, and where urgent follow-up was required.

i. Analysis of the First Retention Cohort: Members Baptized in 2021–2022

As shown in Figure 5, the first retention cohort revealed both encouraging signs and serious concerns. Of the recently baptized members assessed, **2,829 attended regularly**, representing just over half of the cohort. However, **1,539 did not attend**, **274 were missing**, **131 were shut-ins**, and **474 attended another Seventh-day Adventist congregation**. An additional **91 members were recorded as deceased**. These findings indicate that although evangelistic efforts successfully brought new persons into the Church, a significant percentage of members were already disengaged, inconsistently connected, or not adequately integrated into the life of their local congregation within the first two (2) years of membership.

These findings point to a critical disciple-making gap. Baptism must be followed by intentional nurture, mentoring, visitation, small-group involvement, and meaningful participation in the local church. New members cannot be left to navigate their spiritual journey alone. **The early years of membership are among the most vulnerable, and without structured follow-up and relational support, many members may drift, become inactive, or disappear altogether from the local church.** The data therefore challenges the Union to strengthen the pathway from baptism to belonging, from belonging to participation, and from participation to mature, mission-driven disciple making. Additionally, disciple-making initiatives, such as crusades, should be revisited to allow for proper accession of converts. **In short, the Church in the Caribbean Union Conference should promote disciple making and not merely pursue baptisms at all cost.**

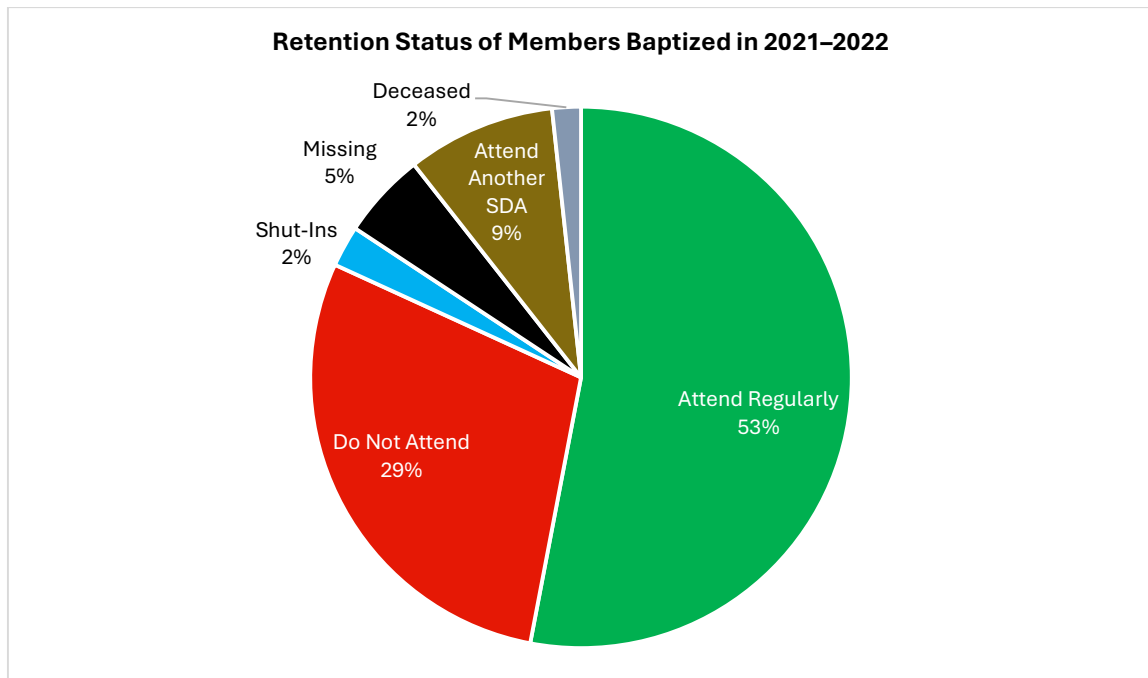


Figure 8: Retention Status of Members Baptized in 2021–2022 - This figure presents the first Annual Conservation Survey assessment of members baptized in 2021 and 2022. It shows the distribution of the first retention cohort across five engagement categories: regular attendance, attendance at another Seventh-day Adventist congregation, shut-in, non-attendance, and missing, with deceased members also identified. The results establish the baseline for measuring early membership retention and highlight the need for intentional nurture, follow-up, and disciple-making during the first few years after baptism.

ii. Comparative Retention Analysis of Members Baptized in 2021–2022.

Follow-up assessments conducted in 2024 and 2025 revealed a consistent downward trend in engagement among the original cohort. The reassessments showed declining regular attendance, increasing numbers of missing members, and rising non-attendance across several fields. To preserve

statistical integrity in the comparative analysis, two fields that did not submit 2024 reports were excluded, resulting in a revised dataset of **3,849 members** for comparison.

The comparative results indicate that retention challenges deepen over time when structured disciple-making systems are not sustained. Across the territory, the data reveals a decline in engagement from 2023 to 2025, reflected in the reduction in reporting among the fields, and an overall decrease in retention rates. **In some cases, retention declined from approximately three out of four members to nearly one out of two within a three-year period.** These trends signal the need for stronger reporting compliance, more consistent member tracking, and intentional pastoral and congregational follow-up after baptism.

Through the retention analysis process, the Secretariat was able to establish a measurable retention rate and introduce a five-point engagement scale to assess members’ spiritual and relational connection to the Church. This framework now provides leadership with a practical tool for identifying retention weaknesses, monitoring inactive membership trends, and designing targeted interventions for sustained growth. The Annual Conservation Survey confirms that growth must not be measured only by the number baptized, but by the number who remain connected, nurtured, active, and growing as disciples of Christ.

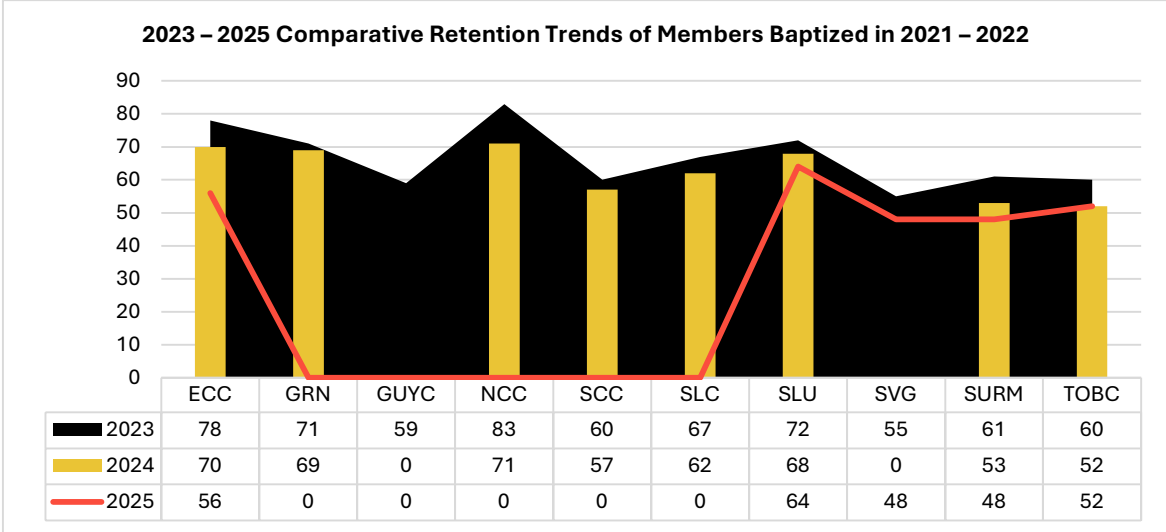


Figure 9: **Comparative Retention Trends of Members Baptized in 2021–2022, 2023–2025** - This figure compares the retention status of the 2021–2022 baptismal cohort across the 2023, 2024, and 2025 assessment periods. The trends indicate changes in regular attendance, non-attendance, missing members, shut-ins, and members attending another Seventh-day Adventist congregation. The comparative analysis reveals a decline in engagement over time and underscores the urgent need for stronger reporting compliance, pastoral visitation, small-group integration, and sustained disciple-making systems across the Union.

Overall, the Annual Conservation Survey has provided vital evidence for strengthening disciple-making across the Union. The findings call for a renewed focus on intentional integration, mentoring, pastoral visitation, small groups, Sabbath School involvement, member care, local church accountability, and responsible disciple-making practice. **If the Church is to retain those whom God brings into the body of Christ, evangelism must be matched by conservation, which is an intentional process of nurture, belonging, spiritual growth, and mission.**

iii. CARU Intervention and Field-Level Engagement

“When nearly half of those baptized disappear within two years, it is not just a statistic; it is a statement about our disciple-making strategies and care for members.” This conviction guided the CARU Secretariat’s response to the growing retention challenge across the Union. **In response to the findings of the Annual Conservation Survey and related membership data, the Secretariat assessed local**

secretariat offices to determine how retention data was being reviewed, interpreted, and used at the field level. The assessment focused on three main objectives: evaluating how Membership Conservation Survey data was analysed and applied; assessing internal systems that support congregational disciple making and member care; and identifying resource gaps, strengths, and opportunities for improvement within the fields.

The assessment revealed several critical issues affecting retention and member engagement. **Approximately 70% of secretariat offices indicated that retention data was reviewed mainly for annual reporting** or submission to CARU, with limited internal analysis for ministry planning and intervention. **This suggested that, in many cases, data was being collected for compliance rather than being used as a tool for mission, pastoral care, and early response.** In addition, seven fields reported low confidence in data analysis techniques such as cross-tabulation, limiting their ability to identify trends by age, gender, congregation, baptismal year, or attendance status. These gaps in data literacy weakened evidence-based decision-making and made it more difficult to design targeted strategies for reclaiming, nurturing, and retaining members.

In response, the CARU Secretariat recommended structured field-level interventions designed to help the Church transition from simply counting baptisms to cultivating disciples. **These interventions included a two-year post-baptismal disciple-making and mentorship framework; pairing new members with mentors; Holistic Small Groups (HSGs); integrating new members into active ministry within the first three months after baptism; strengthening data collection before baptism; incorporating retention targets into evangelistic planning; and using retention dashboards to guide pastoral assignments, field training, and resource allocation.** The purpose was to help fields connect data with action and ensure that every baptism is followed by intentional nurture, belonging, and spiritual growth.



Image: Dr Kay White, Sabbath School and Personal Ministries Director in 2025, presenting at Advent Connect with St Lucia Mission.

Membership audit training became one of the key practical responses to this retention challenge. In 2024, the North Caribbean Conference and St. Lucia Mission completed a six-session membership audit training program, which guided participants through membership accountability, attendance classification, record verification, missing members identification, non-attending members identification, and the pastoral responsibility connected to accurate records.

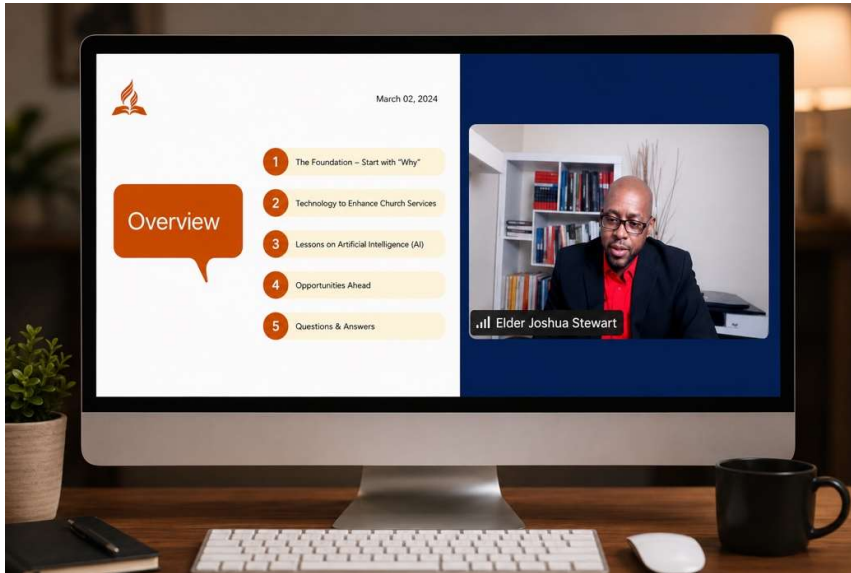


Image: Elder Joshua Stewart in 2025, presenting at Advent Connect with St Lucia Mission.

These training sessions culminated with Advent Connect, which served as a wider disciple-making and member engagement initiative. Grenada Conference completed its membership audit training in 2025, while the remaining fields continue to carry out their audit processes. Their progress will be reported in the subsequent quinquennium, 2026 – 2030.



