



Seventh-day
Adventist Church

NORTH CARIBBEAN CONFERENCE

15TH QUADRENNIAL SESSION

OF THE NORTH CARIBBEAN CONFERENCE



August 20-23, 2025

**Central Seventh-Day Adventist Church
St. Croix, USVI**

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9. Ministerial Secretary, Family and Publishing Ministries
10. Health, Stewardship, Spirit of Prophecy, Planned Giving and Trust Services



THEME SONG

REVIVED TO GO

1.

As soldiers of the cross,
We often suffer loss,
Injured on this rugged way,
But we're committed to the fight
As Jesus leads us by His light,
'Till there's victory one day.

Chorus

I'm revived by His pow'r,
Every minute, every hour,
I'll let the whole world know:
I'm a brand-new man
In the potter's hand,
I'm ready, Lord, to go.

2.

I'm committed to the cause;
We have no time to pause.
There're souls we've got to save!
Be determined as we go:
The time's at hand, the world
must know,
And be saved from Christless
graves.

Chorus

I'm revived by His pow'r,
Every minute, every hour,
I'll let the whole world know:
I'm a brand-new man
In the potter's hand,
I'm ready, Lord, to go.

3.

Christ is coming very soon!
Let's make our way to the upper
room;
Revival will take place.
Lives will be revitalized,
The world will be evangelized,
Empowered by His Grace.

Chorus

I'm revived by His pow'r,
Every minute, every hour,
I'll let the whole world know:
I'm a brand-new man
In the potter's hand,
I'm ready, Lord, to go.
(X2)

I'm ready, Lord, to go.
Ready, Lord, to go!



Welcome to the 15th Quadrennial Constituency Meeting of the North Caribbean Conference of Seventh-day Adventists

Christian greetings in the precious name of our Lord and Savior Jesus Christ!

On behalf of the administration, staff, and members of the North Caribbean Conference of Seventh-day Adventists, it is our distinct honor and pleasure to welcome all 197 delegates and guests to the 15th Quadrennial Conference Session. Welcome to St. Croix, United States Virgin Islands, the home of the headquarters of the North Caribbean Conference. Whether you are traveling from the British Virgin Islands, St. Thomas, St. John, Sint Maarten, Sint Eustatius and Saba, Anguilla, the Caribbean Union Conference, the Inter-American Division, or the United States, we welcome you home!

Under the theme, “**Revived and Revitalized: Aligning Actions with Mission,**” we, together, seek the guidance of the Holy Spirit to review our progress, renew our commitment, and forge ways to strengthen the mission of God’s Church in our territory. This session is more than an administrative task; it is a spiritual calling. It is a time of prayerful reflection, meaningful fellowship, and strategic planning, to ensure that every decision made is consistent with our calling to proclaim the everlasting gospel and prepare a people for the soon return of Christ.

We sincerely thank all delegates for accepting the responsibility of representing their churches and area of ministry; and for bringing their gifts, wisdom, and voices to the table for mission. May your presence and participation strengthen our collective witness and help position the North Caribbean Conference for greater effectiveness in ministry.

Welcome! Enjoy the fellowship, soak up the nostalgia, and do not miss the Spirit that we may all leave here, *revived and revitalized*, with one common purpose that with our lips and lifestyle we will translate and transmit our mission into action.



Maranatha from the North Caribbean Conference of Seventh-day Adventists!

Anegada
Anguilla
Saba
St. Croix
St. Eustatius
St. John
St. Maarten
St. Thomas
Tortola
Virgin Gorda

NCC 15TH QUADRENNIAL SESSION

DAILY SCHEDULE

Opening Ceremony Wednesday, August 20, 2025

Coordinator: Pastor Virgil Sams | Musician: Brother Hubert Duffis

Registration of Delegates 10:00 a.m. - 2:30 p.m.
Opening Ceremony 3:00 p.m. - 4:30 p.m. *(Please be seated by 2:45 p.m.)*

P.M.

3:00	Color Guard of the SDA Church
3:05	Entrance of the Governor of the United States Virgin Islands	Honorable Albert Bryan, Jr. <i>(all protocols duly observed)</i>
3:10	National Anthem of the USA.....	Sister Josephine Thomas - Lewis <i>(The Star-Spangled Banner)</i>
3:14	The Virgin Islands March.....	Sister Josephine Thomas-Lewis
3:18	Invocation.....	Dr. Howard Simon
3:21	Opening Hymn.....	Pastors' Praise Team
3:26	Welcome.....	Sister Shirley Lake-King
3:29	Recognition of Official Guests	Pastor Desmond James
3:32	Introduction of the Governor of the United States Virgin Islands	Pastor Wilmoth James
3:33	Feature Address.....	The Honorable Albert Bryan, Jr.
3:38	Ministry of Music.....	Brother Juan Correa
3:42	Scripture Reading	Sister Odaysha Abraham
3:45	Prayer	Brother Lionel Penn
3:48	Theme Song.....	Good News Praise Team
3:52	Introduction of Speaker	Dr. Kern Tobias
3:55	Ministry of Music..... <i>(Saxophone)</i>	Pastor Marcos Salas
4:00	Ministry of the Word.....	Dr. Melchor Ferreyra
4:30	Benediction.....	Brother Manuel Maindron

4:33 - 4:45 - BREAK

Business Session - 4:45 p.m. Wednesday, August 20, 2025

Coordinator: Dr. Vincent A. David | Musician: Brother Hubert Duffis

P.M.
4:45 P.M. | BUSINESS SESSION

Song Service	Pastors' Praise Team
Theme Song	Good News Praise Team
Opening Prayer	Brother Desmond Smith
Call to Order	Pastor Desmond James
Seating of Delegates	
Declaration (Opening of the 15th Quadrennial Session of the NCC)	
Acceptance and Seating of Other Delegates	
Presentation and Adoption of 15th Quadrennial Session Program (Agenda)	
Adoption of Standing Rules	
Orientation of Delegates	
Organizing the Large Committee	Dr. Kern Tobias
Prayer	Sister Joycelyn Walters

6:30 - 7:30 - SUPPER

7:30 P.M. | BUSINESS SESSION
Coordinator: Pastor Jerry Languedoc | Musician: Brother Hubert Duffis

Song Service	Praise Team
Theme Song	Peter's Rest and Good News Praise Teams
Prayer	Sister Helen Gumbs
Ministry of Music..... <i>(Instrumental)</i>	Brother Anthony Hunter
Greetings from Former Presidents.....	Pastor Wilmoth James
Presidential Lifetime of Service Award.....	Pastor Desmond James
Musical Selection.....	Central SDA Church Choir
Introduction of the President.....	Dr. Kern Tobias
The NCC President's Report.....	Pastor Desmond James
Ministry of Music.....	Brother Kenneth Serrant
Closing Prayer	Sister Janetta Thomas

Business Session - 9:45 a.m.
Thursday, August 21, 2025

Coordinator: Pastor Vashni Cuvalay | Musician: Brother Hubert Duffis

Breakfast 7:00 a.m. – 8:30 a.m.
Devotions 8:30 a.m. – 9:40 a.m.

A.M.

8:30	Song Service	Pastors' Praise Team
8:36	Theme Song	Good News Praise Team
8:42	Scripture	Sister Ysanna John
8:45	Prayer	Brother Juan De Leon
8:48	Welcome	Sister Sharon van Putten
8:54	Introduction of Speaker	Pastor Desmond James
8:58	Musical Selection	Brother George Gordon
9:05	Devotional	Dr. James Doggette, Sr.
9:36	Prayer Session	Sister Gerene Joseph & Pastor Noel James

9:40 - 9:45 - BREAK

9:45 A.M. | BUSINESS SESSION

Coordinator: Pastor Earl Esdaile

	Secretariat Report	Pastor Wilmoth James
	Treasury Report	Sister Sanida McKenzie
	General Conference Auditing Service (GCAS) Report	
	Formation of Nominating Committee	
	Adventist Development and Relief Agency (ADRA) Report	Pastor Wilmoth James
	NCC Auditing Service Report	Sister Delia McDowall-King
	Reports — Children and Adolescents' Ministries	Sister Linda Ambrose
12:00	University of the Southern Caribbean (USC) Promotion	Dr. Colwick Wilson

12:15 - 2:00 - LUNCH

2:00 P.M. | BUSINESS SESSION

Coordinator: Dr. Henry Peters

	Communication Report	Pastor Leriano Webster
	Education Report	Sister Gerene Joseph
	Evangelism Report	Pastor Hesketh Matthew
	Family Ministries Report	Pastor Glendon Cross
	Health Ministries Report	Dr. Danny M. Philip
	Ministerial Report	Pastor Glendon Cross
	Reports — Personal Ministries, Sabbath School, Community Services, Prison Ministry, Special Needs, and Missions	Pastor Hesketh Matthew

3:45 - 4:00 - BREAK

2:00 P.M. | BUSINESS SESSION

Coordinator: Pastor Kendrick Glasgow

Public Affairs and Religious Liberty (PARL) Report	Pastor Desmond James
Publishing Ministries Report.....	Pastor Glendon Cross
Reports—Stewardship, Spirit of Prophecy, and Planned Giving & Trust Services.....	Dr. Danny M. Philip
Publishing Report	Pastor Glendon Cross
Women's Ministries Report	Sister Linda Ambrose
Youth and Chaplaincy Report.....	Pastor Leriano Webster

6:30 - 7:30 - SUPPER

7:30 P.M. | RETIREMENT SERVICE

Musician	Band of Justice
Song Service	Central SDA Praise Team
Theme Song	Good News and Central SDA Praise Teams

Business Session - 9:45 a.m.

Friday, August 22, 2025

Coordinator: Pastor Wynfield Ambrose | Musician: Brother Hubert Duffis

Breakfast 7:00 a.m. – 8:30 a.m.
Devotions 8:30 a.m. – 9:40 a.m.

A.M.

8:30	Opening Hymn	Good News Praise Team
8:36	Theme Song	Good News Praise Team
8:42	Scripture	Sister Jacqueline Browne
8:45	Prayer	Brother Kern Saunders
8:48	Welcome / Introduction	Sister Jasmine French-Thomas
8:54	Musical Selection	Brother Elton Narciss
9:00	Devotional	Dr. James Doggette, Sr.
9:31	Ministry of Music	Sister Joan Willock
9:37	Prayer Session	Sister Gerene Joseph & Brother Clive F. Smith

9:40 - 9:45 - BREAK

9:45 A.M. | BUSINESS SESSION

Coordinator: Pastor Shanka Serrant

	WGod Report	Pastor Danhugh Gordon
	Public Affairs and Religious Liberty Report	Pastor Desmond James
	Plans and Recommendations	
	NCC Centennial Committee Report	Centennial Anniversary Team
	Ministry of Music	Family Trio (STM)
12:00	Resolution of Gratitude	

12:15 - LUNCH

Constitutional Delegates to the 15th. Quadrennial Session of The North Caribbean Conference

REGULAR DELEGATES - 59

ORGANIZED CHURCH	NAME OF DELEGATES
MT. FORTUNE	Clive Franklyn Smith Sherry Marcia Hodge
JIREH	Richard A Reid Tamara M Young
SHIMEI	Decia Minelva Baptiste
CHRISTIANSTED	Jasmine French-Thomas Odaysha Abraham
PETER'S REST	Olson Wallace Lydia Defour
CENTRAL	David Alexander Syndey Williams Berle Wallace Rhudel A. James Joan Castor-Willock
HOPE	Gibbs Thomas Serrant Jacqueline Skelton-Esprit
BETHEL	Arthur Joseph Ruby Urgent
FAITH	Jacinta Grant Pearl John
SUNNY ACRES/CAMPO RICO	Herminio Velazquez
AGAPE	Kenneth Schultenbrandt, Jr Samuel A. Rey
CITY	Arlene Ryan-Smith G.Allison Heskey
MARANATHA STT	Heather Henry
PHILADELPHIA	Avon Benjamin Natasha Hodge-Baker Racquel Francis-Callwood
SHILOH	Desmond Smith Darren Hodge
CRUZ BAY	Jacquelyn Browne
ROAD TOWN	Jerrilyn King Dennis Jones
SWEET REDEMPTIVE	Sharayah John
EAST END	Dorcas Fahie Shaheada Adolphus
PURCELL	Shandel Johnson Rasheeda Thompson
CARROT BAY	Reuben Stoby Elaine Lewis

MARANATHA	Lionel Penn –
BELLE VUE	Destyn Hazel
VIRGIN GORDA	Joycelyn Walters
PHILIPSBURG	LaVerne Nelson Daniel Gumbs Dwayne Mcrae
COLE BAY	Karen Chance Georgina Thompson Hubert Duffis
ST PETERS	Marcus Johnson
EPHESUS	Magda Jack Celia Stewart
BETHEL SINT MAARTEN	Previlon Mismarc Manuel Maindron
NEW BETHANY	Rosa Richardson Maritza Martinez
ST. EUSTATIUS	David C. Ignacio Edris Bennett-Merkman
TOTAL - 59	

DELEGATE-AT-LARGE - 105
Pastoral Delegates

NAMES	DEPARTMENT
James, Desmond F	NCC Office - St. Croix
James, Wilmoth J.	NCC Office - St. Croix
Matthew, Hesketh	NCC Office - St. Croix
Philip, Danny M	NCC Office – St. Croix
Webster, Leriano	NCC Office – St. Croix
Peters, Henry	District Pastor - St. Croix
David, Vincent A	District Pastor - St. Croix
Ambrose, Wynfield M.	District Pastor - St. Croix
Cross, Glendon	NCC OFFICE – St. Croix
Berg, Trent	District Pastor Virgin Gorda
Cuvalay, Vashni	District Pastor - St. Maarten
Esdaile, Earl	District Pastor - St. Croix
James, Noel G.	District Pastor - St. Thomas
Joseph, Pierre Rene	District Pastor - St. Maarten
Languedoc, Jerry	District Pastor - St. Thomas
Rose, Thomas	District Pastor - St. Croix
Salas, Marcos	District Pastor - St. Croix
Sams, Virgil	District Pastor - St. Maarten
Simon, Howard	District Pastor - Anguilla
Williams, Sylvester	District Pastor - Tortola

Edwards, Ray	District Pastor - Tortola
Glasgow, Kendrick A.	District Pastor - Tortola
Jules, Lester	District Pastor – St. Maarten
Leito, Timothy	District Pastor - St. Eustatius
Benjamin, Damien	District Pastor – Anguilla
Dorlis, Maxo	Intern Pastor – St. Thomas
Serrant, Shanka	District Pastor, St. Thomas
Gordon, Danhugh	Pastor - Radio Station Manager

Administrative Ministries Credential

Ambrose, Linda	NCC Office - St. Croix
Joseph, Gerene	NCC Office - St. Croix
King, Mc Dowall Delia	NCC Office - St. Croix
McKenzie S. KathyAnn	NCC Office - St. Croix
Illidge, Vera	St. Maarten SDA School
Carol Cuffy	St. Croix SDA School
Berthier, Jacinta	St. Croix SDA School

Missionary Credential

Matthew, Jacinta A	NCC Office - St. Croix	
Titre, Henry	NCC Office - St. Croix	
Williams. Ann	NCC Office - St. Croix	
Monica Providence	NCC Office – St Croix	
Margaret Peters	Bible Worker	
Luke, Lewis	St. Croix SDA School	Maintenance
Brown, Gwendolyn	BVI SDA School	Cook
Bolondia, Gary	BVI SDA School	Maintenance
Cortorreal, Elsa	ST. Maarten SDA School	
George, Marina	ST. Maarten SDA School	
Lynch, Claudia	ST Maarten SDA School	
Spence, Barbara	ST. Maarten SDA School	
Pollack, Donna	BVI SDA School	Cook
Van Den Brug, Melaine	ST. Maarten SDA School	
Marsham, Tammie	ST. Maarten SDA School	
Pierau, Rachel	St. Maarten SDA School	
Ming, Petra	St. Maarten SDA school	
Hunter, Anthony	St. Maarten SDA School	

TEACHING MINISTRY CREDENTIAL

Thomas, Janetta	St. Croix SDA School
Thomas-Lewis, Josephine	St. Croix SDA School
Kiene Ann Philip	St. Croix SDA School
Austin-Lander, Jacqueline	St. Croix SDA School
John, Jacquelyn	St. Croix SDA School
Hamlet, Zephlyn	St. Croix SDA School
Baptiste, Berricia	ST. Thomas SDA School
Caron Monroe	St. Thomas SDA School
Lanquedoc, Juliet	ST. Thomas SDA school
James, Tricia	St. Thomas SDA School
Vernella Patience Joseph	BVI SDA SDA School
Sarmiento, Jhonny	St. Thomas SDA School
Callwood, Beverley Hinds	BVI SDA School
Hemerding, Ron	BVI SDA School
John, Ysanna	BVI SDA School
Butcher, Gloria	St. Maarten SDA School
Case-Gordon, Kendrea	St. Maarten SDA School
Cummings, Christine	St. Maarten SDA School
Hunter, Yasheika	St. Maarten School
James, Sharon	St. Maarten School
Joseph, Leontine	St. Maarten School
Paul, Vinnel	St. Maarten School
Richardson, Georgia	St. Maarten School
Swaving-King, Daphne	St. Maarten School
Hinckson, Norville Deborah	St. Eustatius School

NCC EXECUTIVE COMMITTEE MEMBERS

King, Shirley Lake	St. Thomas
Ravariere, Strong	St. Croix
Glasgow, Gillian	St. Croix
Van Putten, Sharon	St. Eustatius
Philip, Jillian & Husband	Tortola
Dupuis, Philemon & Wife	St. Maarten

Other Such Delegate (10 PERCENT OF REGULAR DELEGATES)

Kern Saunders	Good News Company
Helen Gumbs	Saba
James Jean Noel	St. Thomas
Necola Carty	New Life Company
Juan De Leon	New Horizon Company, St Thomas

Caribbean Union Conference Committee Members	
Dr. Kern Tobias	Union President
Johnson Frederick	Union Secretary
Bertie Henry	Union Treasurer
Dr. Claudius Morgan	Union
Dr. Colwick Wilson	USC President
Carson Greene	South Leeward Conference
Leslie Moses	South Caribbean Conference
Exton Clarke	Guyana Conference
Enoch Isaacs	Grenada Conference
Euno Emanuelson	Suriname Mission
Vishnu Persad	Tobago Mission
Roger Stevens	St. Lucia Mission
Ammaron Williams	CARU Ministerial
Royston Philbert	CARU Communication
Anthony Hall	East Caribbean Conference
Shane Franklyn	SVG Mission

Inter America Division Representative	
Melchor Ferreyra	IAD - Administration

GREETINGS FORMER NCC PRESIDENT

PASTOR
Jansen Trotman



Dear Delegates and Friends

Christian greetings!