Image - Cover design of the Advent Connect: CARU Secretariat Symposium Initiative publication. The resource documents the vision, development, and implementation of Advent Connect, a membership and reporting symposium designed to strengthen membership care, data integrity, reconciliation, conservation, and disciple-making across the Caribbean Union Conference.

Advent Connect was introduced by the Caribbean Union Conference Secretariat as a practical, membership-centered, disciple-making initiative designed to strengthen, engage, inspire, and empower church officers and members. The initiative responds to key concerns affecting member retention, Adventist identity, spiritual formation, family life, church engagement, and the overall health of local congregations.

Modelled in part after the TED Talks format, Advent Connect combines short, focused presentations, interactive learning, field-level gatherings, online teaching, and member dialogue to create a dynamic space for equipping the local church. Through collaboration between the Union and local fields, it provides practical tools and strategies to help leaders to get to know, nurture, retain, and engage members in mission. The publication serves both as a record of the initiative and as a guide for advancing effective membership ministry across the territory.



Image: Secretariat teams and presenters participating in **Advent Connect**, CARU's Membership Conservation initiative, held in the **North Caribbean Conference** (October 16, 2024), **St. Lucia Mission** (March 14, 2025), and **Tobago Conference** (October 18, 2025). Through Advent Connect, the Secretariat continues to strengthen membership care and disciple-making systems across the Caribbean Union Conference.

The initiative was structured in three parts:

- **Advent Connect Symposium**
- **Advent Connect Online**
- **Advent Connect Forum**

The Symposium brought members together at centralized venues, with in-person speakers connected virtually across multiple locations, allowing fields to overcome geographical barriers while strengthening a shared sense of mission and connection.

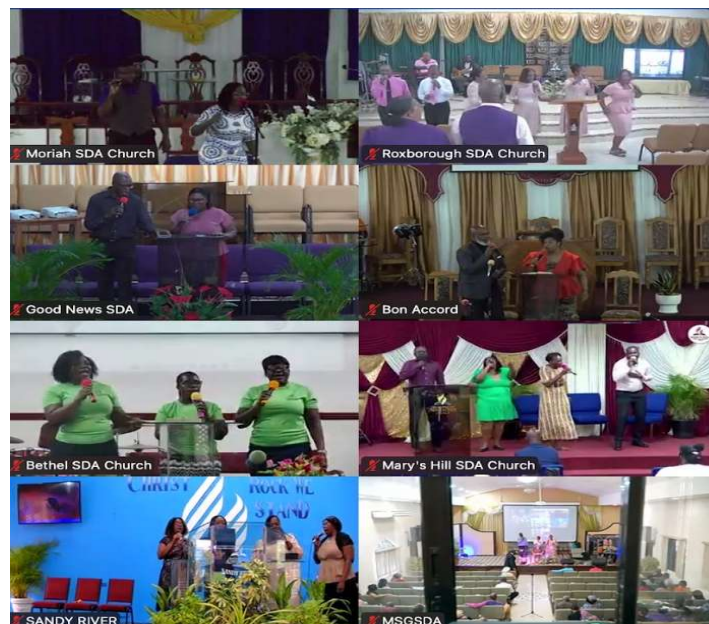


Image: Representatives from eight congregations across the **Tobago Conference** participated in **Advent Connect**, held on October 18, 2025. The congregations gathered simultaneously at designated host sites, connected in real time with the main venue at **Good News Seventh-day Adventist Church**, creating a conference-wide learning experience. The Membership Symposium brought members from across the island together for breakout sessions led by eight presenters, followed by a plenary session presented by **Pastor Johnson Frederick** on *"The*

Adventist Identity: A Biblical Approach to Christianity in the 21st Century”. This innovative multi-site approach strengthened engagement, fostered collaboration, and reinforced the Conference’s commitment to membership care, disciple-making, and spiritual growth.

Advent Connect Online extended the learning experience through a self-paced platform featuring lectures on key membership and spiritual-growth issues. The Forum was designed to create space for meaningful interaction among members, pastors, administrators, and church leaders, allowing members to ask questions, share perspectives, and engage with the Church’s strategic direction.

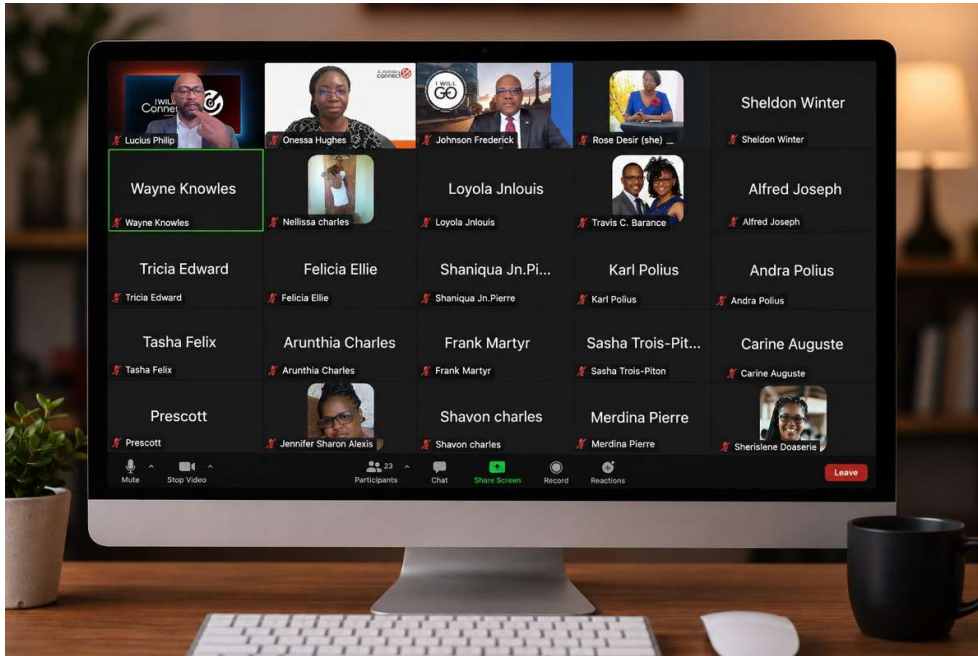


Image: Participants from across the **St. Lucia Mission** engage in an **Advent Connect Online Series**, designed to strengthen membership reporting, reconciliation, conservation, and disciple-making practices. Through ongoing training, collaboration, and capacity building, the Secretariat continues to strengthen membership care and disciple-making systems across the Caribbean Union Conference, equipping local church leaders to better understand, nurture, retain, and engage members in mission.

As a disciple-making response to the retention challenges identified through the Annual Conservation Survey and membership audit process, Advent Connect helped the Union advance from simply reporting membership concerns to actively addressing them.

Key topics included:

- The Adventist Identity: A Biblical Approach to Christianity
- Reaching and Reclaiming the Next Generation through Disciple Making
- Strategic Planning for a Mission-Driven Church
- Fanaticism vs. Truth in a Digital Age
- The Family Altar
- The Weight of Unforgiveness and the Freedom of Grace
- The Redemptive Purpose of Church Discipline
- Complex Issues Surrounding Divorce and Remarriage

Through these presentations and conversations, Advent Connect provided members and leaders with biblical, practical, and mission-focused tools to strengthen commitment, deepen spiritual identity, and support long-term engagement in the life and mission of the Church.

Together, the Annual Conservation Survey, the assessment of local secretariat offices, membership audit training, Advent Connect, and Advent Connect Online reflect a deliberate shift toward intentional,

data-informed disciple making. These interventions reinforced CARU's commitment to strengthening member care, improving retention, supporting field-level accountability, and helping local churches nurture members into committed, mission-driven disciples of Christ.

Another initiative, the **Advent Connect Forum**, was ultimately not launched due primarily to calendar clashes and time constraints.

e. Strengthening Data Integrity Through Monthly Statistical Reporting

Monthly statistical reporting remains one of the most important pillars of the Secretariat's work, because reconciliation can only be maintained when membership transactions are recorded accurately and consistently. Once a field has completed reconciliation, monthly reporting ensures that the corrected membership records remain accurate by capturing all transactions of growth or loss. **Without accurate and consistent reporting, reconciled records can quickly become outdated, weakening the reliability of membership data,** and reducing the Church's ability to plan effectively, care for members, and support disciple making.

Strengthening data integrity is grounded in the Secretariat's motto: **Accuracy, Integrity, and Reliability — AIR. The Secretariat has sought to nurture an "AIR" of trust and credibility in membership data across the Caribbean Union, recognizing that reliable data is not merely administrative; it is missional.** A relevant Church must manage the Lord's business with care, using accurate information to guide strategy, strengthen accountability, and support meaningful outcomes for the Kingdom of God. We are, therefore, pleased to report that several fields have broken new ground in monthly reporting through the Adventist Church Management System (ACMS), with some fields achieving 100% reporting compliance and others making significant progress.

Notably, Grenada Conference has maintained 100% reporting compliance since 2022, while North Caribbean Conference and St. Lucia Mission have sustained full compliance since 2023. South Leeward Conference has also demonstrated strong reporting discipline, achieving 100% compliance in both 2024 and 2025. These achievements demonstrate that sustained reporting compliance is possible when clerks, pastors, local churches, and field secretariats work together, recognizing the importance of commitment and accountability.

In 2024, the CARU Secretariat launched a Monitoring and Evaluation Program to further strengthen the reporting culture across the Union. This program was designed to assess each field's compliance with monthly reporting requirements, identify gaps in reporting and data quality, monitor period closures, strengthen secretariat oversight, encourage timely follow-up, and guide targeted interventions, training, and support. Consequently, fields that had not yet attained full compliance have made significant progress in 2025. East Caribbean Conference improved from 48% in 2023 to 100%; St. Vincent and the Grenadines Mission increased from 38% to 100%; and Tobago Conference progressed from 71% to 100%.

At the same time, some fields continue to require focused support. Suriname Mission, although reconciled, has experienced challenges in sustaining consistent monthly reporting, recording an average compliance rate of 52% over the period under review. South Caribbean Conference and Guyana Conference have also shown gradual improvement, averaging 50% and 45% respectively.

Progress in Monthly Reporting Compliance Across CARU Fields

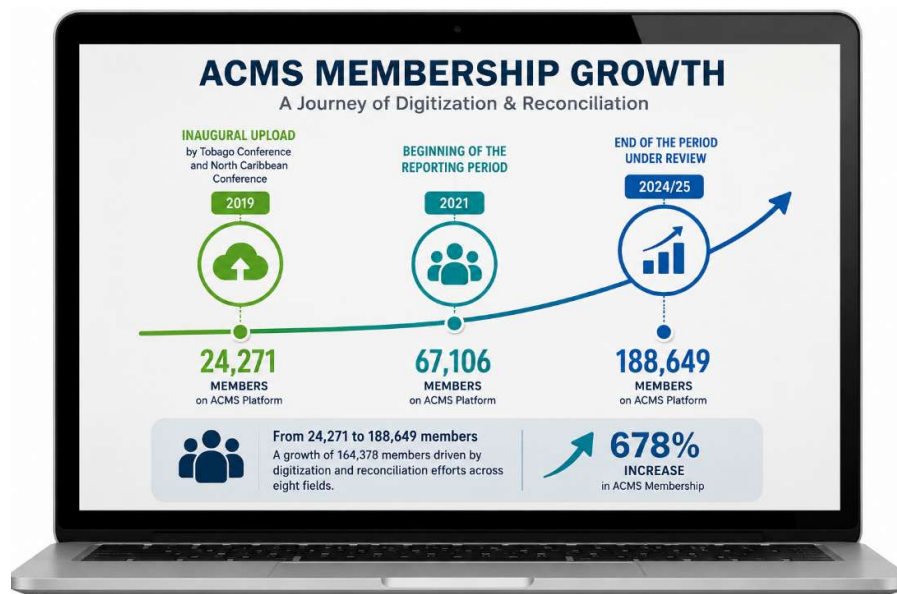
Table 3: This table presents the reporting compliance status of each Caribbean Union field, illustrating sustained excellence, significant improvements, and areas requiring continued support. The results demonstrate the positive impact of the Monitoring and Evaluation Program while emphasizing the importance of timely and accurate reporting for effective governance, membership management, and mission planning.