It is with deep appreciation and joy that I welcome you to this wonderful session of the North Caribbean Conference. You have gathered at a significant time in the history of our world—indeed, the great clocks of destiny are striking. The hour is late, and the work remains unfinished.

I wish to extend heartfelt congratulations to the entire conference for what has been accomplished over the past quadrennium. God has done great things for us, and we are glad. We commend the President and his dedicated team for their excellent leadership, and we are equally grateful for the diligent efforts of each church and every member. These glowing reports are your accomplishments.

Yet, we are reminded that there is still “much land to be possessed.” I believe, to borrow a phrase from Adlai Esteb, “the time, the task, and the men have met.” Now is the time, and we are the people chosen to take the final leap in ushering in the kingdom of God’s glory. What God needs today are men and women filled with the Holy Spirit—those who know how to pray, how to love as Christ loved, and how to sacrifice as the early church did. When this becomes our reality, we will witness the revival spoken of by the prophet, a revival that will equal that of Pentecost.

Jesus is coming again. His return is nearer than when we first believed. We must move forward with fervor and in the power of the Holy Spirit until every person within our conference territory has had the opportunity to hear the everlasting gospel. We must go with hearts full of Christ’s love, for “when we love the world as Jesus has loved it, then for us, His mission is accomplished. We are fitted for heaven, for we will have heaven in our hearts.”

As we gather for this session, may God pour out His Spirit upon us in latter rain abundance. May we leave this place energized to complete the task God has given to His church—to take the gospel to all the world in this generation.

May God bless you all as you make wise and Spirit-led decisions at this time. Let us lay aside our differences and personal agendas, allowing the Holy Spirit to do His work among us. Let brotherly love saturate this session. Let us glorify God in all our words and actions.

With love and hope,

Sincerely,

Jansen Trotman

GREETINGS FORMER NCC PRESIDENT

PASTOR
John R. Josiah



Kindly accept profound gratitude from Sister Josiah and myself for the opportunity to greet you and the rest of your fellow delegates, assembled at another Quadrennial Session of the North Caribbean Conference of Seventh-day Adventists.

From the look of the political skies covering our world, it seems that there is but a short time left until Armageddon (the time and site of the last decisive battle between the forces of good and evil). That's why I find your theme, **"REVIVED and REVITALIZED: ALIGNING ACTION with MISSION"**, so compelling.

It is our hope, yea, our deep expectation that all delegates will leave this session filled with the Holy Spirit's Power and thereby experience, to a large extent, what Daniel the prophet learned.

Permit me to share the following with you: "I pray that the Lord will change the hearts of those who, unless they receive more grace, will enter into temptation. I pray that He will soften and subdue every heart. We need to live in close fellowship with God, that we may love one another as Christ loved us... Let there be no self-exaltation. If the workers will humble their hearts before God, the blessings will come". 9T219.

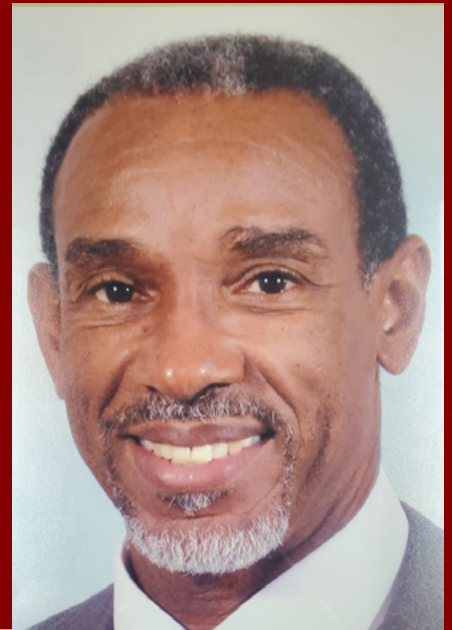
You can be assured of our sincere prayers, and may God bless everyone.

Truly yours in Christ,

John R. Josiah

GREETINGS FORMER NCC PRESIDENT

PASTOR
Silton Brown



To the Delegates of the 15th Quadrennial Session of the NCC

Warm Christian greetings!

It is an honour to greet you in the name of Jesus Christ at the beginning of another NCC session. The last few years have been very challenging for leadership as the transition from hurricane recovery was aggravated by the Covid pandemic and its impact on both members and leadership. Although there was a demonstration of significant resiliency, there have been obvious negative impacts that have highlighted concerns around membership growth. I am still impressed with the increasing engagement of appropriate technology in our congregations, with potential possibilities in the virtual space.

At this crucial time in an ever-worsening global climate, our purpose as God's remnant church requires a matching urgency of mission. That is why I applaud your relevant theme: **"Revived and Revitalized: Aligning Action with Mission."** It is my hope that this is more than a slogan or theme, but the articulation of a plan to be executed.

Having witnessed our just concluded 2025 General Conference Session, my two main takeaways are the emphases on "Christ's method" and applying that method in a culturally and technologically relevant manner. I pray that we would follow through in our practice or application. In this age of AI, AGI, ASI, ChatGPT and now Grok 4, we need to deploy the strategic agility that would execute the mission most efficiently. May the Holy Spirit stir the hearts of our entire membership to reach out as genuine disciples to a world in need of Jesus Christ. May the session be conducted smoothly and spiritually for God's glory and the fulfilment of the gospel commission.

Yours in the Blessed Hope,

Silton Brown

BIOGRAPHY

DEVOTIONAL

SPEAKER

DR.
James R. Doggette, Sr.



Dynamic, practical, and Spirit-filled, Dr. Doggette, Sr. was unquestionably born, called, and prepared to be a clarion mouthpiece for God in these turbulent times. Like the family of Levi, he comes from a priestly lineage that includes 6 SDA Ministers. He diligently prepared himself for ministry by shadowing his first pastor – his father – from an early age, then earning a BA in Ministerial Theology from Oakwood College, a Master of Divinity degree from Andrews University, and a Doctor of Ministry degree from Claremont University.

Dr. Doggette's ministerial career spans 43+ years and includes pastorates in the Southwest Region Conference, the Southeastern California Conference, the Allegheny West Conference, the South Central Conference, the Southeastern Conference, and a 20 year stint as a fulltime Associate Professor of Theology at Oakwood University where he influenced a generation of emerging ministerial leaders with his pragmatic pastoral philosophy - "Conservative in Theology but Liberal in Methodology."

Currently Dr. Doggette is an adjunct professor at both AdventHealth University and Oakwood University. He also is the Senior Pastor of Patmos Chapel SDA Church in Orlando, Florida – a 110,000 sq ft, 7 days per week athletic/life center

that houses a contemporary worship space and facilitates over 25,000 community and church people who pass through their doors monthly.

Although Dr. Doggette is a sought-after mentor, advisor, and preacher, has planted churches, built and renovated facilities, and grown congregations with great faith, hard work, and innovative approaches, his pride and joy is his family. He considers his wife, the former Erin Davis, to be a special gift from God and his #1 supporter – she is the love of his life. Erin is a woman of strong faith and is a humble scholar who has earned a BA in English, an MA in English Language Arts & Secondary Education, an EdS in Curriculum & Instruction, and a PhD in Higher Education Administration & Leadership. She currently serves as the Executive Director of Cultural & Community Engagement at Stetson University. His 5 adult children make him proud, and his 9 grandchildren light up his life and give him great joy.

Dr. Doggette seeks to daily live out the truth of his favorite text which states, "God resists the proud but gives grace to the humble. Therefore, humble yourselves under the mighty hand of God, that He may exalt you in due time..."
1 Peter 5:5-7

NCC PRESIDENT'S REPORT

Ps. Desmond F. James
President - Administration



Distinguished leaders of the Caribbean Union Conference, respected delegates of the 15th Quadrennial Session, honored guests, fellow administrators, pastors, and cherished members of the North Caribbean Conference of Seventh-day Adventists, I greet you warmly in the victorious name of our Lord and Savior: Jesus Christ.

We gather here, not merely to recount figures nor deliver reports, but to testify to the resilience of a people, the faithfulness of our God, and the unrelenting march of a mission that will not be silenced by crisis nor stalled by chaos.

The past four years, 2021 to 2024, have been some of the most complex in recent history. The lingering shadows of the COVID-19 pandemic reshaped our worship, scattered our gatherings, handcuffed our schools, and brought grief and uncertainty into our homes, as it traumatized our hearts. While some of our members mourned the loss of loved ones, others faced job losses, social isolation, and emotional fatigue. The pandemic not only tested our systems—it tested our souls.

Layered upon this global disruption were waves of economic instability, inflation surges, and energy cost spikes, as families across our ten-island territory faced heightened financial pressure. National economies wobbled, international markets contracted. Our conference, like so many others, stood at a critical crossroad: Adapt or diminish; rise or retreat. Albert Einstein once said, “In the midst of every crisis lies great opportunity.” This report is more than a record of activities—it is a collective review of how we turned our obstacles in steppingstones. It is a monument of our movement, a testimony of grace under pressure, and a narrative of strategic resilience. It is the story of a conference that chose courage over comfort, innovation over inertia, and faith over fear. It is not simply a summary, but a celebration of mission-accomplished and a declaration of mission yet to-be-fulfilled. As we now reflect on the journey we have taken together, let us do so with gratitude in our hearts and fire in our bones.

Who We Are

Nestled at the northern-most tip of the Caribbean Archipelago lies a constellation of twelve sun-kissed islands—each graced by beauty, history, and purpose. From the vibrant shores of St. Croix, St. Thomas, and St. John through the serene escapes of Tortola, Virgin Gorda, Anegada, and Anguilla, to the hidden treasures of St. Maarten, St. Eustatius, and Saba. This is the territory of the North Caribbean Conference of Seventh-day Adventists (NCC).

With a combined population of approximately 189,000 people, our territory spans three government jurisdictions: American, British, and Dutch, making our region uniquely pluralistic. Ours is a dynamic melting pot—a living mosaic of ethnicities, languages, and cultures, woven together by a shared rhythm of island life and a spiritual calling.

Here, amid the vibrant pulse of tourism (from the bustling Front Street on both St. Maarten and St. Thomas, through the turquoise tranquility of Anguilla, to the unhurried charm of Virgin Gorda and Saba) resides a dedicated, dynamic spiritual movement. Within this diverse context, 15,476 Seventh-day Adventist disciples form a powerful and prophetic people, representing approximately one in every twelve residents. Though we are but .081% of the general population our presence is profound, purposeful, and prophetic. We are not merely inhabitants, we are heralds. We bring relevance to the everlasting Gospel and breathe life into the Three Angels' Messages. In every marketplace and every mountain village, in every school and sanctuary, from house to house and heart to heart, we echo and demonstrate God's love.

This is the North Caribbean Conference. This is where the Advent Message seeks to touch every heart in every home. The period under review registered remarkable times where change was our daily companion. As we navigated the changing landscape, we realized that the world was creating a palpable shift in our way of life—yet, what the world needs most is what we do best. It provided us with a compelling opportunity to match the moment with the movement; thus what lies ahead holds the promise of being greater than our present.

We are a small Conference with a big vision—diverse but inclusive and connected around a common identity and purpose, with a strong sense of excellence.

As we looked toward our preferred future, we catalogued the collective and inclusive voices, hopes, and dreams forged through deliberate dialogue with the family of the North Caribbean Conference. Thus, armed with our rich history of resilience, success, and eminence, and inspired by our common goals, shared purpose, and belief in the Seventh-day Adventist (SDA) Mission, we carefully crafted the blueprint to our preferred future. It was as bold as our commitment, as elastic as our resilience, and inclusive enough to accommodate everyone in our diverse and triple-nation territory. The blueprint consisted of seven guiding strategic priorities.

1. Evangelism and Conservation
2. Stewardship and Finance
3. Family Life, Health and Temperance
4. Church Development and Leadership
5. Education and Youth
6. Community Relations and ADRA
7. Information Technology (the driving force for all strategic priorities)

These were the building blocks of our strategic journey to position the North Caribbean Conference as a model of

excellence and to fulfil our legacy of truth, mission, and service to the glory of our God.

The Mission (Evangelism and Conservation)

Evangelism is our ‘raison d’etre.’ It defines who we are, dictates what we do, and influences who we become. E.G. White declared it succinctly:

“**The Church is God’s appointed agency for the salvation of men. It was organized for service, and its mission is to carry the gospel to all the world” (1911, p. 1).**”

In 2021, the lingering tail winds of COVID-19 continued to produce enormous anxiety in our external environment. Change and disruption were the order of the day. Even in the churches, members found the anxiety unbearable and wanted a sense of normalcy, but we could not go back. The threat of limitations for mass gathering was palpable. It challenged our creativity and gave birth to our ingenuity. We were forced to reboot our mission. We translated it into our theme and sang it in our songs. We stated it in our talk and demonstrated it in our walk. It became our mantra.

Under the theme: “Empowered for Mission—Inspired by Hope,” we motivated our dedicated disciples to put mission in motion. With our lips and lifestyle, we pledged, “I Will Go.” We innovated our evangelistic strategies from the traditional crusades to virtual, hybrid, and semi-hybrid ones. Strategic collaboration with local, regional, and international evangelists (all coupled with the implementation of field training and pastoral empowerment), resulted in a renaissance of evangelistic fervor.

Table 1 is a list of the major evangelistic activities, by year:

Year	Evangelistic Activity	Baptisms
2021	Good News Gospel Explosion (Dr. Claudius Morgan)	98
	Revelation of Hope Series (St. Thomas)	3
	Evolution Gospel Series (St. Croix, Pastor Timothy Leito)	3
	Shocking Bible Prophecies Seminar	3
	Living Hope Gospel Explosion	17
2022	Footprints of Hope Virtual Crusade (Evangelist Glenn Samuel)	51
	Hope Beyond Evangelistic Series (Dr. Samuel Telemaque)	17
	Optimize Health Evangelisti Series (Pastor Wilmoth James)	7
	Encounter with Jesus Series (Anguilla, Pastor Lester Jules)	14

2023	Excellent Way Transformational Experience Crusade (Dr. Howard Simon)	15
	Panorama of Hope Series (Tortola, Pastor Jerome Bevans)	32
	Health and Hope Gospel Extravaganza (Pastor Trent Berg)	3
	Victory in Jesus Bible Festival (Pastor Ray Edwards)	9
	Campana Evangelistica Encuentros (Pastor Marcos Salas)	
2024	Living Hope Gospel Explosion (St. Thomas)	47
	Journey to Joy Impact 2024 (St. Croix)	85
	Good News Gospel Explosion (St. Eustatius)	47
	All Families in Mission Evangelistic Impact	131
	Unlocking the Secrets of Revelation Seminar	
	Revelation of Hope Evangelistic Series	

Table 1: Evangelistic Activities (2021-2024)

A comparative analysis of the annual baptismal achievements for the past and present quadrennia highlights the growth in evangelistic success during the quadrennium.



Figure 1: Baptism During the Journey to Joy Evangelistic Activity, St. Croix, VI

Undoubtedly, in 2023 and 2024 as the COVID-19 residual evaporated public evangelism peaked, as was exhibited in the following evangelistic activities and baptismal achievement: The Excellent Way Transformational Experience in Anguilla with Dr. Simon; The Panorama of Hope Series in Tortola with Dr. Samuel Telemaque; The Living Hope Gospel Explosion in St. Thomas with Dr. Peters; and The Good News Gospel in St. Eustatius with Dr. Claudius Morgan.

The Journey to Joy Impact 2024 in St. Croix was a master class in the Jesus' method. This series was a collaborative reaping event hosted by the North Caribbean Conference and the Treasury Department of the General Conference of Seventh-day Adventists. It was a powerful demonstration of Christ's method of evangelism—mingling with people, meeting their needs, and inviting them to follow Him. The community engagement began about four weeks, before an evangelistic series, with an army of Bible workers and pastors actively engaging communities across the island of St. Croix—going from door to door, man to man, and heart to heart. Their groundwork was complemented by the compassionate outreach of the Loma Linda University Medical Team which provided free medical care for over 800 individuals, addressing their physical, emotional, and spiritual needs. The momentum culminated in two weeks of dynamic evangelistic meetings held simultaneously at four different sites--each led by a powerful preacher. These meetings were marked by heartfelt messages, community engagement, and spiritual renewal. As a result of this holistic and spirit-led approach, over 85 souls made the decision to join the remnant church, marking a significant harvest for the Kingdom of God.



Figure 2: Dr. Ainsworth Keith Morris
Journey to Joy Evangelistic Activity
Central SDA Church, St. Croix, VI



Figure 3: Dr. James Doggette, Jr.
Journey to Joy Evangelistic Activity
Bethel & Faith SDA Churches, St. Croix, VI



Figure 4: Dr. Ramone Griffith
Journey to Joy Evangelistic Activity
Christiansted & Peter's Rest SDA Churches,
St. Croix, VI

I wish to express profound gratitude to my Assistant to the President for Evangelism, Pastor Hesketh Matthew, and his dedicated team of pastors and laymen. Through their innovative strategies, collaborative efforts, and spiritual commitment, the conference experienced a revival and revitalization in its evangelistic outreach.

The Mission and the Membership

The North Caribbean Conference of Seventh-day Adventists continues to shine as a spiritual beacon across the Northern Caribbean—faithfully carrying the mandate to proclaim the everlasting Gospel, to nurture disciples, and to prepare a people for the soon-coming of Jesus. The membership of 15,476 represents 0.081 percent of the general population, which bears testimony to the conference's influence as a transformative force within the region. Within the Caribbean Union Conference, our membership constitutes 5.81 percent, marking our continued contribution to the collective mission of the union and wider organization.



Figure 5: Baptismal Candidates Central SDA Church

Distribution of Pastoral Care

This membership is distributed across ten islands in forty congregations, where worship, evangelism, and service radiate outward in the community. Each congregation averages 378 members with several ranging from 501 to 1000 members. The care of these flocks rests upon 20 pastors; each shepherds an average of 774 members. This is a challenge that underscores both the sacrifice and commitment in a multi-island mission field.