Field	Reporting Compliance	Period
Grenada Conference	100%	Since 2022
North Caribbean Conference	100%	Since 2023
St. Lucia Mission	100%	Since 2023
South Leeward Conference	100%	2024 and 2025
East Caribbean Conference	100%	2023 to 2025
St. Vincent and the Grenadines Mission	100%	2023 to 2025
Tobago Conference	100%	2023 to 2025
Suriname Mission	52% average	Period under review
South Caribbean Conference	50% average	Period under review
Guyana Conference	45% average	Period under review

Monthly reporting is more than a statistical requirement. It is the mechanism that preserves reconciliation integrity, sustains accurate membership records, and supports responsible member care. When the Church knows who its members are, where they are, and what changes have occurred, it is better positioned to plan for growth, reclaim missing members, nurture the inactive, care for the vulnerable, and advance intentional disciple making across the Union.

f. ACMS Utilization and System Activity Across Fields

The Caribbean Union Conference formally began utilizing the Adventist Church Management System (ACMS) in 2019, following its introduction in the Tobago Conference and North Caribbean Conference under the leadership of the Inter-American Division ACMS Coordinator, Elder Fernando Salazar. Following this initial implementation, Sister Onessa Hughes-Mitchell was trained and has since facilitated ACMS workshops across the Caribbean Union, equipping church clerks, elders, pastors, executive secretaries, and administrative assistants with the knowledge and skills to utilize the system. These ongoing training initiatives have strengthened user capacity, improved reporting compliance, and reinforced the Secretariat's commitment to data integrity across the fields.



At the time of the inaugural upload by Tobago Conference and North Caribbean Conference, CARU recorded **24,271 members** on the ACMS platform. By the beginning of the reporting period in 2021, this figure had increased to **67,106**, and by the end of the period under review, ACMS recorded **188,649 members**, reflecting the digitization and reconciliation efforts of eight fields. This growth in system usage represents a significant step toward the full digitization of CARU’s membership records and the development of a more reliable, accessible, and accountable membership database across the Union.

Between 2021 and 2025, ACMS membership increased across every field, reflecting the continued digitization of membership records and the successful implementation of reconciliation initiatives. Eight fields have either completed or substantially advanced the reconciliation process, resulting in strong alignment between ACMS and MyReport membership figures.

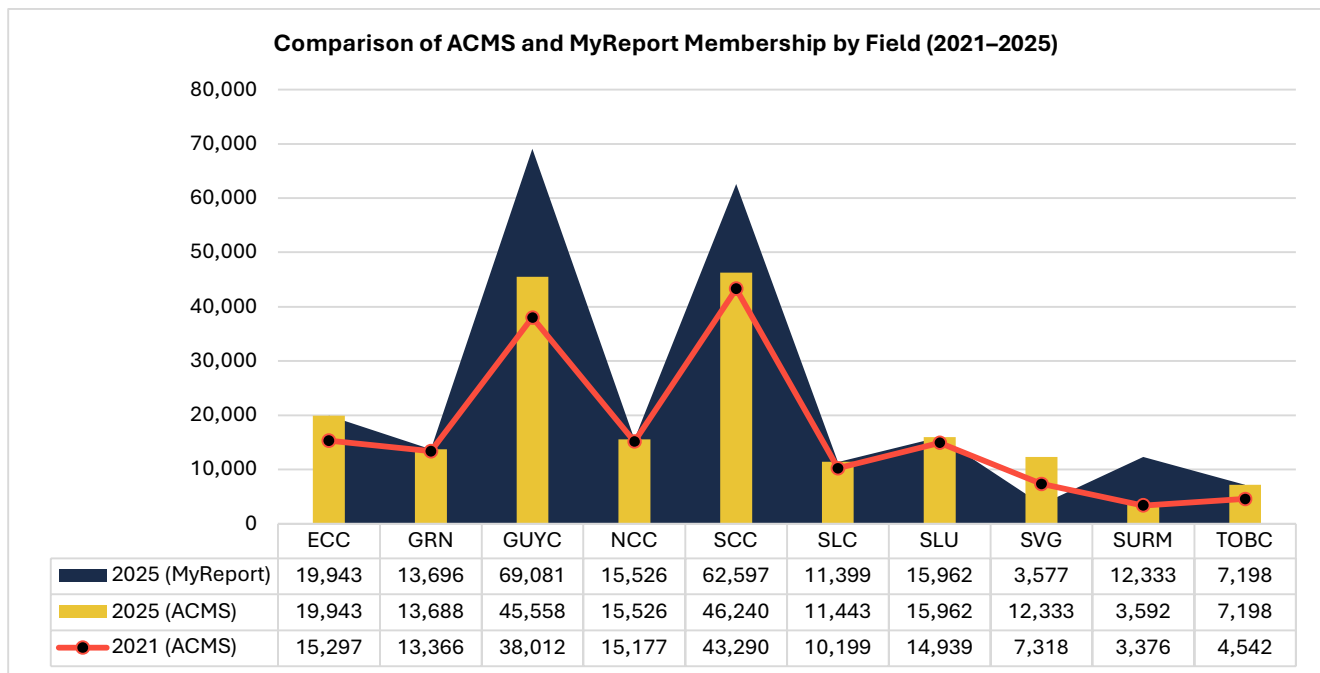


Figure 10: The chart compares membership recorded in the Adventist Church Management System (ACMS) at the beginning of the reporting period in 2021, the updated 2025 ACMS membership, and the 2025 MyReport membership for each Caribbean Union field. It illustrates the progress made in digitizing and reconciling membership records while highlighting the remaining differences between ACMS and MyReport in fields where reconciliation is still in progress.

During the period under review, the system reflected **1,475 officers** functioning in secretariat-related roles, including church clerks, executive secretaries, and administrative assistants. Cumulative login activity totalled **59,711 instances**, demonstrating increased engagement with the platform and the growing dependence on ACMS as a central tool for membership management, statistical reporting, and administrative oversight. Moreover, approximately **182,000 addition transactions** and **17,000 loss transactions** were entered into the system, representing nearly **200,000 membership-related transactions**. This level of activity reflects significant progress in digitized membership management and underscores the Union’s continued commitment to reconciliation, statistical accuracy, and reliable reporting.

Membership recording remains an indispensable pillar of meaningful reporting. For statistical reporting to have practical value, membership data must be supported by accurate names, demographic information, and verified membership status. The Secretariat therefore intensified its efforts to ensure that all ten fields utilize ACMS and progressively upload and maintain their membership records on the

platform. While all fields now use ACMS in varying degrees, the level of adoption, reporting consistency, and data completeness continues to differ across the territory.

For the first time, the **ACMS membership figure and the MyReport statistical figure are fully reconciled**, with both systems recording a membership of **192,952**. This represents a significant milestone in the completion of the Caribbean Union Conference Membership Project, although reconciliation work remains ongoing in **74 congregations within the South Caribbean Conference** and **93 congregations within the Guyana Conference**, where continued reporting, verification, and data validation are still required.

As monthly reporting and membership reconciliation continue to advance, the remaining **discrepancies** are expected to narrow further. The increased use of ACMS is therefore not simply a technological achievement; it is a mission-critical advancement that strengthens transparency, supports pastoral care, preserves accurate membership records, and enables the Church to better understand, account for, and disciple its members.

g. Strengthening Local Fields and Congregations through Secretariat Training and Resource Development

During the period under review, the Caribbean Union Conference Secretariat Office prioritized the strengthening of local fields and congregations through targeted workshops, training sessions, and practical resource development. These initiatives were designed to provide field secretariat officers, church clerks, pastors, elders, and other church officers with the knowledge and tools needed to effectively use the Adventist Church Management System (ACMS), improve membership reporting, and support accurate membership management.



Image: Offline Congregations Orientation Handout for Church Clerks was created to support church clerks serving in remote and offline congregations, this orientation handout provides practical guidance on membership management, reporting, recordkeeping, and essential administrative responsibilities, ensuring every congregation can effectively participate in the Union's membership initiatives regardless of connectivity.

Training was conducted across the Union's fields, including congregations with reliable internet access and those serving in remote or offline contexts, particularly within the Guyana Conference. In an effort

to support church clerks in these areas, an **Offline Congregations Orientation Handout** was developed to provide the essential guidance needed to carry out their roles effectively. The handout addressed key areas such as preparing agendas and minutes for church board and business meetings, processing membership transactions, completing statistical reports, and managing church records.



Image: Passing the Torch was developed to promote continuity in church administration. This practical guide equips pastors and church clerks with a structured handover process that preserves records, responsibilities, and institutional knowledge, ensuring a smooth transition from one church clerk to the next.

During the period under review, numerous church clerks transitioned out of the office of clerk for various reasons, creating a potential risk to the progress already achieved. In response, the Secretariat introduced **Passing the Torch: Church Clerk Office Handover Guide** to assist local pastors, outgoing clerks, and incoming clerks during role transitions. The guide helps ensure that a newly appointed clerk is adequately oriented and is given access to existing records. Additionally, the guide is designed to facilitate the sustainability of any progress achieved by the outgoing clerk.

This intentional approach ensured that both urban and remote congregations received practical support suited to their realities, while also strengthening continuity, accountability, and the long-term preservation of accurate church records.

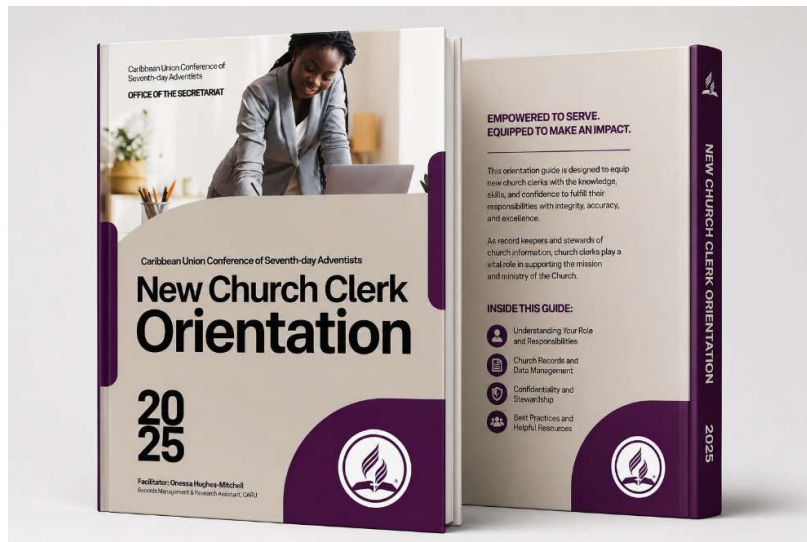


Image: *New Church Clerk Orientation Guide*, a practical training resource developed by the Caribbean Union Conference Secretariat to equip church clerks with the knowledge, procedures, and best practices needed for effective membership management, accurate record keeping, and faithful service in support of the mission of the Church.

To further support these workshops, the **New Church Clerk Orientation Guide** was developed as a practical training resource for newly appointed and serving church clerks. In addition, several handouts and guidelines were prepared to address key areas of membership ministry, including membership reconciliation, offline reporting procedures, membership audits, transfers for offline congregations, deceased member updates, locating missing members, aligning fellowship with membership, and maintaining accurate member records. Together, these resources strengthened the capacity of local congregations to manage membership with greater accuracy, integrity, and reliability, while reinforcing the Secretariat's broader commitment to member care, disciple making, and mission-focused administration.



Image: Secretariat-developed membership management resources designed to equip local churches and fields with practical guidance for reconciliation, audits, transfers, record accuracy, and member care. These tools support the Caribbean Union Conference's commitment to **Accuracy, Integrity, and Reliability (AIR)** in membership ministry.

h. Biannual Executive Secretary's Statistical Reports

During the period under review, the Secretariat prepared and presented statistical reports to the CARU Executive Committee twice yearly; at the Mid-Year and at the Annual Executive Committee meetings. These reports highlighted the major strategic initiatives of the Office of the Secretariat, relevant church growth trends, membership statistics, and general demographic data across the Union.

The reports were designed not merely to present figures, but to deepen the Committee's awareness of key indicators related to mission outcomes, church growth, retention, and disciple making. They also sought to encourage appreciation for data-driven decision-making and to provide support for a more strategic approach to the Union's disciple-making initiatives.

Beginning in 2024, thematic titles were introduced to give greater focus to the reports and to connect statistical analysis more clearly with the mission of the Church.

These themes included:

- i. **Holistic Disciple Making: Conserving Our Gains** — Annual 2024
- ii. **Translating Data to Strategic Outcomes: An Urgent Imperative** — Annual 2025
- iii. **Fostering Sustainable Disciple Making Through Strategic Interventions** — Mid-Year 2025

Through these biannual reports, the Secretariat continued to promote a culture of accountability, strategic thinking, and mission-focused data usage across the Caribbean Union Conference.

III. CHURCH GROWTH

Membership Statistics

a. Comparative Membership Trends

Between 2020 and 2025, CARU's membership reflects a period of intentional reconciliation followed by a gradual post-pandemic recovery. **Membership increased slightly from 247,638 in 2020 to 249,035 in 2021, prior to the extensive review of membership records across the fields.** In 2022, reported membership declined significantly to 235,110 due to reconciliation efforts in five fields, and decreased further to 224,589 in 2023 when two additional fields completed their reconciliation processes. These reductions did not primarily represent a loss of members; rather, they resulted from intensified reconciliation initiatives, record validation, and data correction processes across the Union to ensure that membership records more accurately reflected active and verifiable members.