Membership Growth and Trends

When compared to the previous quadrennium, growth continued, though at a slower pace. During the quadrennium, 448 members were added and this can be compared to 850 in the previous quadrennium. This reduction in accessions has lowered the annual accession rate from 212 to 112. Our strategic goal was to achieve a 5 percent increase in membership while retaining 70 percent of our existing members. Even though the latter was achieved, the former has proven challenging.

Ethnic Diversity and Expansion

A notable and encouraging feature of our membership is its growing ethnic diversity. Hispanic and Haitian Creole believers now comprise 8.23 percent of the total membership, organized in three congregations and five groups. These congregations have shown remarkable vitality, recording a 7.8 percent increase over the previous quadrennium—a testimony to the fertile ground that exists within those communities, for evangelism and discipleship. Growth has been strongest in St. Maarten and St. Thomas,

where congregations have flourished, becoming models of expansion and vitality. At the same time, the fields of Anguilla, St. Croix, and Tortola present tremendous opportunities for growth, provided strategic investments are made in pastoral resources, community engagement, and cross-cultural evangelism.

Retention through the Discipleship Initiative

The Caribbean Union Membership 2024 Audit revealed that only 29 percent of members attend church regularly. Surveys also showed that 70 percent of new members were baptized between 2021 and 2023, meeting the conference's goal. Subsequently, the North Caribbean Conference has established a new Retention and Discipleship Committee which created a comprehensive manual with an effective discipleship model to be rolled out in each congregation.

I wish to applaud the Executive Secretary, Pastor Wilmoth James, for his astute and robust due diligence for statistical integrity. His passion for a data-driven approach to our strategic insight has created a dynamic and comprehensive paradigm shift in our strategic focus, execution, and implementation, and has brought much improved character to the process.

Stewardship and Finance

This strategic focus reflects our collective efforts to advance the mission of God through faithful stewardship planning and transparent financial management. It highlights the spiritual growth of our members, the financial health of our conference and the alignment of our initiative with our strategic goals.

Tithe Finance Analysis

Despite global challenges, our members demonstrated remarkable faithfulness. The tithe income has shown consistent growth over the quadrennium, rising from US\$5.2 million in 2021 to US\$6.1 million in 2024. This increase year-over-year suggests strong stewardship and faithfulness in giving. Strategic planning should continue to encourage stewardship, transparency, and spiritual education in tithing.

Offering Income Analysis

Offering income has also grown steadily from US\$2.1 million in 2021 to US\$2.6 million in 2024. This growth, though modest, indicates a resilient spirit of generosity among members. Economic pressures have not deterred giving, which is commendable. Future strategies should include target campaigns and testimonies to inspire continued liberality.

Expenditure Analysis

Expenditures have increased proportionately with income, from US\$4.8 million in 2021 to US\$5.6 million in 2024. This reflects responsible budgeting and allocation of resources. However, careful monitoring is needed to ensure sustainability and avoid overspending. Recommendations include quarterly reviews and performance audits.

Development Fund Performance

The Conference Development Fund grew from US\$0.5 million in 2021 to US\$0.9 million in 2024. It was our strategic vision to restore all of our churches to pre-hurricane status and thus invested a large portion of our Conference Development Fund in churches' infrastructure restoration. However, we need to balance our appropriation allocations to more mission projects.

Investment Performance

Investments have yielded modest returns, averaging US\$0.2 million annually. Despite economic volatility, the portfolio remained relatively stable. Diversification and risk management strategies have proven effective. Future planning should include regular portfolio reviews.

Retirement Strategy

In 2022, we had to abruptly assume responsibility for the Retirement Fund. Strategic planning is not only vital but ultra urgent. We need to create a dedicated reserve to adequately service such contributions. Actuarial assessments and long-term forecasting will ensure adequacy and sustainability, especially with the consciousness of a NCC aging worker force, as evidenced in 13 retirements recorded during the quadrennium. The Stewardship Department remained committed to inspiring members to partner with God in a way that puts Him first. The vision to see God's image restored in His creation and lead lives of faithful service and generosity were realized through holy convocations, stewardship emphasis weeks, and education seminars. They emphasized placing God first in every aspect of life.

Leadership and capacity building were demonstrated through governance conferences, other stewardship initiatives, and certification programs. These initiatives equipped pastors and stewardship leaders to serve with excellence and innovation. While we faced challenges such as reduced attendance and post-pandemic recovery, we responded with creativity, resilience, and a renewed focus on spiritual and financial stewardship. To sustain momentum, we must continue the emphasis on youth engagement, financial literacy, and spiritual

revival. Transparency and member inclusion must remain central to our stewardship culture.

We wish to thank and applaud our Treasurer, Ms. Sanida McKenzie, and her hard-working team for the fiscal dexterity and astuteness that was evident as they managed God's resources, balancing the mission with the money.

We wish to register our gratitude to our Stewardship Director, Dr. Danny M. Philip for his dedicated and insightful leadership in developing the stewardship climate and culture.

The Mission, Education and Youth

Education is the heartbeat of mission. Through our schools, we shape not only minds but character--cultivating Christ-centered citizens prepared to serve both earth and heaven. The North Caribbean Conference remains deeply committed to Adventist Christian Education as a strategic arm of evangelism with community transformation, and the preparation of leaders for tomorrow. Education is not merely a transmission of knowledge; it is the formation of values, faith, and purpose. The task entrusted to us is both solemn and sacred. In order to accomplish this task, we gave priority to five strategic issues: Student enrollment and finance, spiritual ethics, academic excellence, teacher development and morale, and functional and safe physical facilities. We have five beautiful educational flagships that navigate the choppy and challenging waters of life to rescue our boys and girls from the ravages of life. Our three secondary and five primary schools are on the islands of St. Croix, St. Thomas, Tortola, St. Maarten, and St. Eustatius. They consistently deliver academic excellence, without compromising spiritual Adventist ethos. Our boys and girls modeled excellence and surpassed standards in the national arena. We were able to baptize 65 youth during the quadrennium.

Student enrollment across our schools remained a critical focus and a formidable challenge. We experienced a decrease of about 0.03 percent. Whereas primary school enrollments remained stable, secondary school enrollments fluctuated with "the bouncing ball effect;" they fell by 8.7 percent in 2022, increased by 6.9 percent in 2023, and fell again by 7.4 percent in 2024. The issues of low enrollment and teacher retention are also nagging, reoccurring decimals. However, financial sustainability remains our biggest stubborn challenge. In spite of being heavily subsidized through conference appropriations, our schools continue to lack financial sustainability, except for the government-funded schools in St. Eustatius and St. Maarten. This lack of financial sustainability ripples into operational challenges, the inability to attract the best qualified teachers and reoccurring indebtedness. The future of Adventist education in our conference demands courage, creativity, and conviction. Emerging trends point to a more technology-driven educational landscape, the need for flexible learning environments, and

a growing demand for value-based education in a morally challenged world.

The story of education in the North Caribbean Conference is one of resilience, dedication, and mission. Our schools are more than institutions of learning; they are sanctuaries of hope, shaping futures and preparing students for service in this world and the world to come. While challenges persist, our conviction is unshaken: Adventist Education remains indispensable to the fulfillment of the Gospel commission.

I wish to highly applaud Director Gerene Joseph for her excellent leadership. Her tenacity in tough times was remarkable. To our hardworking faculty and staff (principals, teachers, and support personnel) who work unceasingly to produce the best from our boys and girls: "Thank You! Thank You!" Let us all rally together to continue to make our schools lamps of learning, beacons of hope, and centers of redemption.

Mission and the Youth

Our youth are not only the church of tomorrow—they are the church of today. Therefore, our mandate has been to equip, engage, and empower them to live faithfully for Christ while serving their communities and advancing the mission. Over the quadrennium, we placed emphasis on wholistic youth development, reinvigorating and growing youth club ministries, spiritual nurturing, biblical engagement, community engagement and evangelism, training for leadership development, and capacity building. Annual youth camps and the regional Youth United to Christ Aiming Heavenwards (YUTCAH) event were all indelible and life changing moments in the lives of our youth; they were experiences to deepen their discipleship, expand their opportunities for youth led mission and assist in raising up a generation that is both faithful to Christ and relevant to the world.

Mission and the Ministries

In the vibrant tapestry of the North Caribbean Conference, ministry is not confined to pulpits and programs. It is a divine orchestration of departments--each with its unique mandate, yet harmoniously aligned to fulfill the Great Commission. Sabbath School, Personal Ministries, Prison Ministry, Ministerial, Family Life, Health, Women's Ministries, Children's Ministries, Publishing, and Public Affairs and Religious Liberty collaborate to create ministry in motion—a dynamic force that mingles, meets needs, and transforms communities. In our vast, yet diverse, territory, each territory has its own cultural nuances and spiritual needs. To effectively evangelize, our approach must be both strategic and spirit-led. Our approach was Ministry-in-Motion (our collective response)—a model of integrated ministry where departments worked in synergy not silos. Each department, though distinct, collaborated to foster holistic ministry that touched hearts, changed lives, and fulfilled our mission.

Sabbath School

Aptly described as the Church at study, Sabbath School is the foundation of spiritual education and discipleship. It nurtured members through Bible study, mission awareness, and community outreach. Its small group format fostered intimacy with membership accountability, making it an effective tool for evangelism and spiritual growth.

Personal Ministries

This department trained individuals to share their faith, conduct Bible studies, and engage in the community with acts of love and kindness. Its emphasis was guests' follow-up, as it sought to transform passive members into active disciples.

Prison Ministry

Prison ministry extended the Gospel to the incarcerated, through in-person worship. It offered hope and supported the children of inmates with tangible financial contributions (on special holidays like Thanksgiving and Mother's Day) and through social engagements (such as Christmas parties).

Women's Ministries

Women's Ministries empowered women to lead, serve, and evangelize. Through mentorship and certification, the ministry encouraged women to become the best versions of themselves. They were visible in community outreach and advocacy such as at the annual, "end-it-now" initiative, which addresses the unique needs of women and mobilizes them as agents of change in their homes, churches, and communities.

The Ministerial Spouses Association (Shepherdess Ministry)

This ministry is the right hand of the Ministerial Department. It empowered the spouses and children of the ministers. A documented feature of this ministry was the Shepherdess Newsletter to the pastoral families. Through mentorship and training, these twin departments ensured that our ministerial families were equipped and empowered for mission-focused ministry.

Family Ministries

The Family Ministries sought to identify and provide resources and guidance to build the spiritual and emotional health of our church family. Healthy families are the bedrocks of healthy churches and healthy communities. Ministries that were adapted to meet this huge multifaceted challenge were mostly undertaken at the local level, with marriage seminars, Love and Marriage Seminars, and parenting seminars.

Health Ministries

Existing in a symbiotic relationship with the Gospel ministry, the Health Ministries are not peripheral but as pivotal as the right arm of the message—reflecting Jesus' method—ministering to the physical needs before inviting people to follow Jesus Christ. This makes it a powerful tool for evangelism. It enhanced visibility and elevated the Church's public image as a caring community.

Children's Ministries

Children's Ministries lay the spiritual foundation for the next generation. Engaging programs, like Child Training Protection, safeguards practices and builds a culture of vigilance and care, while fostering confidence. Through other engaging programs, like Vacation Bible School and Sabbath Services, young hearts are nurtured and prepared to be future leaders and witnesses.

The Ministerial Association

This association provided spiritual leadership and pastoral care for men and women who were at the helm of ministry and mission. It equipped pastors and elders to effectively shepherd the flock, preach the Word, and model Christ-like ministry. One of its main focus was team cohesiveness.



Figure 6: Ministerial Workers Meeting 2023

Ministry included health fairs, screenings, nutrition and wellness seminars, and mental health awareness programs.

Public Affairs and Religious Liberty

This department advocates, educates, promulgates, and defends religious liberty. It builds a bridge through relationships and opens doors for civic engagement with other faiths and governments.

Publishing Department

The Publishing Ministry disseminates truth through literature. From tracts and magazines to books, it places the Gospel in homes, hearts and hands. It is the silent evangelist reaching places where voices cannot go.

When these departments operate in concert, they create a seamless flow of ministry, ministry-in-motion: Sabbath School nurtures, Personal Ministries mobilizes, Prison Ministry redeems, Health Ministries heals, Family Life stabilizes, Ministerial leads, Children's Ministries prepares, Publishing informs, and Public Affairs and Religious Liberty (PARL) protects.

Together, we formed a network of compassion, conviction, and community engagement. This synergy enabled us to mingle, meet needs, and minister as Christ did. It transformed our members into missionaries and mercenaries of grace, and our churches into centers of influence. It ensured that our evangelism was not event-based, but lifestyle-driven.

As we stand on the threshold of a new era, next year we will be celebrating our fiftieth anniversary as a conference. Thus, the futurist view compels us to envision a Church that is agile, innovative, and deeply rooted in mission- where technology amplifies ministry, collaboration fuels impact and every believer becomes a catalyst for change. The future is not something to fear – it is the canvas upon which God invites us to paint His vision. Let us move forward, revived and revitalized, knowing that the best days of the church are not behind us – they are ahead of us.

Heartfelt Gratitude

As I come to the end of my final term, marking the close of forty-three years of ministry and leadership, my heart is filled with gratitude. The journey has been a joyous odyssey and a fulfilling sacred responsibility, yet it was filled with joy and satisfaction. I wish to express my deepest appreciation to all who empowered me, equipped me, and shaped me into the servant-leader that I have become. Your influence has been the wind beneath my wings. From a rookie to a seasoned practitioner, you have been there with me and for me.

To the Great God of the Universe

To the one who called me into ministry, from the shadows of uncertainty into the light of purpose: The Author of my calling, the Sustainer of my journey, and the Rewarder of my labors. You saw me when I could not see myself. You whispered destiny into my soul and gave me the courage to follow. Through every valley and every mountain, You have been my Shepherd. Thank you for trusting me with Your people and for walking with me through every season and for never letting me go! As I lay down the mantle, I lift up my heart in gratitude to You. The journey has been Yours from the beginning and to You belong all the glory.

To the President of the Caribbean Union, Dr. Kern Tobias

Your seer-like wisdom and transformational leadership have inspired me to lead with courage and clarity.

To the Executive Secretary of the Caribbean Union, Dr. Johnson Frederick

Your astute wisdom and strategic insight have been guiding lights that have enabled me to navigate complex decisions.

To the Treasurer of the Caribbean Union, Pastor Bertie Henry:

My friend, your kindness, genuine collegiality and cool, calm, and collective leadership have been my inspiration.

To my fellow administrators

In the tapestry of my leadership journey, few threads have been as strong and enduring as ours. From storm to shipwreck to fire, we have not only endured it all but enjoyed it. You have both made my duty a delight. "Thank you!"

To Wilmoth James

Faithful in duty, dependable in crisis, visionary in counsel, you have been a steady anchor in both calm and storm. Your tenacity and daring spirit have often pushed me beyond the boundaries of convention while your wisdom kept me grounded. Your support though unspoken was yet deeply felt and your partnership was invaluable.

To Sanida McKenzie

In the intricate dance of leadership and financial stewardship, few can match your passion, precision, and presence as the CFO. Feisty, fearless, and ferocious in defense of NCC's finances: A master of the ledger and guardian of integrity. You are sharp in mind, unyielding in spirit but your devotion and attention to detail have safeguarded our integrity. Your faithfulness to duty is

nothing short of extraordinary. You were always firm in the face of a challenge and always responded with grit and grace. Thank you for being a partner in our progress and for standing as a pillar of our money and the mission!

To my Departmental Leadership Team

No mission is accomplished in isolation. Behind every milestone, every breakthrough and every moment of impact, there stood a team: My leadership team of Linda, Gerene, Hesketh, Delia, Leriano, Claudette, Glendon, and Danny—Faithful, focused, and Formidable.

To the NCC Office Staff:

Monica, Jacinta, Henry, Nin, Nikema, Jackie, Jeriece, Joy-Ann, Opal, Henson, and Odeesha. You have been the heartbeat of our operation and the silent strength behind our service. You make the office not just a workplace but a ministry hub-- a place where ministry is managed and miracles make it possible. You have been faithful, efficient, and extraordinary. "Thank You!"

To my Administrative Assistant, Mrs. Ann Williams:

Astute and hardworking, you never shy away from the duties and demands of the day. Your attention to details has safeguarded our integrity. Tireless in your commitment, you were always willing to go the extra mile because no task was too small and no challenge too great. "Thank You!"

To the Executive Committee:

You have worked assiduously and tirelessly, often behind the scenes, to ensure that every decision was prayerfully considered, every policy purposefully crafted, and every initiative faithfully executed. In moments of challenge, you stood firm. You have balanced wisdom with humility, conviction with compassion, and vision with vigilance. Your service has not only shaped the trajectory of the conference, but it has also touched lives, built communities, and honored God. "Thank You!"

To my Fellow Servant-Leaders (Pastors/ Bible Workers)

To my Fellow Servant-Leaders:

Together, we have borne the weight of responsibility and shared in the joys of success. Your wisdom has sharpened me; your prayers have lifted me. Your ministry has inspired me. "Thank you!"

To the NCC Membership:

To my beloved membership of the North Caribbean Conference, words fall short in expressing the depth of my gratitude and affection. You welcomed me forty-three years ago as a rookie intern and you made a leader out of me. Through the years, we have worshipped together, wept together, worked together, and witnessed together.

You have been the soul of this ministry--the hands that served, the hearts that loved and the voices that proclaimed the everlasting Gospel. Your faithfulness inspired me. Your resilience strengthened me. Your prayers sustained me on every island, every church, every home, and every heart. You have made the journey meaningful, memorable, and miraculous. "Thank You!"

To My Dearest Wife—

To Aline, my wife, my friend, my lover, my counselor, my home secretary, my critic, my cheerleader, and my companion in every season. You have stood by me, not just beside me, but also within me as the heartbeat of my journey. You have carried the weight of the ministry with grace, the burdens of leadership with strength, the joy of service with a heart full of faith. You have been my mirror, my muse, my reality clock, and my refuge.

You have been feisty when needed, gentle when required, but faithful always. You are God's greatest gift to me, and I honor you with all my heart. "Thank You!"

NCC SECRETARY'S REPORT

Ps. Wilmoth James
Secretary - Administration



Introduction

Great organizations are built not just by visionaries and leaders, but by those who ensure that no detail is ever overlooked and that every record reflects the story of faith and progress. In any thriving organization, the heartbeat of progress and integrity is found in the careful stewardship of records and communication. It is through effective secretarial ministry that a Church's vision becomes clear, its operations accountable, and its mission well-supported.