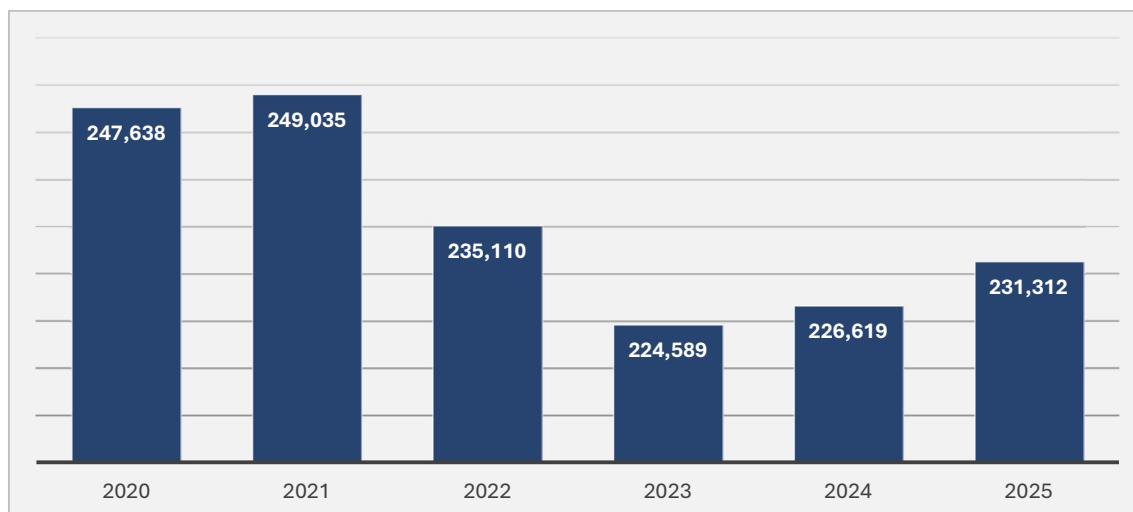


Figure 11: CARU Membership Trend (2020–2025)

Beginning in 2024, membership stabilized and began to recover, rising to 226,619 and increasing further to 231,312 in 2025. While the 2025 figure remains below the 2020 level, the upward movement in the final two years signals renewed growth momentum built on a more accurate and reliable foundation. Overall, this period represents a necessary reconciliation phase that strengthened data integrity, enhanced accountability, and positioned the Union for more intentional, evidence-based discipleship and member care (see *Figure 11 above*).

b. Accession for Period (2021-2025)

The accession data for the period 2021 – 2025 reflects a strong upward trajectory in overall membership increase, with notable acceleration in 2025. **Baptisms increased steadily from 2,854 in 2021 to 4,019 in 2023, experienced a slight decline to 3,545 in 2024, and then rose sharply to 5,271 in 2025 – the highest figure recorded during the period.** Rebaptisms also demonstrated consistent annual growth, rising from 56 in 2021 to 156 in 2025, suggesting increased member reclamation and recommitment. Profession of Faith (POF) figures remained relatively stable, peaking at 146 in 2024 and decreasing slightly to 142 in 2025.

Transfers-in transactions demonstrated significant and sustained growth, increasing from 198 in 2021 to 1,060 in 2025, more than a fivefold increase. This suggests improved administrative processing, increased member mobility, and stronger system utilization for formal membership transfers. The most pronounced shift appears in Adjustments-in, which rose from 361 in 2021 to 700 in 2023, remained elevated at 729 in 2024, and then surged dramatically to 2,880 in 2025. This sharp increase likely reflects intensified reconciliation efforts, data clean-up initiatives, and record corrections on the Adventist Church Management System (ACMS). **Overall, membership accession showed signs of steady resurgence in the post-pandemic period.** (See *Figure 12 below*)

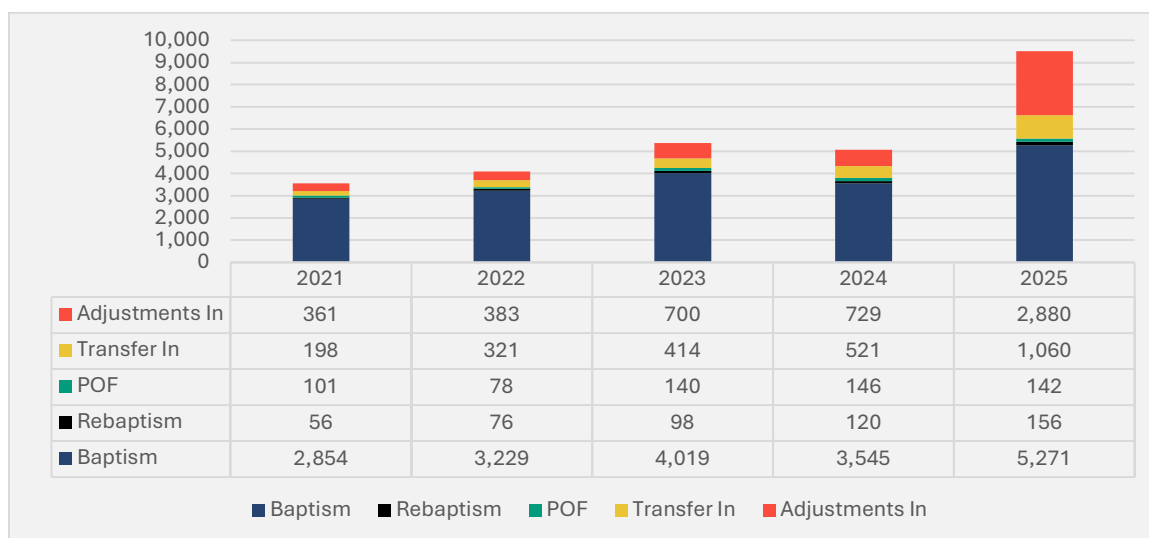


Figure 22: Cumulative Accessions by category (Baptism, Rebaptism, Profession of Faith, Transfer In, and Adjustments), 2021–2025

c. Field-Level Distribution of Accessions by Category (2021–2025)

Baptisms remained the primary source of accessions across all fields during the period **2021–2025**. Significantly, the **South Caribbean Conference** recorded the highest baptismal gains with **3,737**, followed closely by the **Guyana Conference** with **3,714**, and the **East Caribbean Conference** with **2,879**. The **Tobago Conference** recorded the highest number of professions of faith, with a total of **104**. Transfers-in also contributed meaningfully to accessions, particularly in **SCC**, **GUYC**, and **NCC**, reflecting continued member movement and record updates across fields.

Adjustments-in figures were especially notable in **East Caribbean Conference** with **1,915** recorded, and in **South Caribbean Conference** which recorded **1,794**. This suggests ongoing reconciliation and record correction activity. Overall, the accessions reflect both evangelistic growth and continued efforts to improve membership accuracy through baptisms, professions of faith, rebaptisms, transfers, and adjustments (see Figure 13).

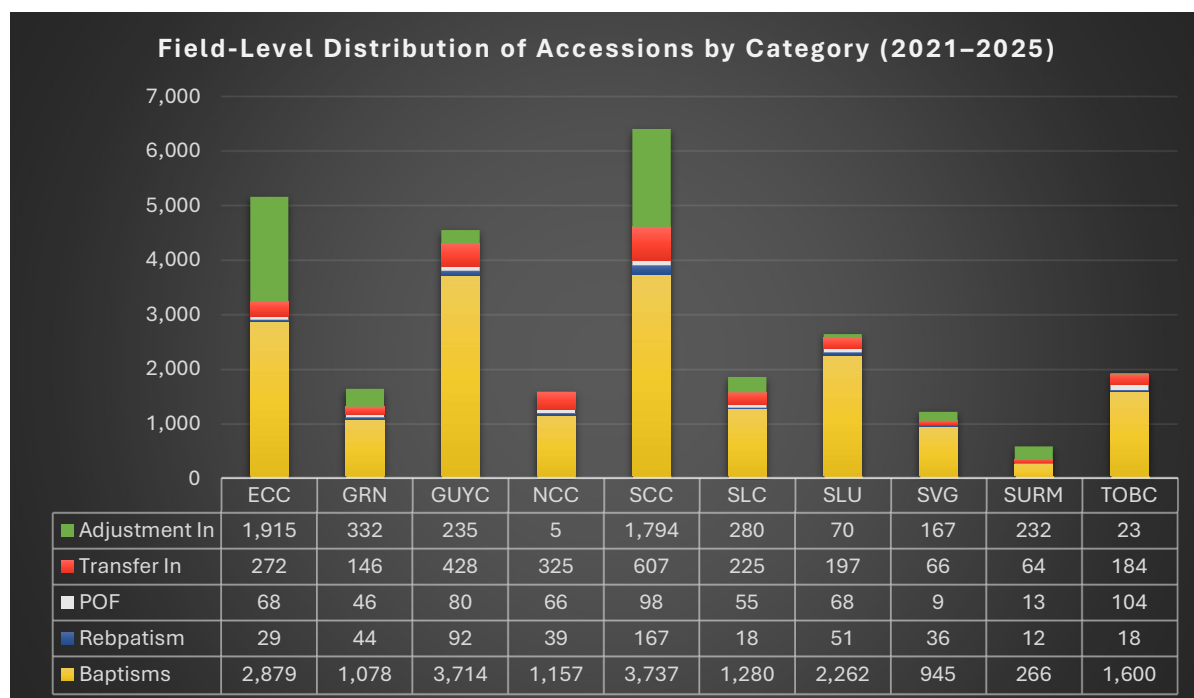


Figure 13: Field-Level Distribution of Accessions by Category (2021–2025)

Overall, the data reveal a balanced pattern of evangelistic growth and administrative strengthening, with several fields demonstrating both strong baptismal activity and intentional record correction through reconciliation processes.

d. Evangelistic Growth through Baptisms and Rebaptisms by Fields (2021–2025)

For the period 2021–2025, a total of **18,918 first-time baptisms** were recorded across the Union, complemented by **506 rebaptisms**, bringing total baptisms to **19,424**. In addition, the Union recorded **607 Professions of Faith**, **2,514 Transfers-In**, and **5,053 Adjustments-In**, reflecting both evangelistic growth and continued administrative strengthening through membership regularization and record correction.

Baptisms remained the primary contributor to membership growth during the period under review. The largest contributions came from the **South Caribbean Conference (3,904)** and **Guyana Conference (3,806)**, which together accounted for **7,710 baptisms**, or nearly **40%** of total baptisms. The **East Caribbean Conference (2,908)** and **St. Lucia Mission (2,313)** also recorded strong evangelistic outcomes, while **Tobago Conference (1,618)**, **South Leeward Conference (1,298)**, **North Caribbean Conference (1,196)**, and **Grenada Conference (1,122)** demonstrated steady performance. Fields such as **St. Vincent and the Grenadines Mission (981)** and **Suriname Mission (278)** reflected smaller numeric contributions, consistent with membership size and territory demographics.

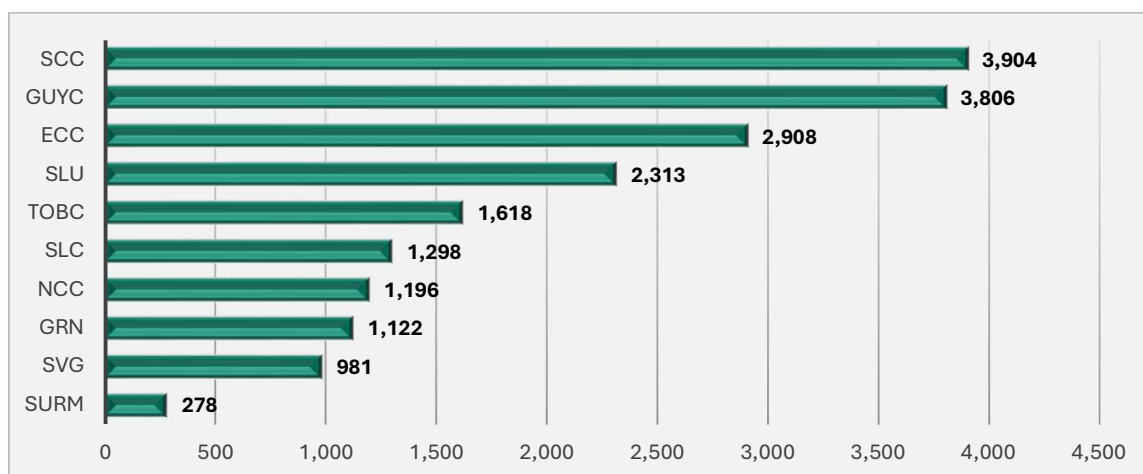


Figure 14: Baptisms and Rebaptisms (2021-2025)

Rebaptisms and POF figures indicate ongoing member reclamation and membership regularization across the fields. South Caribbean Conference recorded the highest number of rebaptisms (167), followed by Guyana Conference (92). Tobago Mission led in POF (104), suggesting active regularization of membership within its territory. Transfer-in activity was strongest in South Caribbean Conference (607) and Guyana Conference (428), reflecting member mobility and improved administrative processing.

e. Comparative Analysis of Accessions by Quinquennial Period (2016–2020 vs. 2021–2025)

A comparison with the previous quinquennium (2016 – 2020) reveals a notably different accession pattern. The earlier period began with an exceptionally high number of accessions in 2016 (9,788), followed by relative plateauing from 2017 to 2019, with annual figures ranging between 5,368 and 5,714. However, this period ended with a sharp decline in 2020 when accessions fell to 2,499. Over that five-year span, a total of 29,046 accessions were recorded. The marked reduction in 2020 reflects significant disruption in evangelistic activity and membership processing, largely influenced by the global pandemic and related restrictions.

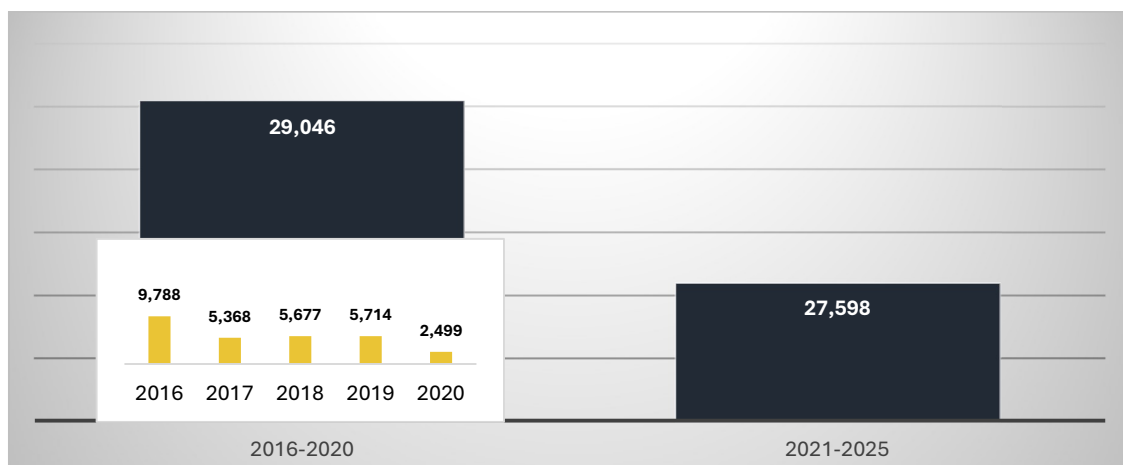


Figure 15: Comparative Analysis of Accessions by Quinquennial Period (2016–2020 vs. 2021–2025)

In contrast, the 2021–2025 period reflects progressive recovery and more structured growth, culminating in a significant peak in 2025 and a cumulative total of 27,598 accessions. Although this represents a slight decline when compared to the previous quinquennium, it is important to note that the earlier period included one unusually high year (2016) prior to the pandemic disruption. Unlike the

volatility observed between 2016 and 2020, the current period demonstrates steadier rebuilding, strengthened administrative systems, and renewed evangelistic momentum. The 2025 performance signals a stabilized upward trajectory when compared to the contraction experienced at the close of 2020.

f. Analysis of Membership Loss (Attrition), 2021–2025

Membership attrition during the period under review reflects both natural losses and significant reconciliation-driven adjustments. Deaths steadily increased from 719 in 2021 to 1,640 in 2025, representing a consistent and natural source of membership loss across the Union. Transfers-out also increased, rising from 168 in 2021 to 1,118 in 2025, **indicating greater member mobility and improved administrative processing of transfer activity.**

The Dropped (Apostasy) and Missing categories reflect fluctuating but comparatively moderate levels of loss. Dropped (Apostasy) cases peaked in 2023 (258) and 2024 (254), before declining to 118 in 2025. Similarly, missing members increased notably during 2023 (148) and 2024 (218) followed by a substantial reduction to 11 in 2025.

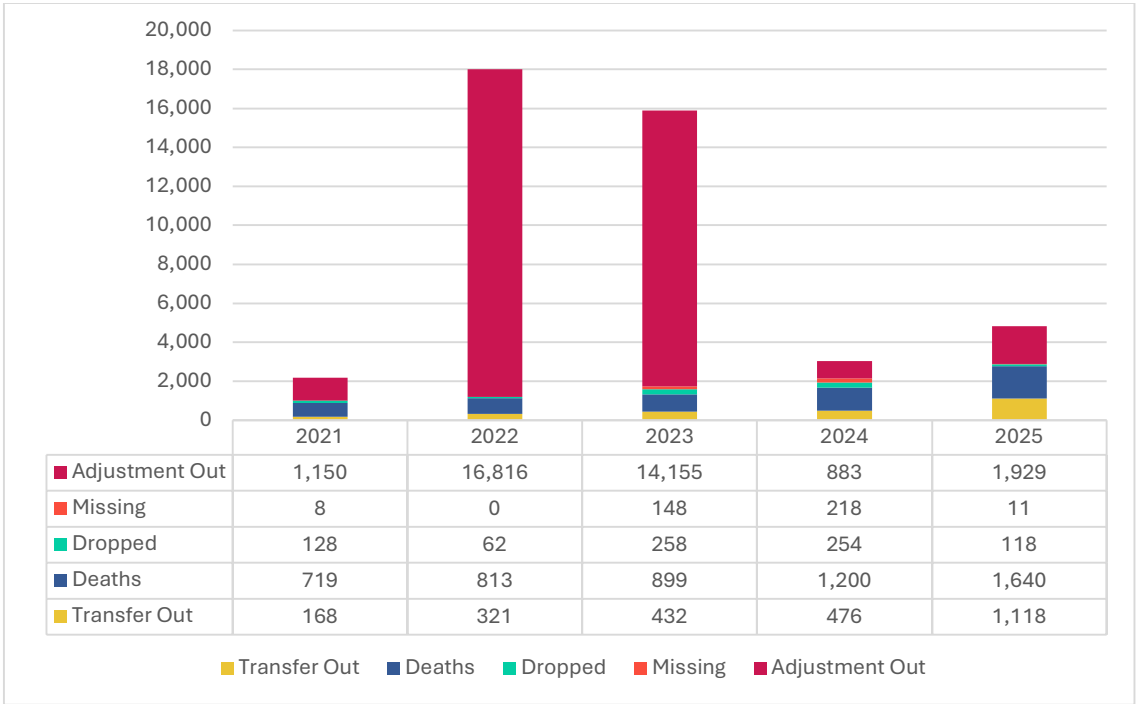


Figure 16: Cumulative Accessions by Type (Death, dropped (Apostasy), Missing, Transfers Out, and Adjustment Out), 2021–2025

The most significant contributor to attrition figures during the quinquennium was Adjustments-out, particularly in 2022 (16,816) and 2023 (14,155). These unusually high figures align with large-scale reconciliation initiatives undertaken across multiple fields to correct historical records and remove inactive or unverifiable members. By Contrast, Adjustments-out figures normalized in 2024 (883) before increasing moderately in 2025 (1,929), indicating continued refinement rather than systemic correction. This confirms that a significant portion of the recorded loss during the period was administrative correction rather than purely evangelistic decline, strengthening the credibility and integrity of the Union’s membership records moving forward.

g. Comparative Analysis of Loss by Quinquennial Period (2016–2020 vs. 2021–2025)

A comparison with the previous quinquennium (2016–2020) reveals a distinct loss pattern. Between **2016 and 2020**, the Caribbean Union Conference recorded **16,198 membership losses**, compared with **43,924** during the **2021–2025** period — an increase of **27,726**, or approximately **171%**.

However, this increase should not be interpreted as a proportional rise in members leaving the Church, as **approximately 80% of the losses recorded between 2021 and 2025 resulted from the Membership Reconciliation Project**, which corrected historical statistical records rather than reflecting individual loss by apostasy. The comparison demonstrates that recent membership changes have been driven primarily by record verification and reconciliation, resulting in a more accurate representation of the Union's active and accountable membership.

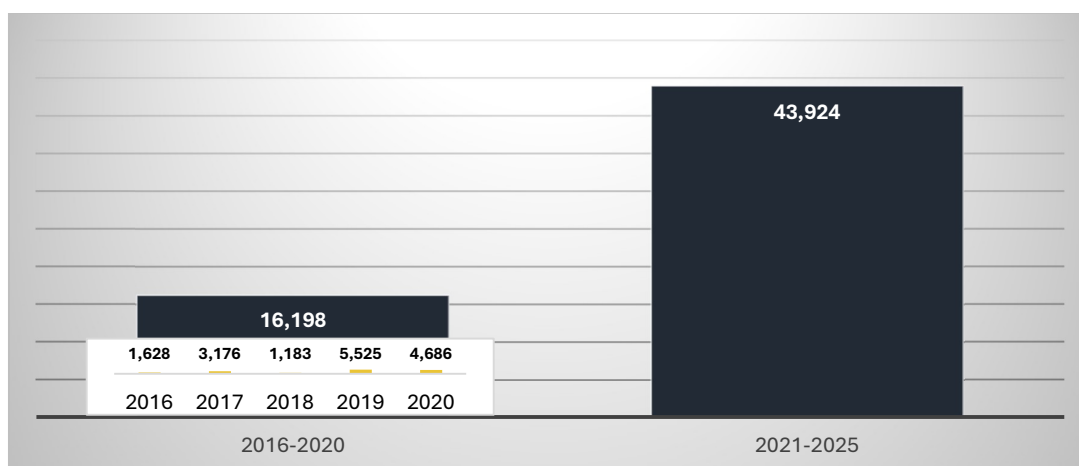


Figure 3: Comparative Analysis of Loss by Quinquennial Period (2016–2020 vs. 2021–2025)

h. Analysis of Membership Loss (Attrition) by Field (2021–2025)

Across the Union, total recorded losses of 43,924 reflect both natural attrition and reconciliation-driven adjustments. Deaths totalled 5,271 (12%) and remain the most consistent source of reduction, with South Caribbean Conference (1,523) and East Caribbean Conference (674) recording the highest figures. Transfers Out totalled 2,515 (6%), led by South Caribbean Conference (641), followed by Guyana Conference (408), and North Caribbean Conference (329).

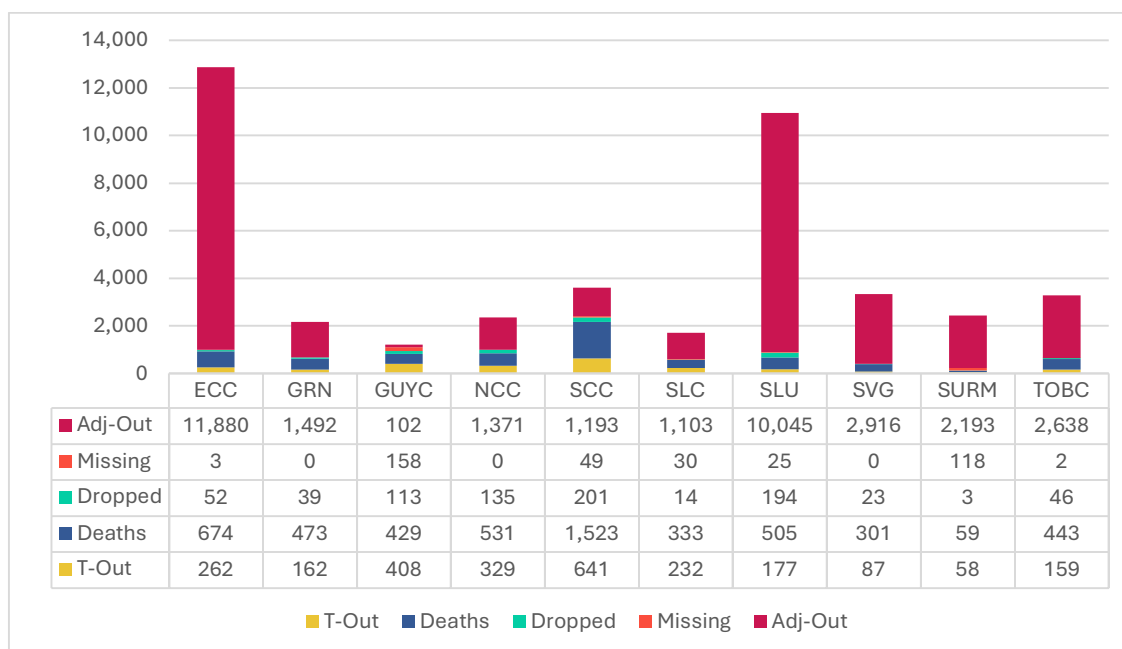


Figure 18: Field-Level Distribution of Attrition by Category (2021–2025)

Dropped members totalled 820, accounting for 2%, while missing members totalled 385 (1%), with Guyana Conference and Suriname Mission reflecting the largest totals in this category. The most significant contributor to attrition numbers was Adjustments-out (35,933), representing 82% of total losses. This confirms that the majority of reductions were driven by reconciliation and data-cleaning initiatives rather than relational disengagement. East Caribbean Conference (11,880) and St. Lucia Mission (10,045) accounted for the largest adjustments, followed by SVG, Tobago, Suriname, Grenada, NCC, SCC, and SLC, while Guyana recorded comparatively minimal adjustments (102), suggesting reconciliation efforts there are limited and ongoing.

i. Church Growth Comparisons: CARU, IAD, and Global Church (2020 – 2025)

The quinquennium reflects a net decline of 6.59% in church growth; however, the final two years demonstrated renewed growth momentum. After a modest increase in 2021 (0.56%) and declines in 2022 (–5.59%) and 2023 (–4.48%), largely influenced by reconciliation and data validation efforts, growth rebounded in 2024 (0.9%) and continued in 2025 (2.07%), indicating stabilization and early recovery. Unlike the previous quinquennium, which commenced on a strong note in 2016 with 3.5% growth but steadily decelerated to 0.87% in 2020, the current period represents a corrective and strengthening phase. While numeric totals are lower, they now reflect greater accuracy, integrity, and accountability, laying a more reliable foundation for sustainable future growth.