Secretarial efficiency is indispensable to organizational excellence, forming the foundation for accountable operations, meticulous record management, and seamless administration. As a leader in Christ's ministry, I am reminded that our standards should reflect the thoroughness and care exemplified by Jesus Himself. He counseled, "Gather up the fragments that remain, so that nothing is lost." (John 6:12), NKJV, highlighting the sacred duty of safeguarding every detail.

In fulfilling our roles in the Secretariat, our humble team, from the office of the North Caribbean Conference to the church clerks' iPhones, laptops, and desktops, we strived to execute our duties with dignity and grace, employing the highest standards of language, protocol, and professionalism. As church secretaries and church leaders, we are called to offer our best service, marked by unwavering professionalism and guided by the humility and servant leadership of our master, the Lord Jesus Christ.

The report I bring to you today is far more than a chronicle of events; it is a living testament to the vitality and resilience of our shared mission. It reflects a transformative season marked by pandemic recovery, blended worship services, diverse congregations, challenges in church attendance, and above all, a resilient and mission-focused leadership guided by hope-filled people and an unchanging God.

Over the past four years, the

administration of the North Caribbean Conference has been instrumental in cultivating unity across the Conference, expanding ministries, and deepening the spiritual connections that hold us together. Through unwavering dedication, the Leadership has turned adversity into opportunity and vision into reality. With the Mission as our guiding principle, we have set forth the theme for this session: "Revived and Revitalized! Aligning Action with Mission."

Gratitude

To all our valued colleagues, partners, and friends in ministry, as we gather to reflect on the past four years, my heart overflows with gratitude for the extraordinary team that made the Secretariat's vision a living reality. Together, we worked in a spirit of poignant, encouraging, and mission-inspired hope—striving to bring the Adventist message to every heart and home in our territory. Our shared commitment to make disciples for Christ was the guiding light in all our endeavors.

First and foremost, with a grateful heart, I pause to sincerely thank Almighty God for His steadfast guidance, presence, and commitment to my ministry over the past four years. Throughout this journey, His wisdom has illuminated my path, His strength has sustained me in times of challenge, and His love has nourished my spirit and inspired my work. Every success, every lesson, and every opportunity for growth has been a testament to His grace. I thank Him for His guidance in moments of uncertainty. I thank Him for the doors that have opened and the hearts that have been touched. I thank Him for sustaining me and giving me a new purpose and compassion. All glory and praise are due to God, whose faithfulness is unwavering. I look forward to continuing this ministry with faith and trust in His perfect guidance.

I wish to express my sincere appreciation to Pastor Desmond F. James, our President, for his visionary leadership, unwavering support, and spiritual insight, which have been pivotal in steering

our mission forward. I also wish to express my sincere appreciation to Ms. Sanida McKenzie, our treasurer, for her diligent stewardship and faithful commitment to our shared mission. Her integrity have fortified the financial foundation upon which our ministries thrive. A special and heartfelt acknowledgment goes to Ms. Monica Y. Providence, Administrative Assistant to the Secretariat. Ms. Providence has been the indispensable backbone of our office. Her tireless dedication, exceptional work ethic, and unwavering service demonstrate a shining example of integrity and excellence, for which I am profoundly grateful.

To our esteemed Conference Department Directors: your expertise, collaborative spirit, and unwavering support have fortified every initiative led by the Secretariat and the Human Resources Office. Your contributions have not only reinforced the very framework of our operations but have also expanded our ability to serve with unwavering excellence and principled integrity.

I wish to convey heartfelt gratitude to Pastor Johnson Frederick, Executive Secretary of the Caribbean Union Conference, and his team, Gale Anthony and Onessa Mitchell, for their unwavering leadership and clear vision. Collectively, your steadfast commitment to setting high standards has helped us focus on what truly matters and has inspired a culture of excellence throughout the North Caribbean Conference team. The visionary and outstanding leadership of Pastor Frederick has been truly transformative, guiding us with wisdom, integrity, and compassion. Thank you, Pastor Frederick, for your steadfast belief in us, for investing deeply in our growth, and for leading us forward with conviction and care. We are profoundly grateful for your unwavering support. With you and your team at the helm, the North Caribbean Conference looks ahead with confidence and anticipation, ready to rise to even greater heights in mission, service, and impact.

I commend the Church Clerks of the North Caribbean Conference, who have proven to be the driving force and unstoppable engine for the Adventist Church Management System (ACMS) movement, and unwavering pillars of commitment to excellence, timely reporting, accurate data collection, and accountability of the membership. I also thank the members of the Strategic Planning Committee and the Human Resources Committee for their forward-thinking and commitment to building a strong foundation for our future. To our Pastors and Church Leaders, I thank you for your tireless service and spiritual leadership, which have brought hope and change to countless lives. To Mrs. Jerriece Webster, thank you for the short, quick, yet impactful time you shared with the Secretariat. You brought speed, precision, efficiency, and innovation, which propelled the North Caribbean Conference to achieve 100% membership reconciliation. Finally, I wish to honor Mrs. Linda G. James, my faithful and devoted wife and

steadfast companion in ministry. Your love, encouragement, and unwavering partnership have been a continuous source of strength, inspiration, and joy. Thank you, Linda, my joy, and my love.

Content

Based on the data gathered, this report affirms to our delegates and future leaders that God's faithfulness endures, through both seasons of abundance and moments of adversity. The journey of the North Caribbean Conference (NCC) over the past four years stands as a living testimony. The challenges we faced and the opportunities ahead are not random, but crucial to God's unfolding plan to fulfill His mission in these islands.

This report will address the following:

1. Secretariat's Five Strategic Initiatives for the Quadrennium.
2. Who We Are - North Caribbean Conference of SDA.
3. Pandemic Recovery: New Trends Shaping Mission and Church Vitality
4. Congregational Growth and Membership Retention.
5. Membership Statistics (ACMS)
6. Employee Statistics and Human Resources.
7. Real Property Stewardship

Secretariat's Five Strategic Initiatives

During the Quadrennium, the Secretariat's Office concentrated its efforts on five strategic initiatives, designed to advance the mission and vision of the North Caribbean Conference through purposeful and effective operations. These initiatives served as pillars of progress, guiding our collective steps toward stronger ministry, deeper engagement, and operational excellence.

Develop and Implement a Purpose-driven Strategic Design throughout the Conference

The North Caribbean Conference Strategic Plan 2023-2027 served as a clear blueprint, defining our mission, vision, and core values, aligning goals and strategies through targeted actions, and identifying achievable objectives based on strengths, weaknesses, opportunities, and threats (SWOT) analysis, and resource planning. Its successful implementation has yielded measurable results and improved operational efficiency across the Conference. Ongoing assessments confirm the attainment of key objectives and the establishment of sustainable systems that continue to support growth, adaptability, and mission advancement.

Transparency in Membership Metric

The Secretariat Department aims to manage and maintain accurate, accessible, and up-to-date membership data, thereby

fostering trust among all stakeholders, including the Executive Committee, Ministerial Staff, the Caribbean Union Conference, and the wider Seventh-day Adventist Organization. Through clear procedures, regular audits, and the use of the ACMS digital tool by all churches and companies in the Conference, we can ensure standardized, transparent reporting and provide real-time insights that enhance the credibility of the Conference and support informed decision-making at all levels.

Integrity in Membership Management–Conservation

To sustain the strength and vitality of churches within the North Caribbean Conference, we remain steadfast in nurturing our members, helping them grow spiritually, and encouraging a lifelong commitment to Christ and His mission. This strategic initiative has empowered us to conduct three comprehensive membership surveys, each focused on assessing spiritual maturity and engagement across our congregations. Through online and in-person trainings, seminars, and forums, we have equipped church leaders to blend their passion for ministry with personalized, compassionate care for every member. Our goal is unwavering: to uphold the dignity of every individual, reinforce the mission of the Church, and cultivate vibrant, faithful congregations rooted in Christ-like integrity and authentic discipleship.

Meticulous Reporting and Church Validation

The Office of the Secretariat of the Caribbean Union Conference has officially commended the North Caribbean Conference Secretariat for achieving 100% compliance in submitting accurate membership reports each month. This consistent performance reflects our unwavering commitment to excellence, transparency, and accountability throughout the North Caribbean Conference. We gratefully acknowledge the dedication of our church clerks and membership audit teams, whose meticulous work has ensured reliable membership data, empowering us to make informed, data-driven decisions that support healthy growth and strategic ministry. When local churches validate these reports, it not only enhances operational efficiency but also reinforces our focus on mission and stewardship. With every entry and every audit, the fabric of the Conference has been strengthened. Our current reporting status with the Caribbean Union Conference remains at 100%, a record of excellence we strive to uphold with gratitude and determination.

Digital Transformation and Safekeeping of NCC Records

Laserfiche Implementation and Efficiency Gains at NCC Headquarters. The North Caribbean Conference headquarters has made significant strides in digital transformation through the implementation of the Laserfiche platform. We launched a series of weekly 30-minute boot camp sessions, designed to

keep staff consistently trained in effective document management and Laserfiche best practices. These brief, focused trainings have fostered a culture of technical excellence, strengthened operational consistency, and empowered team members to utilize digital tools with confidence and precision. Five scanners have been activated, with the potential to increase the speed and volume of document digitization.



Figure 1: Laserfiche System

Laserfiche (Figure 1) has become the North Caribbean Conference's primary cloud-based platform for secure document storage and instant access, streamlining workflows and improving security for all authorized employees. Led by information consultants, Jerreece Webster and Pastor Wilmoth James, the initiative digitized and archived official minutes from 1976 to 2024, preserving institutional memory and enabling efficient, searchable record-keeping. Ongoing training and dedicated project leadership ensure the sustainability and adaptability of this digital transformation. This upgrade enhances record security, improves accessibility, search functionality, and supports disaster recovery measures, while positioning the North Caribbean Conference for long-term operational stability and data stewardship excellence.

Who We Are – North Caribbean Conference Of SDA

Mission: "To Make Disciples for Christ"

Our discipleship process includes reaching non-believers, teaching obedience to Christ's commands, and encouraging the spiritual growth of all members. We are committed to the authority of Christ and recognize His Lordship over every aspect of life.

Vision: "The Advent Message in Every Heart - In Every Home"

We strive for personal transformation and community renewal by empowering each member to actively share the Advent message and engage in evangelism, teaching, and discipleship.

Core Values: Integrity, Love, Faith, Community, Innovation
These values shape our culture, drive our mission, and inspire

excellence and accountability throughout the North Caribbean Conference.

The North Caribbean Conference is headquartered at 32 Castle Coakley, Christiansted, St. Croix, USVI, and serves over 15,476 members within a population of 191,929 people. The territory spans ten islands under the following jurisdictions: United States of America - US Virgin Islands; United Kingdom of Great Britain - Anguilla and the British Virgin Islands; and the Kingdom of the Netherlands - Saba, Sint Eustatius, and Sint Maarten. The territory is characterized by diverse ethnicities, with four major languages: English, Spanish, Dutch, and French Creole, and more than seventy religious denominations. Figure 2 presents the North Caribbean Conference as the fifth largest of the ten fields of the Caribbean Union Conference of Seventh-day Adventists (CARU Secretariat Office, 2024).

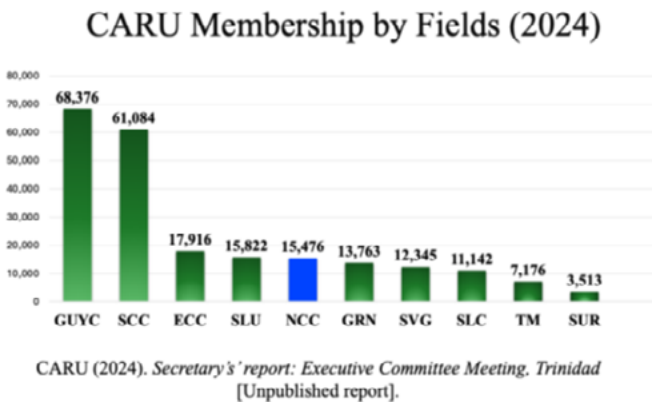


Figure 2: CARU Membership by Fields (2024)

According to reports from adventist.org/identity/statistics and inshorts.com/en/news/world-population-will-be-8-092-034-511-on-new-year-s-day-1735616634967, the Seventh-day Adventist membership worldwide at the time of this report was officially 22,785,195 out of a world population of 8,092,034,511, which statistically means that there is one Seventh-day Adventist for every 355 people in the world. With a current membership of 15,476, the North Caribbean Conference of Seventh-day Adventists represents approximately 0.068% of the global Seventh-day Adventist membership. Regionally, the conference membership accounts for 5.81% of the Caribbean Union Conference's total membership of 266,619 (Figure 3).

A key metric under continual review across every island in the NCC is the growth rate of church membership to population growth. This comparative approach allows us to assess not only the expansion of our congregations but also the relevance and reach of our mission within the broader community

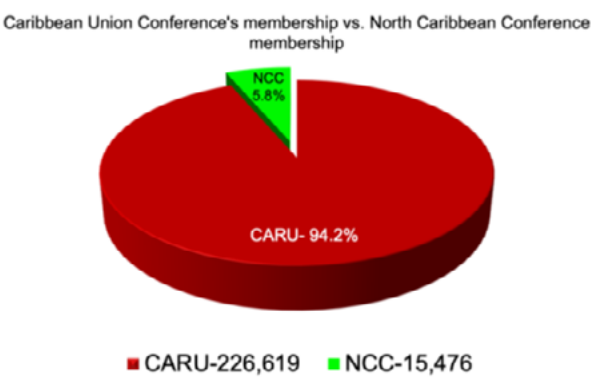


Figure 3: Membership Comparison: CARU/NCC

context. The North Caribbean Conference membership makes up 8.06% of the total population in its territory.

(Figure 4). Jesus' words in John 4:35 highlight the urgent mission that lies before us in the North Caribbean Conference. He challenged His disciples' expectations about the harvest, saying, "Do you not have a saying, 'There are still four months to the harvest;' I say to you, open your eyes and look at the fields! They are ripe for harvest." (John 4:35), KJV. Christ uses this metaphor of the harvest to illustrate the need to act immediately and share the gospel rather than wait for a specific time.

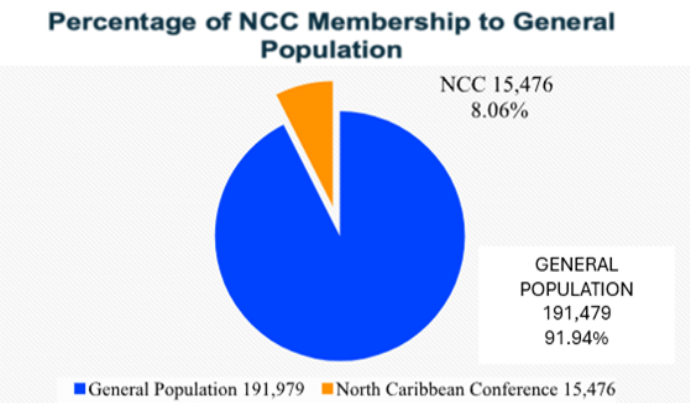


Figure 4: Membership Comparison: NCC to General Population

Table 1: Ratio of Seventh-day Adventists to the General Population

Years	SDA Membership	General Population	Ratio
2008	24,360	304,274	1:12
2012	14,397	230,221	1:16
2016	15,688	193,758	1:12
2022	16,538	199,217	1:12
2024	15,476	191,929	1:12

Table 1: Ratio of SDA to Total Population

Based on the Secretariat reports for the years 2013, 2017, and 2022, and data from other internet sources, over the last twenty years, the proportion ratio of Seventh-day Adventists in the total population has remained relatively constant in the Conference, as shown in Table 1. The proportion of Seventh-day Adventists in the total population fluctuated over the 20 years. In 2005–2008 and 2013–2020, about 1 in 12 people belonged to the Seventh-day Adventist Church, indicating a significant presence of the church in the total population. Table 1 also underscores that in the period 2009–2012, the ratio dropped to 1:16, indicating a lower relative presence. This decline is mainly due to the territorial adjustment that took place in 2021 when the South Leeward Mission was organized, and members residing on the islands that made up that mission were removed from our records. Most recently, in 2021–2024, the ratio held at 1:12, maintaining the level for twelve years.

Our challenge remains the relatively stable ratio (1:12) for 12 consecutive years. We must intensify our efforts in evangelism, strengthen our youth ministry discipleship program, and address the socio-economic factors that influence membership. As we focus on increasing the proportion and number of Seventh-day Adventists in the current population, 'MISSION' will be at the center of what we do.

As we gather for this session, we are reminded of our urgent calling through the pen of inspiration: *"When I think of the cities where so little has been done, where there are so many thousands who need to be warned of the Savior's soon coming, I feel a strong desire to see men and women go to work in the power of the Spirit, filled with the love of Christ for lost souls."* (White, 1902, *Testimonies for the Church*, Vol. 7, p. 40). Let us answer this call with renewed commitment and spirit-filled action.

Pandemic Recovery: New Trends Shaping Mission and Church Vitality in the North Caribbean Conference

The pandemic brought significant challenges, losses, and moments of resilience to every island, every church, and every community, including the loss of 14 members of the North Caribbean Conference. This period reshaped our Conference, presenting both obstacles and new opportunities. Through faith, innovation, and determination, we continue to grow and serve, guided by God's presence and a mission that remains strong even in times of global change and apocalyptic crisis. By integrating insights from demographic trends and past experience, we can more strategically align our ministry with the evolving needs of our field.

TREND #1: Digital Transformation Impacts Worship

Figures 5 and 6 confirm that in 2024, the number of congregations preferring weekly face-to-face worship to hybrid worship increased to 21 out of a total of 40 congregations, representing 52.5% in the North Caribbean Conference since the pandemic recovery period (North Caribbean Conference Secretariat, 2024). This data reveals that the majority of congregations are now celebrating in-person services and rarely, if ever, are Sabbath services streamed. In contrast, 19 congregations conduct hybrid weekly services, representing 47.5% of the total. This represents a significant change from 2021, when the hybrid services were the majority (62.5%) and only 37.5% of congregations held exclusively in-person services, a complete reversal from 2021.

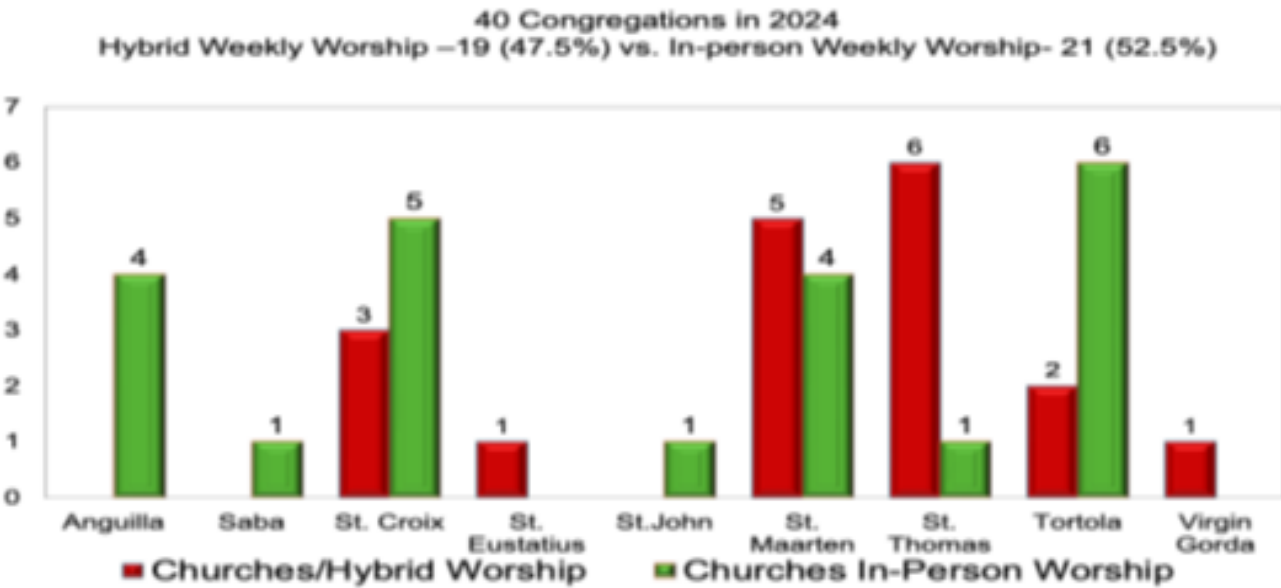


Figure 5: Congregations In Worship: Hybrid vs. In-Person

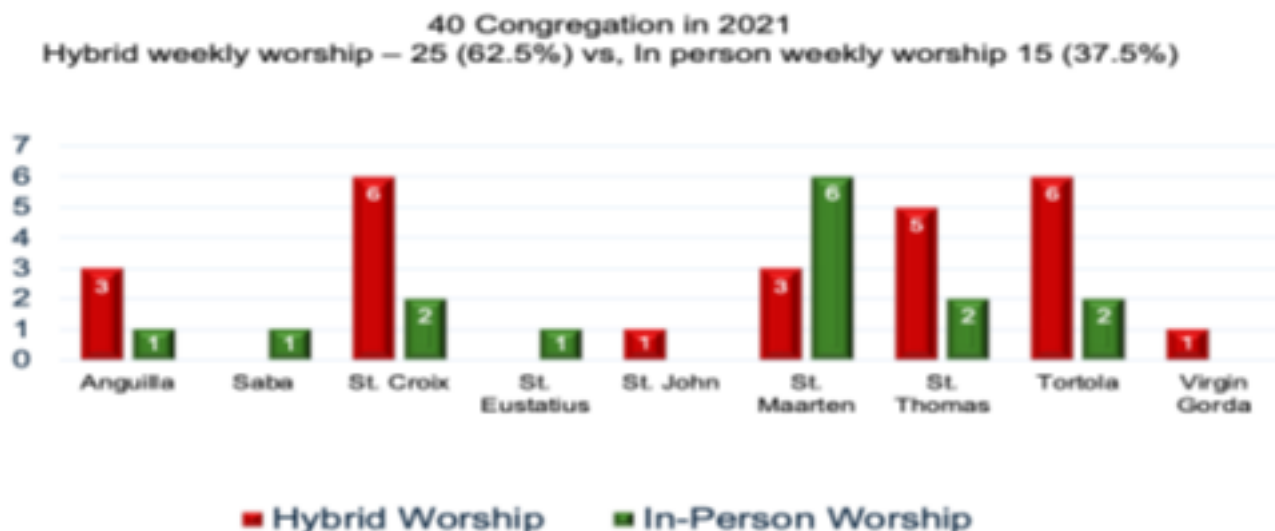


Figure 6: Congregations In Worship: Hybrid vs. In-Person

Flexibility, Adaptability, and The Future

The lessons of COVID-19 have reminded us of our vulnerability, but also highlighted the Church's ability to support each other, adapt to change, and embrace digital transformation. These strengths stem directly from our trust in divine guidance. Today, the Church's continued progress is rooted in their trust in God, guided by His Word, and strengthened by the Holy Spirit. It is clear evidence that God's guidance and protection remain constant, even when circumstances change.

TREND #2: Shifting Island Demographics: COVID-19's Impact on Population Growth

Recent data from the U.S. Census Bureau and Worldometers (2024) reveal that the pandemic has affected population growth through factors such as emigration, changes in birth and death rates, and disruptions in census data collection. The data also indicates that the US Virgin Islands, for example, have seen significant population declines (approximately 18% from 2010 to 2020), highlighting how COVID-19 and related events accelerated demographic shifts in various island communities. While the US Virgin Islands and Sint Eustatius are facing shrinking populations, the British Virgin Islands, Anguilla, and Sint Maarten are experiencing growth. Saba, however, remains stable.

When the population increases on the islands of this conference, opportunities for the Seventh-day Adventist Church to engage with a more diverse and growing community also increase. Demographic changes such as migration and shifts in age groups require that the Church strategically adapt its ministries and deepen its intentional outreach in order to fulfill its mission effectively. Figure 7 shows that the U.S. Virgin Islands have experienced a significant population decline in recent years, from 106,405 in 2010 to 87,146 in 2020, a decrease of 18.1%. This population decline is primarily due to emigration, as more people are leaving the islands than moving into them. In this region, the Seventh-day Adventist Church must now explore contemporary methods and strategies to effectively fulfill its mission and promote church growth in this environment.

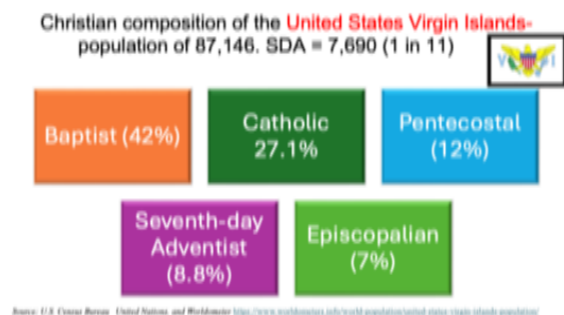


Figure 7: Denominations & Population Composition - US Virgin Islands



Figure 8: Denominations & Population Composition – British Virgin Islands (BVI)

The BVI is experiencing steady growth, with its population increasing to 39,757 in 2024 (Figure 8) with an annual growth rate of approximately 1.7% (Worldometer, 2024).

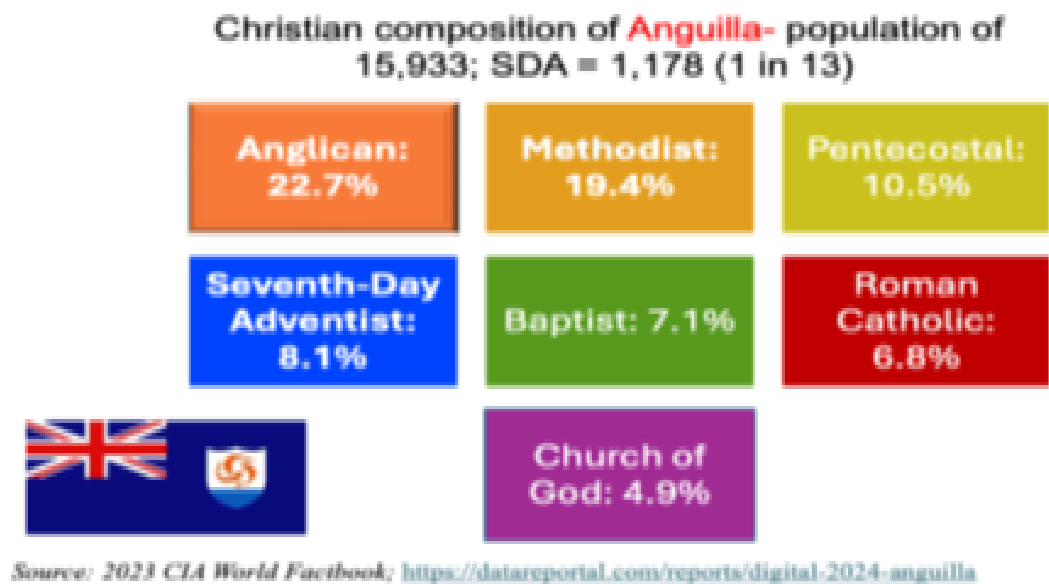


Figure 9: Denominations & Population Composition - Anguilla

The population of Anguilla is slowly increasing, estimated to be around 15,933 at the beginning of 2024 (Figure 9), representing a 2.17% increase from the previous year (Datareportal, 2024). Evangelistic methods can be explored for the development of the Seventh-day Adventist Church on that island.

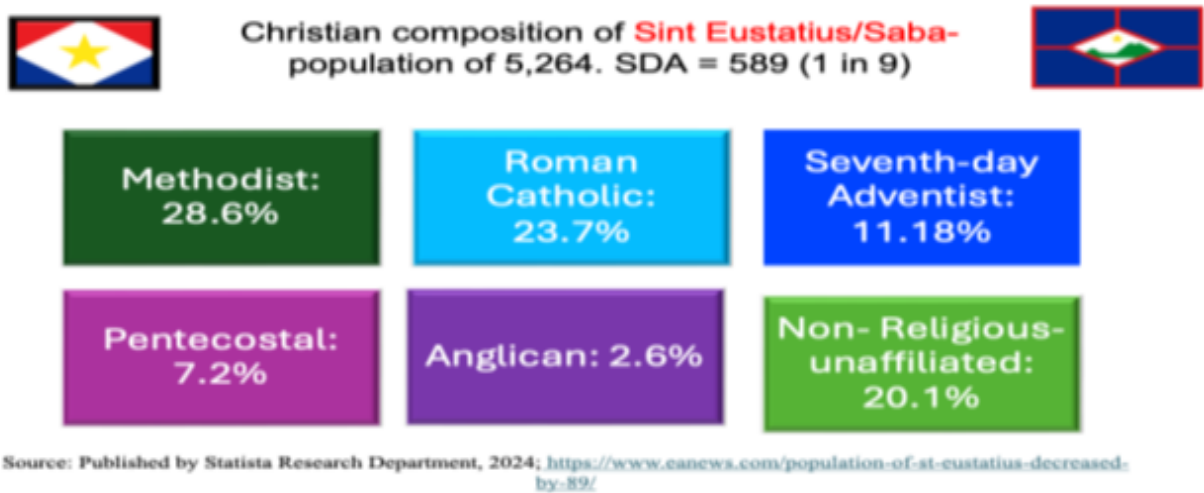


Figure 10: Denominations & Population Composition - Sint Eustatius/Saba

The population of Sint Eustatius is declining. As of January 2024, there were 3,204 residents (Figure 10), representing a 3% decrease from the previous year's figure (Eanews, 2024). The evangelistic mission of the Church on this island must address the challenges of an aging congregation, even as it embraces a manageable and promising population of children.

Church Composition - Saba

The population of Saba remains stable at around 2,060 (Figure 10), with growth mainly due to new immigrants rather than natural growth. A welcoming ministry for new immigrants will help bring the message of Christ, shared through the Seventh-day Adventist faith, into both hearts and homes of new arrivals..

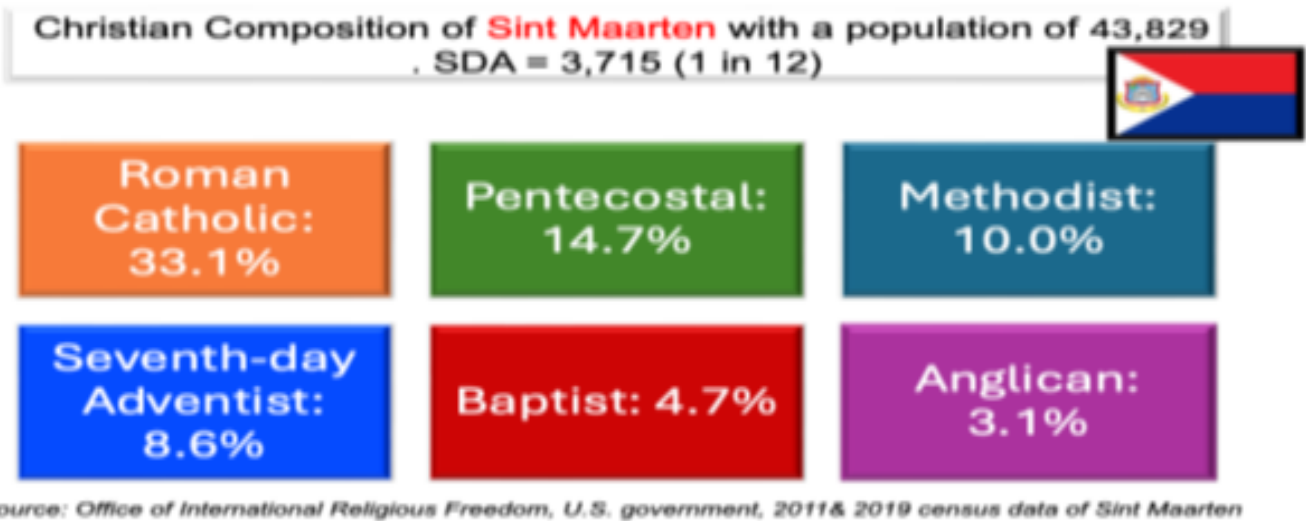


Figure 11: Denominations & Population Composition - Sint Maarten

Figure 11 supports that the population of Sint Maarten currently stands at 43,829 inhabitants and is growing steadily at a rate of about 1-2% per year (Office of International Religious Freedom, 2024). This positive trend, where the population is growing or diversifying, provides more opportunities for the Seventh-day Adventist Church to increase its worship attendance, expand its evangelization efforts, and increase the Church's membership in this region.

The Population Trend and Ethnoreligious Composition Seen Through the Enrollment of SDA Education Institution Data

The North Caribbean Conference Education Department (2024) reported that 959 students were enrolled in the 2023-2024 school year; 588 of whom indicated that they are affiliated with world religions or religious denominations other than the Seventh-day Adventist. These non-Seventh-day Adventist students are affiliated with denominations such as Christian Fellowship, Catholic, Baptist, Pentecostal, and Church of God of Prophecy. In addition, there are a significant number of these students who declared on enrollment that they are non-religious, agnostics, and children of non-Christian faiths such as Hinduism, Islam, Buddhism, and Rastafarianism (North Caribbean Conference Education Department, 2024). The largest group of non-SDA students is the non-religious or agnostic students (172), indicating an emerging pluralistic community environment with diverse spiritual needs and beliefs.

Table 2 highlights that the Church in the North Caribbean Conference operates in a growing pluralistic, multicultural community where many students and families do not share Adventist beliefs and practices. The presence of large non-religious and interdenominational groups alongside smaller non-Christian populations underscores the need for the Church to be both welcoming and adaptable in its outreach and educational efforts.



Figure 12

Partial profile of the religious and denominational backgrounds of non-Adventist students at our institutions

Non-SDA Students Religious Affiliation	No.	Non-SDA Students Religious Affiliation	No.	Non-SDA Students Religious Affiliation	No.	Non-SDA Students Religious Affiliation	No.
Catholic	54	Baptist	34	Lutherans	4	Agnostics	2
Pentecostal	34	7th Day Church of God	5	Hindu	6	Living Hope Ministries	1
Christian Fellowship	65	Presbyterian	1	Muslim	14	Apostolic Faith	5
Buddhist	1	Jehovah Witness	3	Methodist	19	Church of God of Prophecy	22
Orthodox Jew	1	Calvinist Protestant	1	New Testament Church of God	3	Transformation Church	2
						Spirit and Truth Assembly	2
						Kingdom Like Ministries	5
						Non-Religious Affiliation.org Church	172
						Rastafarian	2
						Anglican	5

Table 2: Demographics: Attendance of Non-SDA Students

The ethnoreligious makeup of the population is both a source of strength and a challenge to the Church, necessitating ongoing intentionality in church operations and educational settings to foster unity, enhance mission effectiveness, and preserve the Adventist heritage.

TREND #3: Youth Faith - Personal and Social Engagement

There is a clear shift in church engagement, especially among Millennials and Gen Z in the North Caribbean Conference. “Millennials are twice as likely to be engaged in the life of a church that uses technology, with 46% of churches reporting increased engagement from this group. Gen Z is close behind, with 39% of churches seeing more participation and 32% reporting growth among Gen X” (Lisi, 2025).

In each year of the quadrennium, two four-week surveys (March–April and October–November) were conducted and assessed by the North Caribbean Conference Secretariat (2021 – 2024) to evaluate the recovery of personal attendance at Sabbath services. These surveys were coordinated by church clerks and membership audit review teams that are established on each island of the North Caribbean Conference. Table 3 provides an overview of Church attendance by adults, youth, and children in the post-pandemic recovery period based on the results of the survey.

**Membership and Average Church Attendance Trends in the NCC
(2021-2024)**

Church Group & Ages	Members	Average Weekly Attendance- (In-person)	Percentage Rate
Adults (31-90)	10,937	1,891	17.3%
Youths (15-30)	3,853	418	10.8%
Children (7-14)	394	481	122.2%
Total	15,184	2790	18.3%

Table 3: Trends in NCC Membership and Average Church Attendance

Membership and Average Church Attendance Trend in NCC (2021-2024)

Table 3 underscores the membership and average weekly church attendance for three age groups in the North Caribbean Conference of Seventh-day Adventists from 2021 to 2024.