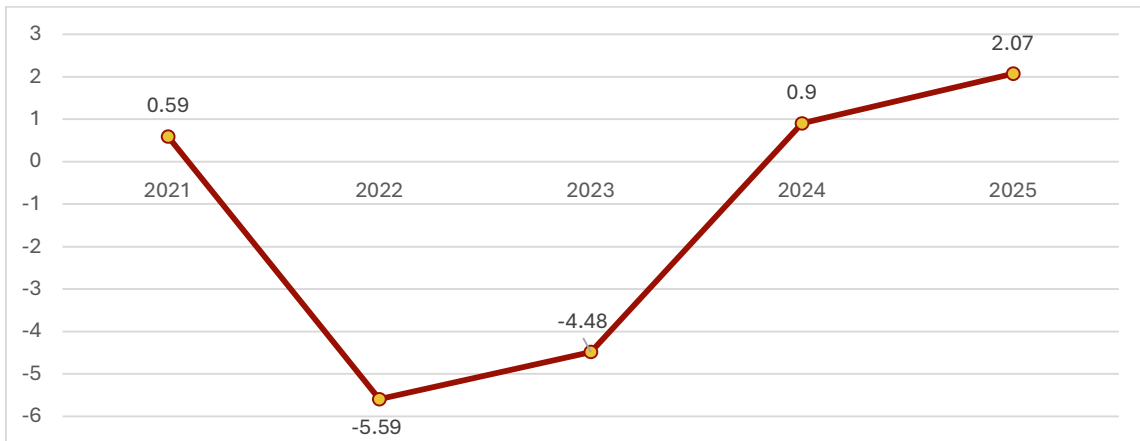


Figure 19: CARU Annual Growth Rate (2020 – 2025)

In the broader context, World Church membership increased from 21,614,231 in 2020 to 24,078,844 in 2025, reflecting overall growth of approximately 11.4%. Within the Inter-American Division (IAD), membership grew from 3,675,689 in 2020 to 3,730,460 in 2024, an increase of about 1.49%. CARU's 2025 membership of 231,312 represents approximately 0.96% of total World Church membership and about 6.2% of IAD membership.

j. General Population Comparison to the Caribbean Union's Membership

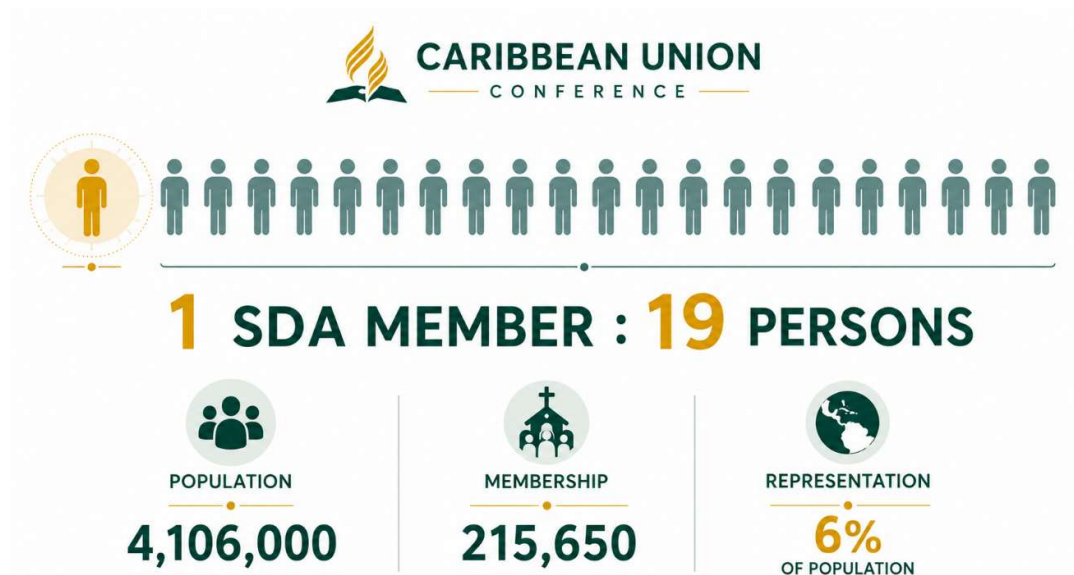


Image: The Caribbean Union Conference continues to maintain a strong presence across its territory, with Adventist membership represented in communities throughout the region.

With a general population of approximately 4.1 million people, the Caribbean Union Conference maintains a presence of approximately one Seventh-day Adventist member for every 19 persons within its territory. While the Church has established a meaningful footprint within the Caribbean population, the figures highlight the vast opportunity that exists for evangelism, disciple making, member retention, and community engagement as the Union seeks to fulfil its mission of reaching every person with the gospel across our 23 territories.

k. Congregational Classification and Church Planting Statistics

a. Congregational Growth and Discipleship Expansion (2021–2025)

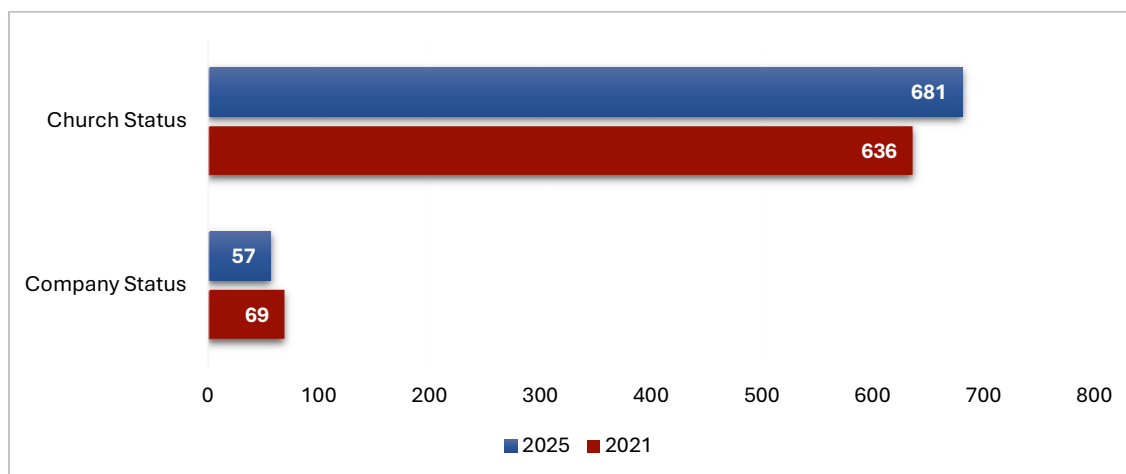


Figure 20: Comparison of Congregational Status: 2021 vs. 2025

In 2021, the Caribbean Union reported 705 congregations (636 churches and 69 companies). By the end of the period, **this number had increased to 738 congregations, a net growth of 33**, reflecting continued mission expansion across the Union. Of these, 681 are organized churches and 57 are companies, indicating both growth and maturation as several companies transitioned to church status. With a membership of 231,312, the Union averages approximately 313 members per congregation, or about 340 members per organized church. This expansion, even during a period of reconciliation and data validation, demonstrates sustained mission activity and strengthened discipleship capacity across the territory (see Figure 15).

b. New Congregations Organized (2021–2025)

During the period under review, the Caribbean Union Conference continued its commitment to expanding the reach of the gospel through the establishment of new congregations. A total of **seven new congregations** were planted across four fields: **East Caribbean Conference, Guyana Conference, St Lucia Mission and Tobago Conference.**

These new congregations represent more than organizational growth; they are evidence of the Church's intentional focus on mission, disciple making, and extending its presence into new communities. Church planting remains one of the most effective strategies for reaching unentered areas, nurturing new believers, and creating centres of influence where members can worship, fellowship, and engage in ministry. The establishment of these congregations reflects the dedication of pastors, members, and local leaders who have embraced the mission of taking the gospel to new territories and strengthening the Church's witness throughout the Caribbean Union.

Table 4. List of New Congregations Planted by Fields (2021-2025)

Field	New Congregations
East Caribbean Conference	1
Guyana Conference	2
St Lucia Mission	1
Tobago Conference	3

c. Framework for Improving Church Planting, Sustainability, and Growth

In 2024, the Executive Committee voted to implement the Secretariat's proposed Framework for Improving Church Planting, Sustainability, and Growth. The Caribbean Union Conference recognizes that while establishing new congregations is vital for expanding the gospel's reach, ensuring their long-term sustainability and health requires a structured and intentional approach. In response, the Secretariat Office is developing a comprehensive framework to guide both the formation and continued viability of new church plants.



Image: Framework for Improving Church Planting, Sustainability and Growth, developed by the Office of the Secretariat, Caribbean Union Conference.

The framework provides a strategic approach to strengthening church planting initiatives, fostering congregational sustainability, and promoting long-term growth through intentional disciple making, leadership development, membership engagement, and mission-focused planning. The imagery of emerging seedlings symbolizes the nurturing of new congregations and the cultivation of healthy, thriving churches across the Caribbean Union territory.

The framework introduced a formal application and evaluation process beginning with community assessment and progressing from group to company and ultimately to organized church status. It mandates periodic evaluations; annually for groups, biennially for companies, and quinquennially for churches, to ensure accountability and growth. Annual seminars will support groups and companies in strengthening membership engagement, financial stability, strategic planning, and facilities management.

Additionally, mentorship programs for emerging leaders and a monitoring and evaluation committee have been established to assess congregational viability and to address challenges in the church planting process. This initiative reflects a shift toward structured, sustainable mission expansion across the Union.

d. Church Mapping: Know Your Boundaries Initiative

In November 2024, the **Church Mapping: Know Your Boundaries initiative** was launched by the Office of the Secretariat of the Caribbean Union Conference. It is designed to support local territories in strategically expanding their outreach and church planting efforts. This initiative encourages congregations to identify and understand their geographic boundaries, facilitating more intentional and effective evangelism. By helping churches visualize their area of influence, this project promotes

outreach in underreached and unreached communities, aligning with the overarching mission to spread the Gospel and foster sustainable church growth.

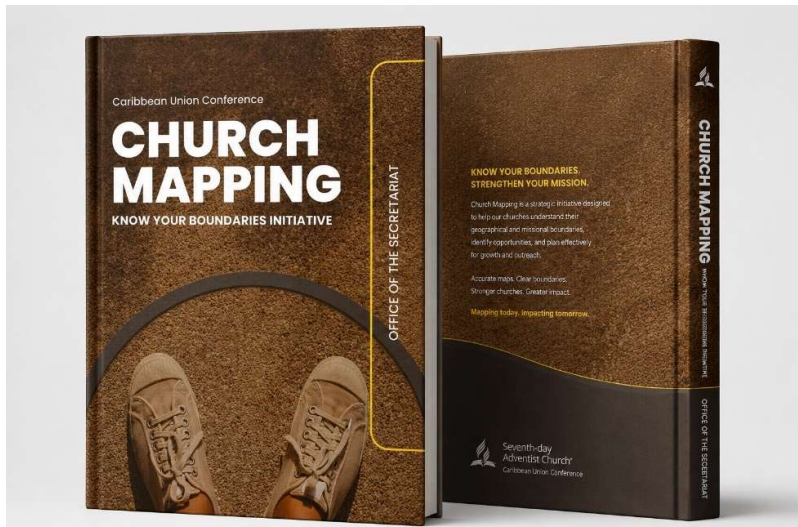


Image: Church Mapping: Know Your Boundaries Initiative, developed by the Office of the Secretariat, Caribbean Union Conference.