Adults: (31–90 years): Membership: 10,937

Average Weekly Attendance: 1,891 - Only 17.3% of adult members attended in person weekly, showing a significant gap between membership and active attendance.

Young people: (15–30 years): Membership: 3,853

Table 3 displays that the average weekly Sabbath attendance at church services for young people is 418, which is 10.8% of their membership. This data indicates a lack of interest and engagement of young people in the North Caribbean Conference. Engaging young people (aged 15–30) in face-to-face worship and discipleship is a common and urgent challenge for the churches, especially after the disruption and digital changes caused by the pandemic. Church leaders and youth ministry cohorts need to look for practical steps and key principles that can help change or challenge this trend.

Children (7–14 years); Membership: 394

Although the recorded membership of children is 394, the average weekly attendance of 481 shows that more children attend the weekly church services than are officially registered as members (attendance rate of over 100%). These data point to the increasing desire of parents for their children to be influenced by Adventist teaching from a young age. This data is also related to the insufficient number of members in this age group in our Adventist Church management System in the North Caribbean Conference, (ACMS). Analysis of the study.

NCC Membership Compared to Average Church Attendance (2024)

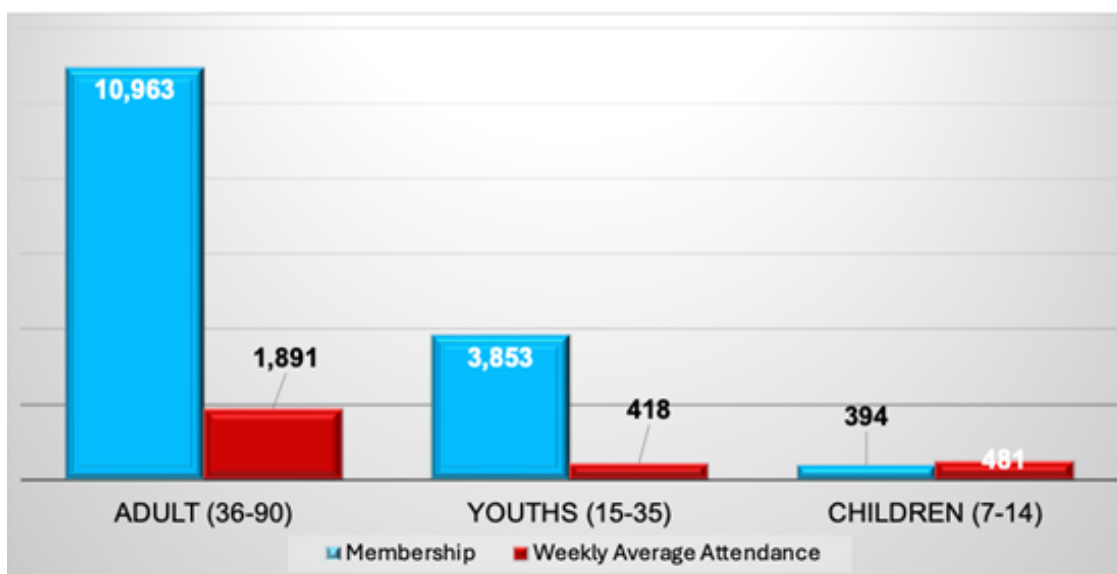


Figure 13: Analysis of Study

The vast majority of baptized adults and young people do not attend weekly face-to-face services, highlighting the current challenges of engagement and relevance to in-person worship and fellowship. Gaps in participation indicate that targeted strategies are needed to re-engage adults and youth. This pattern of low church attendance reflects broader trends in church engagement, almost globally, as congregations emerge from the pandemic period. According to Lisi (2025), the impact of recent societal changes, socioeconomic and health risks are just some factors that are also largely impacting church vitality in most congregations in the North Caribbean Conference.

YEARLY AVERAGE CHURCH ATTENDANCE IN AGE GROUP POST COVID -19

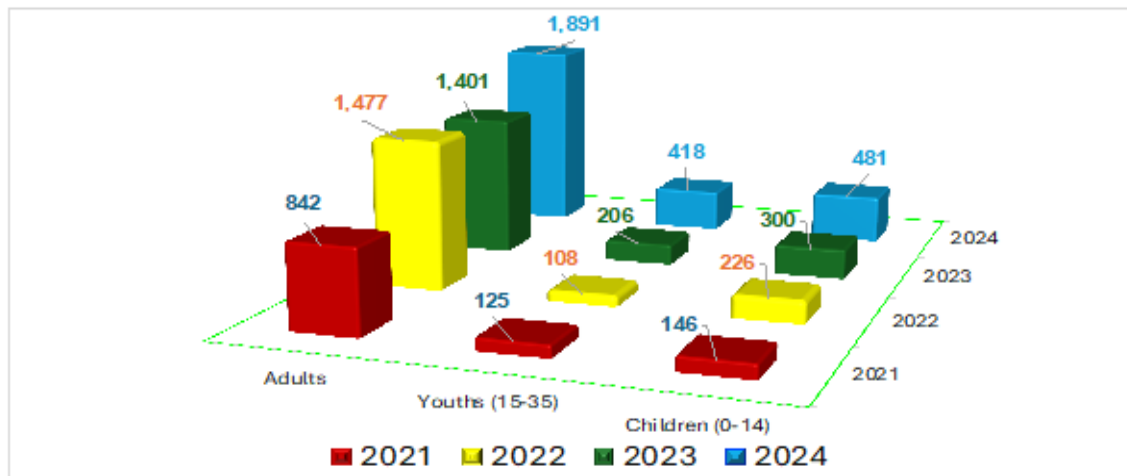


Figure 14: Church Attendance: Yearly Average

TRENDS #4: Socio-economic Demographics/ Impact on Membership and Mission

In response to the economic challenges following COVID-19, church members, educational institutions, and conference leadership have adjusted ministries, increased giving, and expanded support services to meet the growing needs of our congregations and surrounding communities.

The current socio-economic trend confronts households with rising prices for essential goods and services, including food, utilities, and housing across the Conference. Table 4 shows the socio-economic structure of the region by island. These economic sectors create employment for our members and provide income and financial stability in each area. But despite all the economic challenges, members have been faithful and very willing to support the work of God.

Island/Region in NCC	Socioeconomic Industry
Anguilla Moody's Corporation, 'Analytics, Financial Indicator'. 7 World Trade Center, 250 Greenwich Street, New York, NY 10007, United State. May 29, 2025	Tourism: Luxury Tourism, Hotels, and Related Services Offshore Financial Services: Banking, Insurance, and Financial Management Fisheries: Lobster Fishing and Seafood Exports
British Virgin Islands UNDP, UNICEF, and UN Women Eastern Caribbean, British Virgin Islands Covid-19 Heat Report: Human and Economic Assessment of impact. Research conducted by Dr. Simon Naitram. June 2020	Financial Services: Offshore Banking and Insurance Tourism: Yacht Chartering, Cruise Tourism, and Luxury Stays Trade and Construction: Imports, Building Materials, and Infrastructure Development
United States Virgin Islands The Economy of the US Virgin Islands: Benjamin Elisha Sawe, April 25, 2027, in Economics	Tourism: Cruise Ships, Hotels, and Hospitality Trade and Services: Retail, Wholesale, and Government Employment Manufacturing: Rum Distilling, Pharmaceuticals, and Electronics, though less prominent after refinery closure
Sint Maarten Economy of Sint Maarten, Article; 'Talk' Wikipedia, the free encyclopedia	Tourism: Cruise Tourism, Hotels, and Restaurants Trade and Retail: Imports, Duty-free Shopping, and Retail Services Financial Services: Offshore Banking and Insurance, but less significant than tourism
Sint Eustatius EN ANNEX VIII- SINT EUSTATIUS TERRITORIAL MULTIANNUAL INDICATIVE PROGRAMME (MIP), The European Commission, 15th. December 2021.	Oil Storage and Bunkering: Oil Trans-shipment and Storage Facilities Tourism: Small-scale Tourism, Diving, and Eco-tourism Trade and Financial Services: Imports, Exports, and Limited International Financial Services
Saba Guide to Doing Business in Saba, Lex Mundi, The World's Leading Association of Independent Law Firms. 840 Gessner Road, Suite 275, Houston, Texas 77024 United States.	Tourism: Eco-tourism, Diving, and Hiking Education: Saba University School of Medicine and Related Services Fisheries: Small-scale Fishing and Seafood

Table 4: NCC Islands Socioeconomic Demographics - Impact on Membership and Mission

Socio-economic Fiduciary Report

During the four years, 2021–2024, the North Caribbean Conference has demonstrated faithful stewardship, managing \$31.67 million in tithes. This demonstration of faithfulness represents a 2.37% increase (\$732,352) compared to the \$30.93 million received in the 2017–2020 period (See Treasurer's Report). At the end of this period, cash and cash equivalents totaled \$3.17 million, compared to \$5.57 million at the end of the previous quadrennium. While the increase in tithe income reflects the continued faithfulness of members, the decrease in cash reserves underscores the impact of ongoing economic challenges and the Conference's commitment to fund ministry and support mission initiatives despite financial pressures.

Congregational Growth And Membership Retention

At the end of the four-year period, the North Caribbean Conference had 31 organized churches, two companies, and seven groups with a total of 40 congregations and 23 pastors. (See Table 5)

Table 5

Pastors/ Interns	Organized Churches	Companies	Groups	Congregation Total
23	31	2	7	40

Table 5: NCC Islands Socioeconomic Demographics - Impact on Membership and Mission

Table 6 shows that in the North Caribbean Conference, 23 pastors collectively pastor 40 congregations, a ratio of 1:74. In this structure, each pastor is responsible for the oversight, support, and administration of one to two churches. This division emphasizes the scope of pastoral tasks and highlights opportunities for shared leadership. At the same time, it highlights the importance of adequate time and resource management that is needed to meet the needs of multiple congregations efficiently.

Pastor to Congregation and Congregation to Pastor Ratios

Category	Number	Congregation	Ratio Calculation	Ratio Result
Pastor	23	40	40 congregations ÷ 23 pastors	1.74 congregations per pastor

Table 6: Ratios: Pastor-to-Congregation and Congregation-to-Pastors

Over the past four years, our members have faced significant global and local challenges. The pastors of the North Caribbean Conference have responded with unwavering commitment, adapting their preaching and pastoral care to the changing needs of our church family.

When in-person gatherings were limited, they utilized digital tools to maintain connection, encouragement, and spiritual guidance. In times of heightened anxiety, they offered compassionate support and Christ-centered reassurance. Throughout the quadrennium, they have modeled strength, sincerity, and faithful leadership, balancing their ministry with personal well-being and family life to serve with renewed vigor and godly purpose. We honor these pastors for going beyond the pulpit — providing pastoral care, making home visits, teaching and praying with families, especially during health crises and uncertainty. With 22 pastors and interns serving 15,476 members, the current ratio is approximately 703 members per pastor. (See Table 7)

Category	Number
Pastors and Interns	23
Members	15,476
Members per Minister	673

Table 7: Average Number of Ministers to the Number of Members

With a conference membership of 15,476 in 40 congregations, each congregation has an average of 387 members. (See Table 8)

Category	Number
Total Members	15,476
Total Congregations	40
Average per Congregation	387

Table 8: Average Number of Members Per Congregation

Congregation Size

The North Caribbean Conference values healthy churches of all sizes and recognizes that the best approach depends on the specific needs and context of each congregation. The data in Figure 15 shows two important points related to the size of churches in the North Caribbean Conference that are critical to managing the church and encouraging member participation.

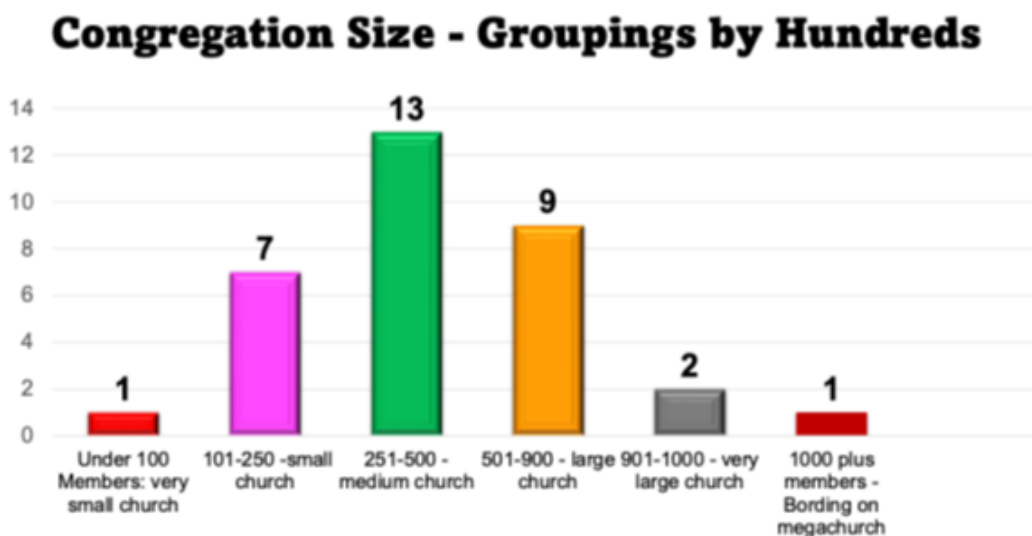


Figure 15: Church and Company Sizes of NCC

Membership in thirteen churches is within the medium church size range (251 to 500), while twelve churches are large to megachurches (501-1,800 plus). This concentration of medium to large churches indicates that many churches have reached a size where effective management, targeted communication, and structured engagement strategies are essential to maintaining fellowship, spiritual vitality, and membership growth. Research shows that churches grow, complexity increases, requiring more organized systems for member care, broad-based programming, and delegation of responsibilities (Keller, 2015).

Membership in seven churches and companies is within the small church range (100-250), with one church (under 100 members). This data underscores the need to set individual priorities and intentionally engage all members in fulfilling the mission of the church. Research indicates that smaller churches can focus on personal relationships and flexible engagement (Keller, 2015). In comparison, larger churches need to prioritize systematic inclusion, clear avenues of involvement, and robust lay mobilization to prevent members from feeling uninvolved.

Hispanic and French Creole Speaking Congregations

At the beginning of the quadrennium, the Spanish - and French-Creole-speaking members reported a membership of 1,181, representing 7.14% of the Conference membership then.. At the time of this report, these ethnic communities had three organized churches and five groups with three pastors serving them. Table 9 shows that the membership at the end of the four years was 1,274 members, a net increase of 93 members or membership increase of 7.87%. The membership of 1,274 at the end of the quadrennium represents 8.23% of the conference membership.

Seventh-day Adventist Message on the Hispanic and Haitian (Ethnic) Communities

Island	Hispanic/Haitian Population	Percentage of General Population	SDA Church	SDA Company	SDA Group	SDA Membership	Language
Anguilla	720 Hispanic	4.9%	0	0	1	10	Spanish
St. Croix	9,736 Hispanic/ 3,700 Haitian	18.4%	1	0	1	125	Spanish/ Haitian Creole
		8.8%	0	0	0	0	
Sint Eustatius/Saba	1,079 Hispanic	33%	0	0	0	0	
St. John	532 Hispanic	13.7%	0	0	0	0	
Sint Maarten	7,088 Hispanic 4,561, Haitians	12%	1	0	1	588	Spanish/ Haitian Creole
		7.8%	1	0	1	431	
St. Thomas	7,775 Hispanics 4,000 Haitians	18.4%	0	0	1	72	Spanish/ Haitian Creole
		9.4%	0	0	1	33	
Tortola	1,797 Hispanics	5.0%	0	0	1	15	Spanish
Virgin Gorda/ Anegada	209 Hispanics	5.5%	0	0	0	0	
Total	27,853 Hispanics		2	0	5	804	Spanish/ Haitian Creole
	12,261 Haitian		1	0	2	470	
Total in Membership: 1,274		Percentage of Conference Membership = 8.23%					

Table 9: SDA Hispanic and Haitian Communities

Membership Demographics & Growth

The Seventh-day Adventist Church in the North Caribbean Conference is still growing, but at a decreased rate compared to the previous quadrennium. From 2021 to 2024, 448 members were added, averaging 112 per year, a decrease of the prior quadrennium, when membership growth reached 850 members at an average yearly accession of 212 members. (See Table 10.) This slowdown serves as a critical indicator, signaling the need for church leaders to proactively address lingering effects from the COVID-19 pandemic, evolving socioeconomic conditions, and systemic shifts in both membership management and cultural attitudes. It is a moment that invites reflection, innovation, and renewed pastoral engagement. By understanding these factors and responding with strategic empathy and adaptive leadership, the Church can continue to foster meaningful growth, deepen discipleship, and remain a relevant spiritual presence in rapidly changing times and communities.

Membership Trend 2015 -2024

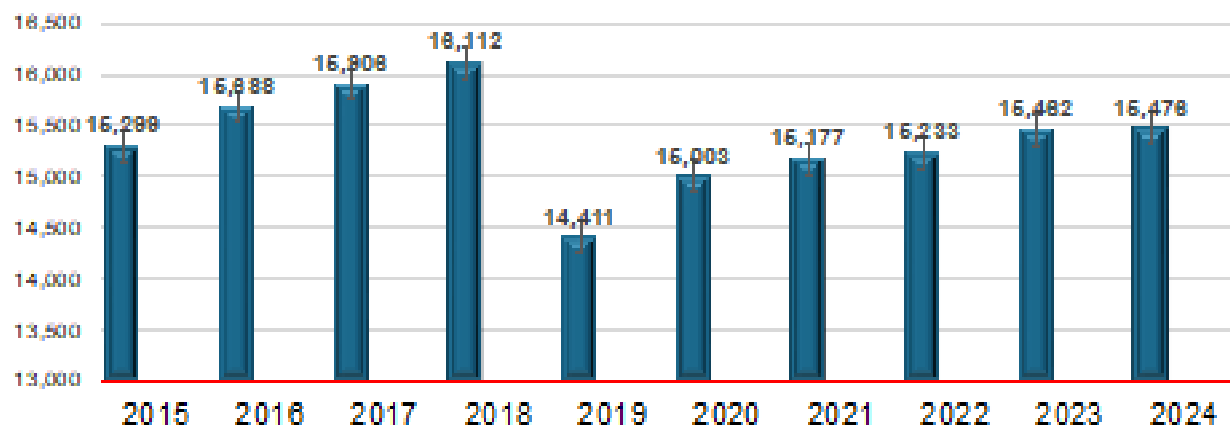


Figure 16: Membership Trend, 2015 - 2024

Membership

Figure 16 illustrates the steady growth in membership over the past decade, despite a sharp decline in 2019. This trend in membership growth in the North Caribbean Conference speaks to both the resilience and vulnerabilities of the Church during this period. This crucial insight from the data directly informs mission strategy and pastoral priorities, highlighting the need to maintain growth through targeted retention and engagement strategies. These strategies ensure that growth is maintained and expanded, and that the membership remains both active and engaged.