IV. EMPLOYEE STATISTICS

a. Employee Workforce Profile and ERS Implementation Report, 2021–2025

Strategic Objective #7 focused on completing and maintaining accurate employee data on the Employee Registration System (ERS) across every field and institution of the Caribbean Union Conference. During the period under review, **1,724 employees** were recorded on the online system, representing a significant advancement in centralized workforce documentation, accountability, and data integrity. The implementation of ERS has strengthened administrative oversight, improved credential tracking, and provided leadership with more reliable data for workforce planning, credential management, succession planning, and strategic human resource development.

The ERS data reflects a structured and credentialed workforce spanning pastoral, educational, administrative, and missionary ministries. Within the ministerial workforce, CARU recorded pastors holding a range of credentials including ministerial credentials, commissioned minister credentials, ministerial licenses, and commissioned minister licenses. In the education sector, the records indicate a significant number of teachers holding commissioned ministry teaching credentials and licenses, while employees in administrative and missionary categories also possess credentials and licenses. These figures demonstrate the Union’s commitment to professional standards, appropriate ministerial authorization, and mission-aligned service.

Table 5. Employee Credential and License Profile Recorded on ERS

Credential / License Category	Number Recorded
Ministerial credentials	137
Commissioned minister credentials	3
Ministerial licenses	88
Commissioned minister license	1
Commissioned ministry teaching credentials	230
Commissioned ministry teaching licenses	82
Administrative ministry credentials	82
Administrative ministry licenses	19

Missionary credentials	306
Missionary licenses	210

e. Employee Demographic Analysis

Among the **1,724 employees** recorded on the ERS platform, **1,060 are females** and **644 are males**. This represents 61.5% and 37.3% respectively, with the remaining variance reflecting records that require further demographic completion or verification. The age distribution also provides important insight for leadership planning. The largest recorded age category is 51 – 65, followed closely by employees aged 36 – 50. Additionally, 102 employees are 65 and above, while 20 employees will turn 65 in this reporting year and will be eligible for retirement. These figures highlight the need for deliberate succession planning, leadership development, and the transfer of institutional knowledge to younger workers.

i. Employee Gender Profile

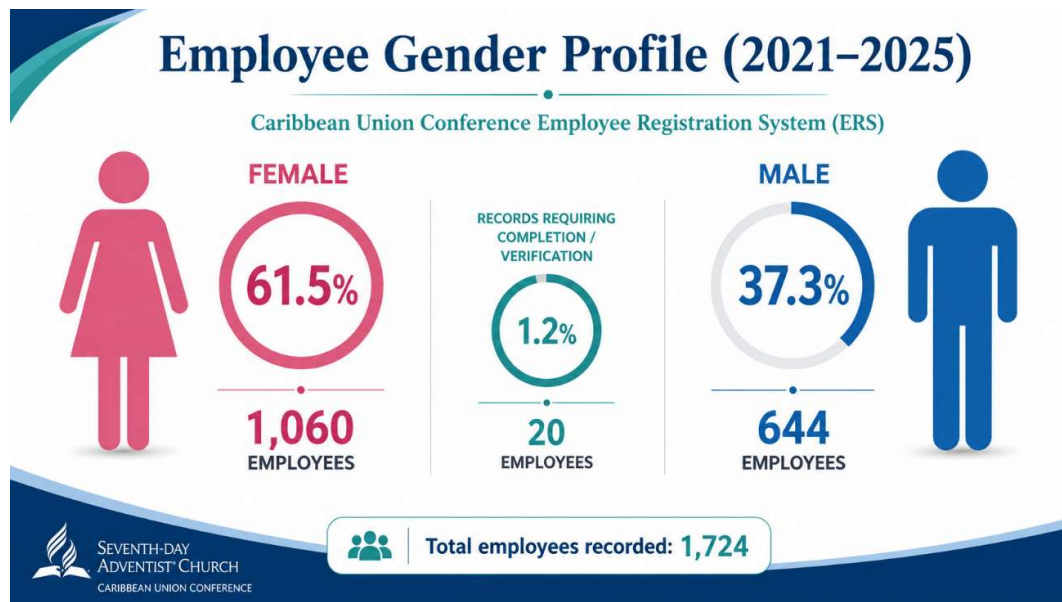


Table 6. CARU Employees by Gender Demographics.

Gender	Number	Percentage
Female	1,060	61.5%
Male	644	37.3%
Records requiring completion / verification	20	1.2%
Total employees recorded	1,724	100%

Source: Employee Record System (ERS)

ii. CARU Employees by Age Distribution

The age profile shows a predominantly mature workforce, with the largest proportion of employees falling between **51 and 65 years**, representing **39.6%**, followed closely by those aged **36 to 50** who account for **37.1%**. In generational terms, the workforce is largely made up of **Generation X and Baby Boomers**, while younger Millennials and Generation Z represent **17.3%**. With **102 persons aged 65 and above** and **20 employees approaching retirement eligibility**, the data highlight the urgent need for succession planning, mentorship, leadership development, and knowledge transfer.

Table 7. CARU Employees by Age Distribution.

Age Category (2025)	Approximate Birth Years	Generation	Number	Percentage
18 – 35	1990 – 2007	Millennials (younger) and Generation Z	299	17.3%
36 – 50	1975 – 1989	Generation X and older Millennials	640	37.1%
51– 65	1960 –1 974	Baby Boomers (younger) and Generation X (older)	682	39.6%
65+	Before 1960	Baby Boomers (older)	102	5.9%

Source: Employee Record System (ERS)

This demographic pattern within the workforce may similarly be reflected in the Church's active membership profile, underscoring the importance of intentional strategies to engage, retain, mentor, and disciple younger generations to ensure sustainable leadership and mission continuity.

iii. CARU Employees by Marital Status

The marital status data also provide useful insight into the personal and family profiles of the workforce. The CARU workforce consists of **1,019 married employees** (approximately **59%**) and **579 single employees** (34%), as recorded on ERS. Smaller numbers are recorded as **divorced or separated (78)** and **widowed (29)**, while marital status was not recorded for **22** profiles.

Table 8. CARU Employees by Marital Status Profile.

Marital Status	Number Recorded
Married	1,019
Single	579
Divorced / separated	78
Widowed	29
No status recorded	22

Source: Employee Record System (ERS)

iv. CARU Employees by Academic Qualification

Academic qualifications further demonstrate an increasingly advanced professional base, with employees holding or pursuing master's and doctoral degrees. This positions the Union to support continued institutional stability, professional development, and mission effectiveness.

Table 9. CARU Employees by Academic Qualification Profile.

Academic Qualification Category	Number Recorded
Master's degree completed	236
Currently pursuing master's studies	12
Doctoral degree completed	26
Currently pursuing doctoral studies	8

Source: Employee Record System (ERS)

Overall, the ERS implementation has provided the Union with a stronger foundation for employee accountability, workforce analysis, credential oversight, and future planning. As fields and institutions continue to update and complete employee records, the system will further support evidence-based leadership decisions, succession planning, and the responsible management of human resources in service to the mission of the Church.

f. Calls Received for the Quinquennium – 2021 – 2025

i. Intra-Union Calls

Table 10. Intra-Union Calls (2021-2025)

NAME	FROM	TO	EFFECTIVE DATE
Rajiv Samuel	East Caribbean Conf	Suriname Mission	1 st February 2022
Avril Henry-John	CARU	USC	1 st February 2023
Cadique Tittle	East Caribbean Conf.	St. Lucia Mission	1 st September 2025
Davin Scarborough	South Leeward Conf	North Caribbean Conf	1 st June 2025
Eustace George	East Caribbean Conf	Grenada Conference	1 st February 2022
Crystal Walker	South Caribbean Conf	Tobago Conference	1 st February 2022
Kerene Horsford-Nero	Tobago Conference	CARU	1 st January 2025

ii. Inter-Union Calls

Table 11. Inter-Union/ISE Calls (2021–2025)

NAME	FROM	TO	EFFECTIVE DATE
Danhugh Gordon	South Bahamas Conf	North Caribbean Conf	1 st July 2021
James Edwards – Dentist (ISE)	NAD	South Leeward Conf	20 th September 2022
Emily Francois-Mark	USC	GCAS	1 st June, 2023
Michael Charles	Guyana Conference	West Jamaica Conf	1 st March 2024
Dorothy Valmond	East Caribbean Conf	West Jamaica Conf	1 st August 2024
Jerome Bevans	North Caribbean Conf	Cayman Islands Conf	1 st January 2025
Colin Thorne	East Caribbean Conf	South Bahamas Conf	1 st July 2025
Nimrod Alves	Guyana Conference	North Bahamas Conf	1 st July 2025
Paul Roache	Guyana Conference	North Bahamas Conf	1 st July 2025

g. EBP Participants for the Quinquennium 2021 – 2025

Table 12. EBP Participants (2021– 2025)

FIELD	NO. OF PARTICIPANTS
Caribbean Union Conference	6
Community Hospital	4
Davis Memorial Hospital	3
The University of The Southern Caribbean	18
East Caribbean Conference	23
Grenada Conference	2
Guyana Conference	9
North Caribbean Conference	17
Saint Lucia Mission	7
St. Vincent & The Grenadines Mission	4
South Caribbean Conference	36
South Leeward Conference	10
Suriname Mission	3
Tobago Conference	11
Total	153

V. INSTITUTIONS

a. Established Institutions within the Caribbean Union

During the period under review, the Caribbean Union Conference continued to demonstrate a strong institutional presence across education, publishing, health, and food services. The Union operates **39 primary schools**, serving **6,389 students**, of whom **2,960 are Seventh-day Adventists**. These schools are supported by **418 teachers**, including **394 Seventh-day Adventist educators**, along with **193 additional employees**.

At the secondary level, CARU operates **14 secondary schools** with a total enrolment of **3,170 students**, staffed by **509 Seventh-day Adventist teachers**, **237 non-Seventh-day Adventist teachers**, and **89 other employees**. These figures reflect a substantial educational footprint. However, the significant number of non-Seventh-day Adventist teachers is notable.

Table 13. CARU Educational Institutions Profile

Institution Level	Number of Schools	Total Students	SDA Students	SDA Teachers	Non-SDA Teachers	Other Employees
Primary schools	39	6,389	2,960	394	24	193
Secondary schools	14	3,170	Not stated	509	237	89

In addition to the primary and secondary schools, CARU oversees **11 institutions**, including one university with four (4) satellite campuses, and the Caribbean Health Foods in St. Joseph, Trinidad.



Image: Dental ministry facilities serving communities across the Caribbean Union territory: the South Leeward Conference's **St. Kitts Dental Clinic** (left), the Grenada Conference's **Church Street Dental Clinic** (centre), and the **SDA Dental Clinic** operated by the St. Vincent and the Grenadines Mission (right), reflecting the Church's commitment to holistic ministry through quality healthcare, community service, and compassionate outreach.

There are also five (5) medical institutions, which include two hospitals and three dental clinics. Collectively, these institutions advance the mission of the Church through education, health ministry, food services, and community engagement (see *Table 14*).



Image: Adventist healthcare institutions serving communities across the Caribbean Union territory: **The Community Hospital** operated by the South Caribbean Conference (left) and **Davis Memorial Hospital** operated by the Guyana Conference (right). These institutions reflect the Church's commitment to Christ's ministry of healing by providing compassionate healthcare, promoting wellness, and meeting the physical, emotional, and spiritual needs of the communities they serve.

Table 14. CARU Medical Institutions

Territory / Field	Name of Institution
Guyana Conference	Davis Memorial Hospital
South Caribbean Conference	The Community Hospital
Grenada Conference	Church Street Dental Clinic
South Leeward Conference	St. Kitts Dental Clinic
St. Vincent and the Grenadines Mission	SDA Dental Clinic

b. Change In Organizational Status: Tobago Conference

A significant organizational milestone during the period was the transition of the Tobago Mission to conference status. The Tobago Mission was organized as a Conference on **November 20, 2023**, with all the rights and privileges pertaining thereto. The mission leaders elected to serve as the first officers of the newly organized conference were **Pastor Vishnu Persad as President, Pastor Martin Cunningham as Secretary, and Sister Kerene Horsford-Nero as Treasurer.**



Image: Pastor Kern Tobias, President of the Caribbean Union, Pastor Vishnu Persad, President of the Tobago Conference and Dr Elie Henry, President of the Inter-American Division at the Conference Ceremony in Tobago, November 2023.

We extend congratulations to the Tobago Conference on this significant milestone and pray for its continued growth and development as the constituency prepares itself and others for the soon return of Jesus Christ.

VI. IN MEMORIAM

During the period under review, the Caribbean Union Conference recorded the passing of employees, former employees, retirees, and EBP participants. Their contribution to the mission of the Church across the fields, institutions, and the Union office is deeply appreciated. Some served in pastoral ministry, education, administration, healthcare, and institutional support, while others contributed faithfully in less visible but meaningful ways. We record their names with gratitude, recognizing that their labour in the Lord was not in vain.

As a Union family, we extend prayerful sympathy to the spouses, children, relatives, colleagues, friends, fields, and institutions affected by these losses. We particularly mourn the passing of our office colleague, Nedra Edwards. However, we are reminded that our hope rests in the promise of the resurrection and the soon return of Jesus Christ. Until that day, we honour their memory by continuing the mission for which they sacrificed.

Table 15. Necrology Report for the period 2021-2026

Field / Institution	Name	Status	Date of Death
East Caribbean Conference	Oscar Bovell	EBP Participant	May 31, 2022
East Caribbean Conference	Joyce Barbara Forde	EBP Participant	July 10, 2022
East Caribbean Conference	Lawson Sutherland	EBP Participant	August 28, 2022
East Caribbean Conference	Thrisia Morancie	Active	October 15, 2022
East Caribbean Conference	Wesley Gaskin	EBP Participant	June 13, 2023
East Caribbean Conference	Cecilia Williams	Active	June 19, 2023
East Caribbean Conference	Maureen Stanford	EBP Participant	January 10, 2024
East Caribbean Conference	Anna Taylor	EBP Participant	March 26, 2024
East Caribbean Conference	Ruth Paul Graham	Active	January 1, 2024
Grenada Conference	Glenda Bowen	Active	June 29, 2025
Grenada Conference	Desmond St. Louis	EBP Participant	December 14, 2023
Grenada Conference	Cosmos Aird	EBP Participant	March 11, 2023
Grenada Conference	Nord Punch	EBP Participant	May 5, 2022
Grenada Conference	Gregory Thomas	EBP Participant	September 1, 2021
Guyana Conference	Myrtle Grant	Active	August 29, 2021
Guyana Conference	Michael Giddings	Active	October 28, 2021
Guyana Conference	Genevieve Whyte-Nedd	Inactive	August 20, 2024
Guyana Conference	Henrik David	Active	October 17, 2025
North Caribbean Conference	Peter Archer	EBP Participant	December 11, 2025
North Caribbean Conference	Calvin W. Josiah	EBP Participant	April 7, 2025
North Caribbean Conference	Michael King	EBP Participant	March 28, 2025
North Caribbean Conference	Ornette Martin Parris	EBP Participant	February 25, 2025
North Caribbean Conference	Vera James	EBP Participant	January 29, 2025
North Caribbean Conference	Sylvia Ogarro	EBP Participant	December 14, 2023
North Caribbean Conference	Eglantine Daniel	EBP Participant	September 24, 2023
North Caribbean Conference	Easlyn Ruan	EBP Participant	June 24, 2023
North Caribbean Conference	Rholda Joseph	Active	November 11, 2022
North Caribbean Conference	Valentine George	EBP Participant	February 11, 2022
North Caribbean Conference	Rolando Roper	EBP Participant	August 19, 2021
Saint Lucia Mission	Vera Brice Hunte	EBP Participant	May 30, 2025
Saint Lucia Mission	Francis Mason	EBP Participant	December 7, 2025
Saint Lucia Mission	Madeleine Small	EBP Participant	April 23, 2025
SVG Mission	Janet Delves	EBP Participant	July 27, 2022
SVG Mission	Ensley Williams	EBP Participant	July 13, 2022
South Caribbean Conference	Luc-Andre Henry	Active	February 19, 2021
South Caribbean Conference	Marjorie Richardson	EBP Participant	October 16, 2021
South Caribbean Conference	Garvin Paul	EBP Participant	April 8, 2022
South Caribbean Conference	Samuel Lowe	Active	July 16, 2022
South Caribbean Conference	William S. Cunningham	Active	November 12, 2023
South Caribbean Conference	David Yearwood	Voluntary Withdrawal	November 8, 2024
South Caribbean Conference	Glenda Arjoon-Pryce	Active	May 13, 2025

South Caribbean Conference	Deokie Nancoo-Rattan	Active	August 27, 2025
South Caribbean Conference	Joseph Mc Coon	EBP Participant	October 5, 2025
South Caribbean Conference	Annette Juba Christopher	EBP Participant	December 4, 2025
South Leeward Conference	Julia Samuel	Voluntary Withdrawal	August 27, 2022
South Leeward Conference	Jasmin Underwood-Joseph	Active	April 5, 2025
South Leeward Conference	Rachael Skepple-Maynard	Inactive	October 16, 2022
Suriname Mission	J.C. Roseval	EBP Participant	October 17, 2024
Tobago Conference	Janice Jack-Wright	Active	March 7, 2021
CARU Office	Nedra Edwards	Active	September 23, 2024
CARU Office	Hilary Bowman	EBP Participant	August 17, 2025
USC	Roger Kalisingh	EBP Participant	March 3, 2021
USC	Bernice James	EBP Participant	April 24, 2022
USC	Girley Wilson	EBP Participant	May 27, 2022
USC	Priscilla Pilly	EBP Participant	May 15, 2022
USC	Annette Campbell	EBP Participant	October 2022
USC	Shirley Ann McGarrell	EBP Participant	September 4, 2022
USC	Astor Dennis	EBP Participant	July 10, 2023
USC	George Afrani	Active	July 4, 2023
USC	Clyde Best	Active	March 26, 2024
USC	Gloria Buffong	EBP Participant	August 15, 2024
USC	Roy Israel McGarrell	EBP Participant	December 6, 2024
USC	Kenneth Niles	Active	February 8, 2025
USC	Adeola Barrow-Villafana	Active	June 10, 2025
USC	Norma Le Gendre	EBP Participant	July 9, 2025
USC	Julien Lezama	Active	December 9, 2025
USC	Jacqueline Gonzales	EBP Participant	December 10, 2025
Community Hospital	Lawrence Donawa	EBP Participant	July 3, 2024

VII. RECOMMENDATIONS

Over the past five years, the Caribbean Union Conference sought to lay important infrastructure for strategic change and sustainable outcomes. The Secretariat has endeavoured to develop mechanisms for the provision of reliable data, accountable systems, and measurable outcomes to help strengthen disciple making, membership care, and church growth. Therefore, on behalf of the Secretariat team, and in collaboration with the field secretariats, we offer the following recommendations:

1. **Consolidate the sustainable disciple-making initiative** by strengthening Holistic Small Groups (HSGs) commissioned by CARU, ensuring that these groups are commissioned, monitored, and integrated into the wider disciple making and mission strategy of the Union.
2. **Strengthen membership engagement and data management** by fully implementing the ACMS as the official standardized, digital platform for all conferences and missions, and by extension, all congregations within the Caribbean Union Conference.
3. **Establish a structured system of gathering and updating essential membership data** to improve member engagement and care for sustainable disciple making.
4. **Enhance church growth strategies** by strategically planting new churches while strengthening existing congregations by providing mentorship, resources, leadership development, and structured evaluation.
5. **Restructure management methods** to capture not simply events, but processes that lead to measurable outcomes, consistent member engagement, and sustained spiritual growth.
6. **Consolidate a strategic, data-driven culture** within the management structures of the fields, ensuring that reports, audits, surveys, and statistical data are used to guide decision-making, resource allocation, and ministry planning.
7. **Review current reporting instruments** to ensure that they reflect strategic intent, vision, mission strategies, and the realities of membership care, retention, and disciple making.

8. **Pivot from reporting programs to reporting outcomes**, ensuring that departments, fields, churches, and institutions evaluate ministry effectiveness based on intentional goals, measurable impact, and spiritual transformation.
9. **Establish clear success markers for ministry** throughout the Union and develop a rigorous monitoring and evaluation system that provides timely feedback across every dimension of ministry.
10. **Appoint or identify a professionally trained individual** to support strategic leadership development and coaching at all levels of the Union, assist with vision implementation, and aid the Union administration in monitoring and evaluating strategic initiatives across the fields.
11. **Strengthen leadership development across fields and institutions** by creating a practical template for leading change, building capacity, and ensuring sustainability in leadership initiatives.
12. **Improve administrative support in the respective secretariats of the fields** by building professional capacity and contracting adequate personnel for facilitating research, empowering church clerks, and assisting with a plethora of secretariat strategic functions.
13. **Build on the Inter-American Division's emphasis on communion with Christ and identity in Christ** as the Christ-centred foundation for disciple making and missional endeavours within the Caribbean Union Conference.
14. **Strengthen CARU's macro-visioning role** by allowing the Union to focus more intentionally on monitoring, assessment, resource development, leadership empowerment, and strategic support, while reducing unnecessary micro-management of the fields.
15. **Continue positioning the Secretariat as a strategic agent of mission**, church growth, member care, relevant research, data generation and records management for the advancement of the Church's mission.

VIII. GRATITUDE

The work accomplished during this period was as a result of steadfast collaboration, shared commitment, and faithful service across the Caribbean Union Conference and the Inter-American Division. I therefore express sincere gratitude to the administration of the IAD, especially to the secretariat team, beginning with Dr Leonard Johnson, with whom I served for several years; Dr Pierre Caporal during the past year; and Dr Janelle Scantlebury-Smith. Your counsel and administrative support assisted significantly in the execution of our tasks.

I am profoundly indebted to my administrative colleagues, Dr Kern Tobias and Pastor Bertie Henry for their gracious affirmation, guidance, and reposed confidence in the work of the Secretariat. We also express profound appreciation to members of the executive committee for their support, encouragement and constructive feedback in response to secretariat reports and initiatives. Thanks to the office staff whose partnership helped to lighten the tasks of the secretariat office at key intervals of intense activity.

My gratitude to the administrations of the respective fields and institutions, and especially to the secretariat personnel, executive secretaries and administrative assistants, church clerks, pastors, and other field personnel who carried the weight of reporting, reconciliation, membership audits, employee records, and related administrative responsibilities. Your commitment and grit have strengthened the reliability of membership and employee data and positioned the Church for more strategic missional endeavours.

I also wish to acknowledge the sterling support of Mrs Gail Smith-Anthony, Administrative Assistant, and Mrs Onessa Hughes-Mitchell, Records Management and Research Assistant, for their competent, diligent, and dedicated service to the work of the CARU Secretariat. Your contribution to the

administrative tasks, reporting, research, task coordination, records management, and field support has been exceptional and monumental.

Thanks to the many constituents of CARU. Your simple words of affirmation and offers of prayer, I will always remember and appreciate. Also, I will forever be grateful for your allowing me to serve you during the period.

To my dear wife, Pauline, you have been a bedrock of support and encouragement. Your quiet and indomitable spirit, and your strong intuitive giftedness have served to preserve my integrity in many instances. I thank God for our three adult children, for your love, patience, prayers, and support throughout this period of service. Your concern and encouragement have been a source of strength and inspiration. And to my dearest mother who has graciously given her only child to the service of God, your ardent prayers and encouragement continue to cradle me in my service to God's Church.

Finally, all glory, majesty and power to the triune God, who preserved and protected, empowered and inspired, upheld and sustained, and lavished His immeasurable, undeserved favour upon the ministry of team secretariat. Everything we are and everything we accomplished was through His abiding grace. To God be the glory!

IX. CONCLUSION

This report has sought to highlight the strategic initiatives of team secretariat, which encompasses the sacrificial and collaborative efforts of the union team, executive secretaries and administrative assistants of the respective field secretariat offices, and church clerks throughout the Caribbean Union Conference. The report sought to establish the correlation between accurate recording, consistent reporting, and the use of reliable data to inform faithful disciple making. The Office of the Secretariat is firmly established as a strategic agent of disciple making. The figures presented throughout this report remind us that membership data is not merely about figures, percentages, and trends. **Behind every number is a name, behind every name is a person, and every person is a soul for whom Christ died.**

The period under review has been marked by significant progress in monthly reporting, increased utilization of the ACMS platform, membership reconciliation, membership audit, retention analysis, efficient employee data recording, and field-level engagement. At the same time, the data reveals areas requiring continued attention, including missing members, inactive members, inconsistent reporting, retention gaps, and the need for stronger systems of member care and disciple making.

As the Caribbean Union Conference celebrates 100 years of organized mission, the call before us is clear. **We must build on the foundation that has been laid, strengthen the systems that support the mission, and ensure that data becomes a tool for membership care, accountability, planning, and spiritual growth.** May the next period of service be marked by deeper communion with Christ, stronger identity in Christ, more intentional disciple making, and a renewed commitment to prepare people across the Caribbean Union Conference for the soon return of Jesus Christ.