Strategic actions, such as practical and relevant evangelistic methods for a heavily technological era and a felt-needs-approach to community outreach, must be implemented to positively impact human lives that are now influenced by a pluralistic society in the North Caribbean Conference. We must remember Jesus' words: "Look at the fields; they are ripe and ready for harvest" (John 4:35) NIV, and respond with renewed commitment and innovative ministry.

Ten-Year Period Membership Dynamics 2015 - 2024

- **Highest Membership:** 16,112 (Year 4)
- **Lowest Membership:** 14,411 (Year 5)
- **Average Membership:** 15,376.8
- **Steady Growth** in the First Four Years
- **Significant Decline** in year 5
- **Gradual Recovery and Stabilization** in the Following Years

Beginning and Ending Membership Ten Years Comparison 2015-2024



Figure 17: Membership: Beginning and Ending 2015 - 2024

Figure 17 illustrates a ten-year comparison of membership at the beginning and end of the past decade. The 2019-2020 conference membership audit revealed a sharp decline in reported membership numbers, which were adjusted from over 16,000 to 14,411 to ensure accuracy and transparency. Following this adjustment period, the North Caribbean Conference proved resilient, and membership numbers steadily recovered and returned to pre-audit levels by 2024. Despite the audit-related decline, the overall trend for the decade is one of stability and gradual growth, as membership steadily increased from 2020 to 2024, rising from 14,411 in 2020 to 15,476 in 2024 after the audit. This upward trajectory underscores strong member retention and engagement, supporting the sustained vitality and mission of the Seventh-day Adventist Church in the North Caribbean Conference.

Baptism

Christ's command to go, teach, baptize, and make disciples serves as the cornerstone of the North Caribbean Conference's mission. In faithfully responding to this divine call, our data reveals that baptism stands out as the primary factor of church growth within the North Caribbean Conference. Each baptism represents a life transformed, a soul committed, and a community strengthened, evidence of a thriving ministry rooted in purpose and grace.

Figures 15 and 16 show a comparison and trend of baptisms for the past two quadrennia.

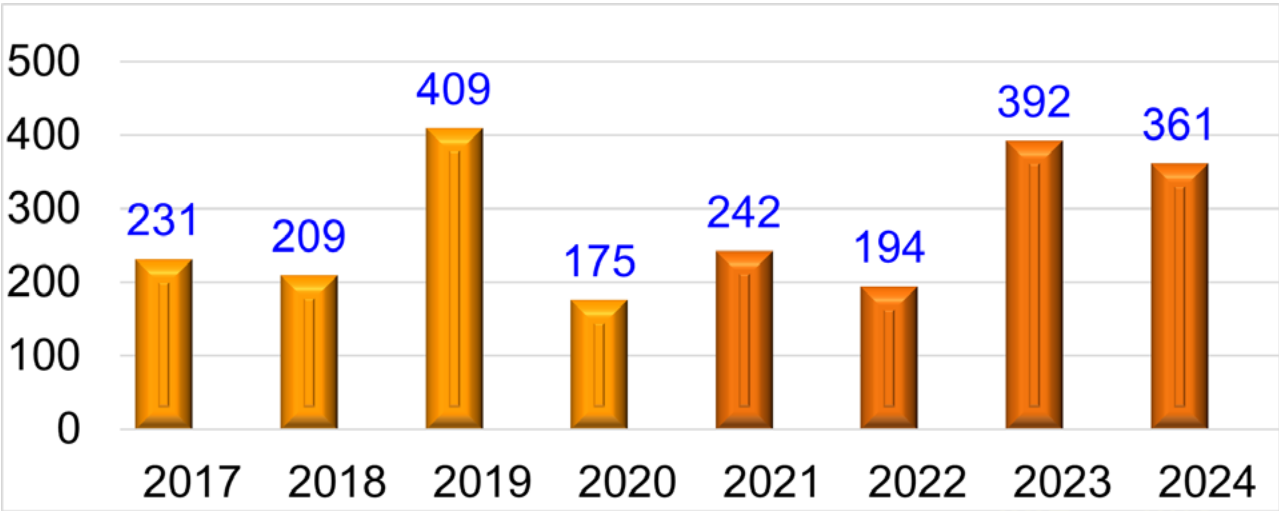


Figure 18: Comparison by Year 2017 - 2024

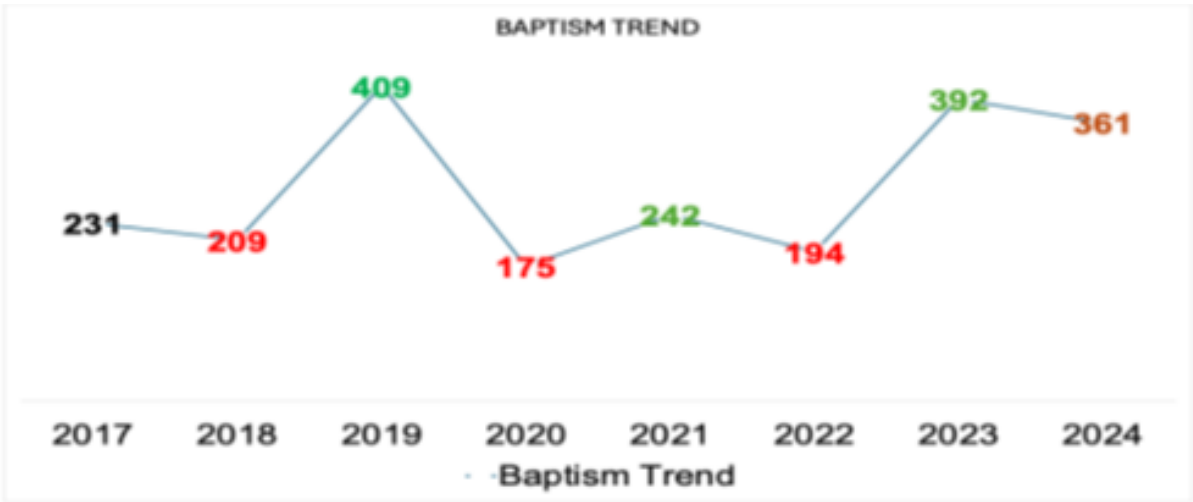


Figure 19: Baptism Trends 2017 – 2024

Baptism - Comparison by Year - 2017- 2024

Figures 18 and 19 show a that for both quadrennia, yearly baptisms were 256, and 297, for the periods of 2017-2020 and 2021-2024 respectively indicating growth in evangelistic outcomes for the period in review. The highest number of baptisms was recorded in the year 2019 with 409, making a notable peak, while 2020 reached the lowest level with 175 baptisms, likely reflecting the disruptive impact of the COVID-19 pandemic on church activities and outreach. After the drastic decline in 2020, baptism numbers recovered again with substantial increases in 2023 (392) and 2024 (361), indicating a new momentum and resilience in church engagement and

mission during the post-pandemic period.

During the period under review, the North Caribbean Conference recorded an average of 347 baptisms per year, compared to an average of 256 baptisms in the previous quadrennium. This upward trend is a powerful affirmation of the North Caribbean Conference's commitment to Christ's commission, and we rejoice in the direction these baptismal numbers are taking. Each life touched and transformed strengthens our shared mission and propels us forward with renewed energy and purpose.

Membership Transaction

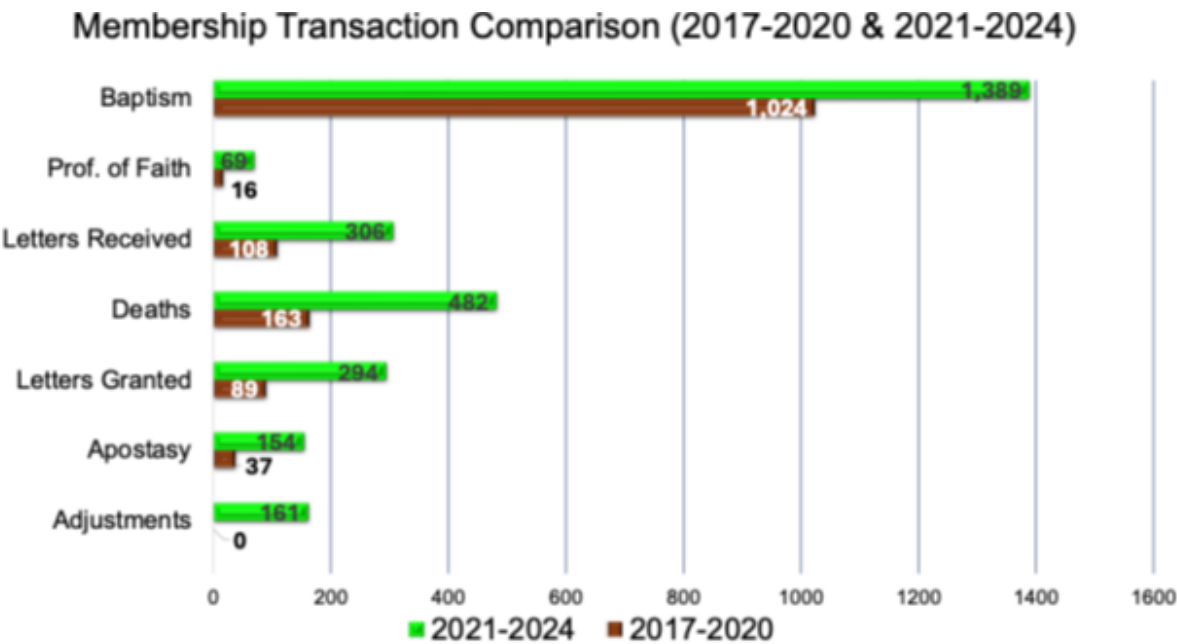


Figure 20: Membership Transactions Comparison

The membership transaction data chart highlights the reality that, for the quadrennium, growing the Church was primarily propelled by the methods of baptisms, professions of faith, and letters received.

Consistent Baptisms

The number of baptisms increased from 1,024 in 2020 to 1,389 in 2024, indicating a boisterous outreach and evangelism approach in heavily pluralist communities during the quadrennium. Such an increase in baptisms is not only a positive indicator of growth, but it is a cause for heartfelt celebration. It reflects the effectiveness of our outreach, the faithfulness of our members, and the transforming power of Christ's message. This encouraging progress should continue to be nurtured and championed, as we remain committed to inspiring more lives to follow in faith and discipleship.

Growth in Professions of Faith and Letters Received

The number of professions of faith increased from 16 to 69, and the number of letters received increased from 108 to 408. These gains reflect effective initiatives to re-engage former members and welcome new believers, contributing to a more unified and vibrant church community.

The data also addresses the decline in membership through targeted retention strategies, enhanced member care, and ongoing efforts to maintain data accuracy. Fostering continued growth requires a holistic approach that emphasizes both outreach and the ongoing commitment of all members. The three areas that affect the growth and vitality of membership in the North Caribbean Conference are increasing deaths, increasing apostasy, and high adjustments, as shown in Figure 20.

Significant Increase in Deaths

The number of registered deaths has risen sharply from 163 in the period 2017-2020 to 482 from 2021 to 2024. This significant loss has a profound impact on overall membership growth. It underscores the need for targeted outreach to aging members, as well as strategies to attract and retain younger generations. The rise in registered member deaths stands as a solemn reminder that Christ, in His mercy, may allow His faithful ones to fall asleep before the time of trouble begins. It is a gentle affirmation of God’s care, even in sorrow, as He watches over His people and holds each life in sacred trust. In remembering those who have passed, we find comfort in the promise of the resurrection and the hope of eternal life.

Increasing Apostasy

Cases of apostasy increased from 37 to 154, indicating a growing number of members leaving the faith. This trend suggests a need for stronger discipleship, member engagement, and support systems to counteract spiritual attrition.

High Adjustments

The occurrence of 161 adjustments in 2021-2024 (none in the previous period) indicates improved record-keeping, but also

addresses discrepancies in the reporting of the prior period. While this may improve data accuracy, it also underscores the importance of ongoing membership audits and transparent reporting. The data offers a reassuring glimpse into the North Caribbean Conference’s journey, marked by steady growth and spiritual vitality. These encouraging trends affirm that the North Caribbean Conference is moving in a promising direction, driven by unwavering faith, committed leadership, and engaged membership.

Lessons From the Data

- 1. Membership retention must match membership recruitment. While new member growth is strong, the increase in deaths, defections, and adjustments necessitates intensified retention efforts to sustain growth.
- 2. Member care and engagement are critical. The increase in losses through death and defection demonstrates the importance of nurturing existing members, providing spiritual support, and fostering a sense of belonging.
- 3. Data management must be an ongoing process. The surge in adjustments
- 4. underscores the value of regular membership checks and accurate record-keeping for effective planning and ministry.
- 5. A balanced focus is mandatory. The Church should strike a balance between evangelism (attracting new members) and discipleship, (retaining and nurturing current members) to ensure long-term vitality.

Figure 20 not only compares membership transactions between the two quadrennia but also highlights improvements in data collection at the church level and analysis at the conference level. It shows the numbers of letters received and registered deaths from 2012 to 2024, compared to the previous Quadrennium, demonstrating progress in membership management across all levels of the Church.

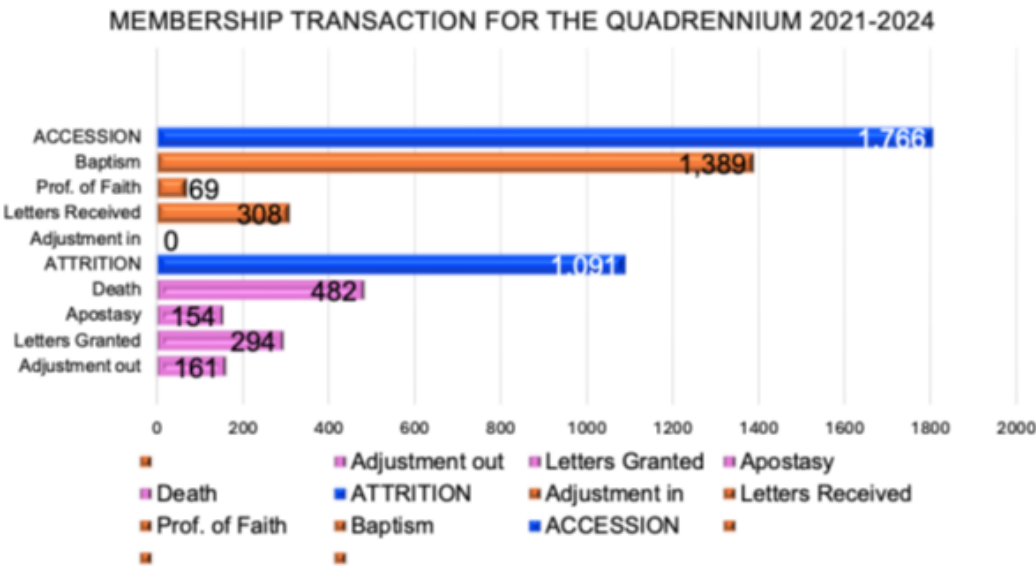


Figure 21: Membership Transaction: 2021 - 2024

The Quadrennium Net Membership and Percentage Increase

Figure 21 shows that the net membership increase for this review period is 475, representing a 3.16% membership growth throughout the quadrennium .

Figure 21 shows that membership losses totaled 1,091 during the four years. Two factors in particular were responsible for 71.12% of these losses: deaths, with 482 members (44.17%), and migration, with 294 members (26.94%). The 482 deaths recorded in this Quadrennium represent the highest number ever documented in a single quadrennium since the Conference was founded in 1976. While losses due to death and migration are largely beyond our control, the data underscore that over time, even small annual losses can accumulate and impact the Church's vitality, ministry outreach, and ability to grow.

The pain of losing our brothers and sisters remains with families and friends across the Conference. For many of the demised brethren, their unwavering commitment to ministry, combined with faithful and selfless stewardship, served as driving forces that advanced God's work over the past four years and continue to do so. Nevertheless, we hold fast to the promise of the blessed hope and find comfort in the words of King David: "Precious in the sight of the Lord is the death of His saints." (Psalm 116:15) KJV. The report based on this data underscores the importance of both attracting new members and, equally, retaining current members who are engaged and actively participating in church life. While the Church inevitably faces losses through death, attrition, and members who have drifted away from their relationship with Christ and His Church, this reality underscores the urgent need for vibrant church life, meaningful worship, bold and relevant evangelism, and an inclusive discipleship model in every congregation in the North Caribbean Conference.

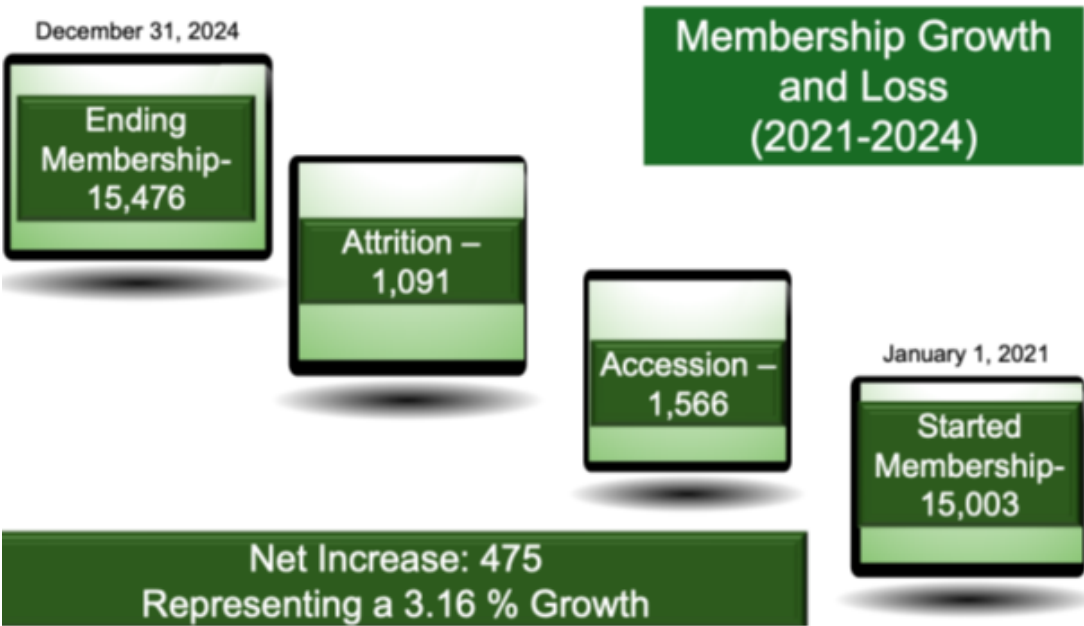


Figure 22: Membership Growth and Loss 2021 - 2024

Figure 22 illustrates the mission successes across the islands, using membership transactions to assess both net growth and percentage increase in Seventh-day Adventist activity within the North Caribbean Conference. This visual snapshot offers valuable insight into how the Church is expanding and strengthening its presence island by island, revealing patterns of engagement, stagnation in some areas, yet a spiritual impact throughout the region.

Figure 22 shows the islands differences in their mission drive to grow the church membership, with some islands showing positive growth despite the general demographic and economic challenges. St. Maarten and St. Thomas experienced the strongest and most consistent growth in church membership, both in terms of net increase and percentage.

St. Eustatius/Saba experienced effective percentage growth, but net growth is low, while St. Croix is seeing just moderate growth. St. John and Virgin Gorda show a decline, indicating possible challenges with broader population trends.

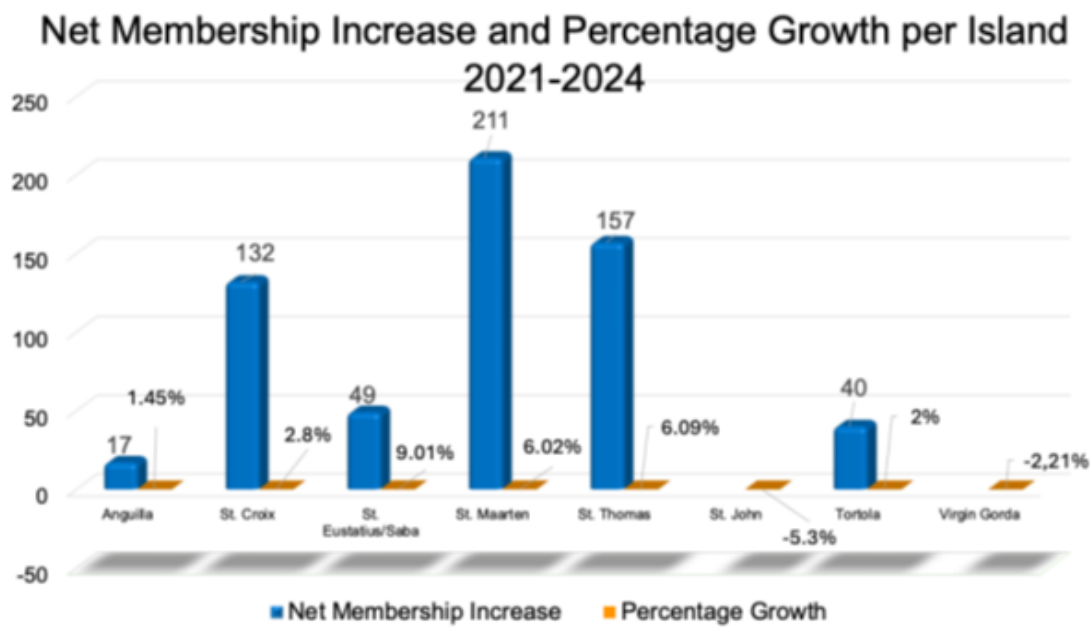


Figure 23: Membership Increase and Percentage Growth per Island 2021 – 2024

Membership Statistics (ACMS)

In this Quadrennium, the North Caribbean Conference has completed a comprehensive member reconciliation project led by the Secretariat, in collaboration with the Caribbean Union Conference of Seventh-day Adventists. This project was completed in the first quarter of 2022, ensuring that every congregation's membership records aligned with the Adventist Church Management System (ACMS) at both the Caribbean Union and General Conference levels.

What is ACMS?

The Adventist Church Management System (ACMS) is an administrative tool used by the Seventh-day Adventist Church. Its function is to facilitate the management and control of active and inactive members. The ACMS resource is a global, web-based platform that enables pastors, church clerks, the North Caribbean Conference Secretariat, and Conference administrators to manage and monitor local church membership data efficiently. This system allows for real-time updates for member admissions, withdrawals, and transfers, and provides instant statistical reports. It supports tracking church growth, monitoring attendance, categorizing members for effective management, and promoting and training members for the mission (General Conference of Seventh-day Adventists, 2020)

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Figure 24: ACMS

At the end of 2024, 100% of North Caribbean Conference membership was accurately accounted for, representing significant progress in membership management at the local church and Conference levels. Accurate accountability to members provides several key benefits to our Church. It strengthens member relationships, enhances pastoral care, fosters healthy growth, and empowers church leadership to make informed and wise decisions. Additionally, reliable data facilitates the identification and development of future leaders among our active members (Barna, 2017).

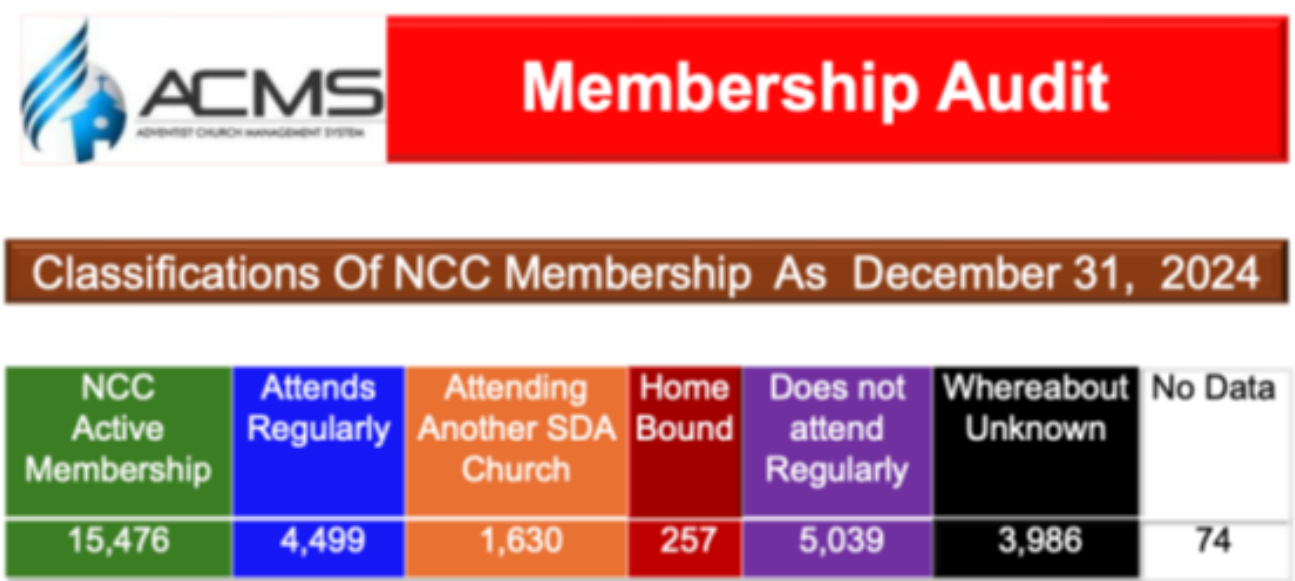


Figure 25: Membership Audit

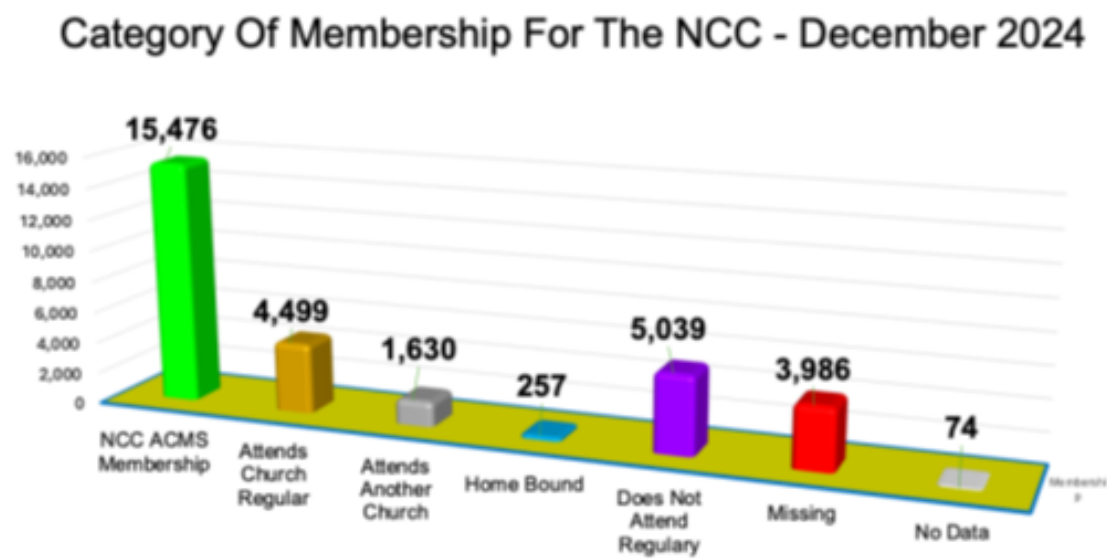


Figure 26: Membership Category 2024

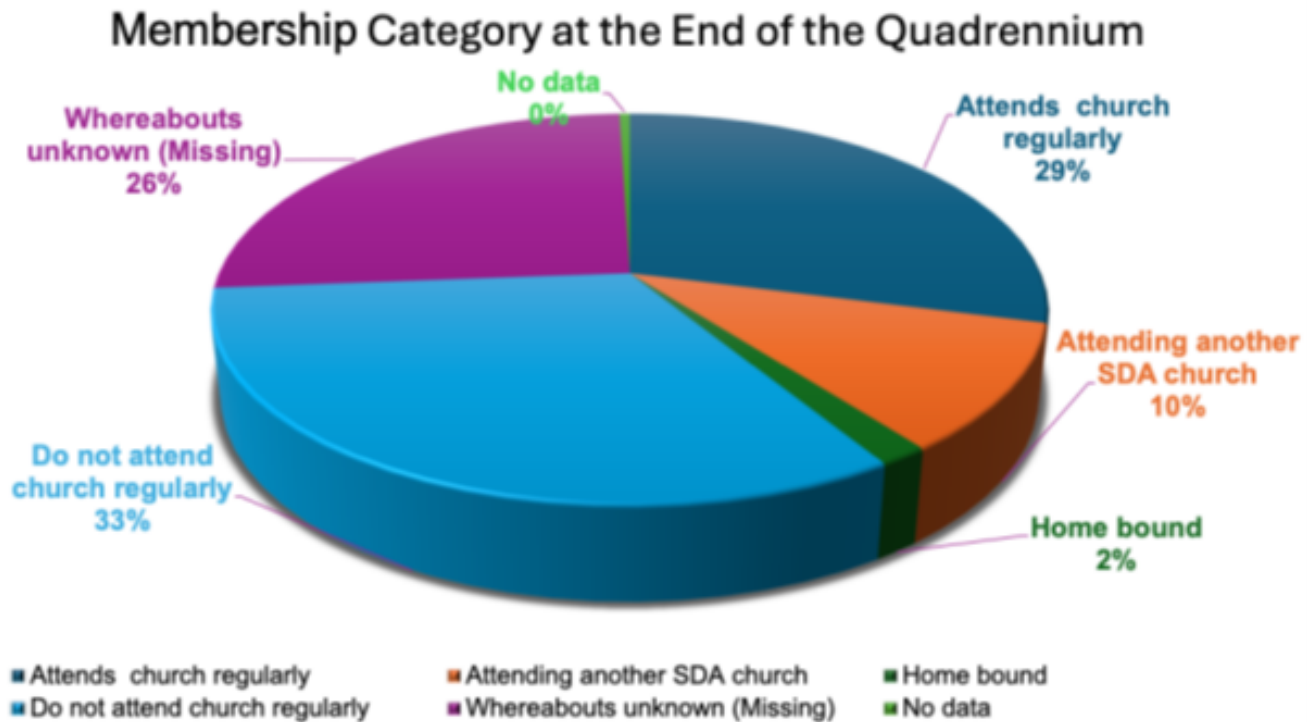


Figure 27: Membership Category - End of Quadrennium

Figure 27 shows that 29% of the North Caribbean Conference members attend church regularly, 10% attend another Seventh-day Adventist Church, and 2% are classified as elderly or homebound, requiring innovative ministry to address their spiritual needs. Together, these three categories make up 41% of our members who are actively involved in church life. The data indicates that the active membership is less than half of the Church's overall membership. Conversely, 33% of members attend church occasionally, while 26% are classified as missing. Together, these two groups comprise 59% of the membership, indicating that a significant majority are not actively engaged in church life. Notably, the total membership in these categories amounts to 6,028, meaning that more than a quarter of the Conference's members are considered missing from the Church.

Membership Audit

The North Caribbean Conference conducted a Phase II membership audit in 2024. The audit, utilizing data from ACMS, confirms that all membership records of the Conference are accurate and up to date. It verifies the updated information on active, inactive, transferred, missing, or deceased members. Through this audit, the Conference gained a precise and reliable understanding of its actual membership situation, including membership whereabouts and composition. This process is essential for maintaining transparency and accountability within local leadership and, by extension, at the conference level.

During the Quadrennium, two membership conservation surveys were conducted with the objective of tracking and following up on new members to prevent member drift. Figure 28 shows a strong core of committed members, with 501 out of 719 attending church regularly, meeting the Conference's goal of retaining at least 70% of new members. There are still gaps since 104 members do not attend regularly, and 25 members are unaccounted for, indicating the need for better engagement and follow-up. Targeted outreach, including follow-up visits, Sabbath School attendance, and support for shut-ins, is essential in strengthening member affiliation and improving overall retention.



Membership Audit -719

Conservation Data For 719 Newly Baptize Members 2021-2023						
NCC Active Membership	Attends Regularly	Attending Another SDA Church	Home Bound (Shut In)	Does not attend Regularly	Whereabout Unknown	No Data
719	501	58	18	104	25	0

Figure 28: Conservation Survey of Newly Baptized Members, 2021-2023



The
Official Membership Audit Report
for the North Caribbean
Conference (2024), published by
the Secretariat of the Caribbean
Union Conference of Seventh-
day Adventist

Figure 29: 2024 Audit Report

The membership audit not only ensures administrative accuracy but also uncovers strengths and identifies gaps in our congregations, in terms of church vitality and member retention. This audit process also serves as a valuable tool for improving the “member health” of the Conference and congregational care, providing actionable insights that enable leaders at all levels to enhance member engagement. (See Figure 29, the Membership Audit.)

Figure 29 highlights four key concerns that led to immediate, targeted actions to foster a passionate spirituality and vibrant engagement in congregational ministry throughout the Conference. (See Figure 28)

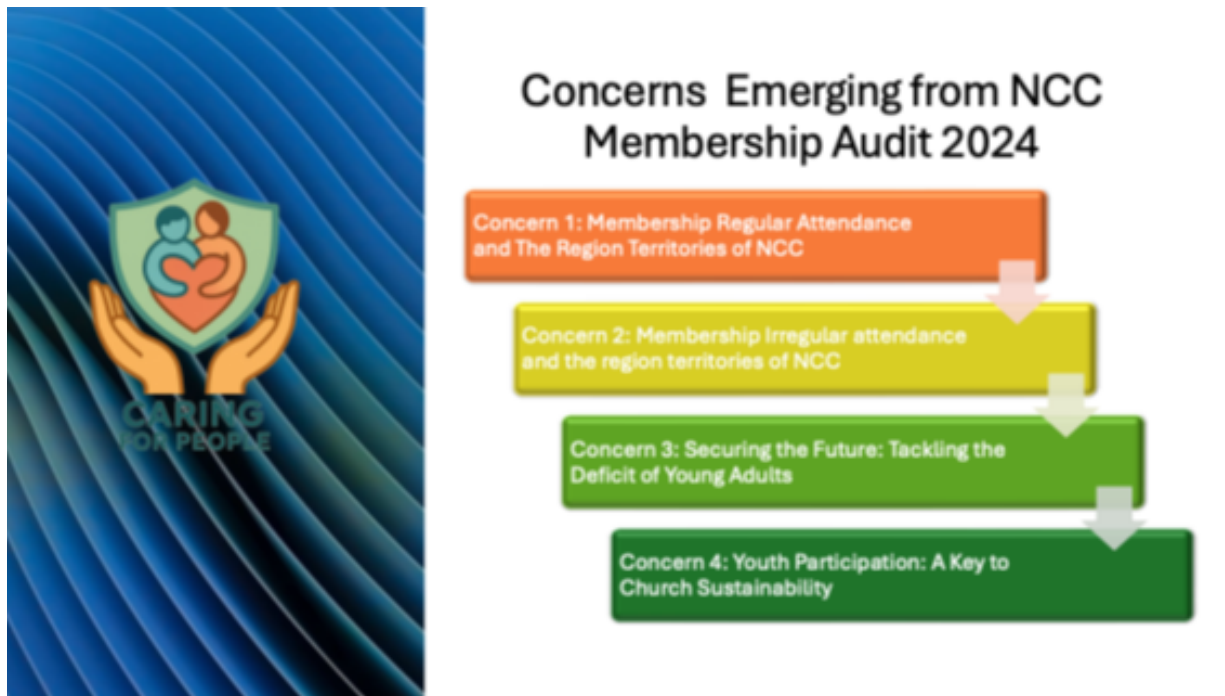


Figure 30: Membership Audit Concerns

Concern 1: Membership, Regular Attendance, and the Region Territories of NCC

At the time of the audit, of the 4,446 members who regularly attend Church, 1,904 (43%) were in the Dutch territories, 1,345 (30%) were in the US territories, and 1,197 (27%) were in the British dependent territories. It is worth noting that average worship attendance in the Dutch territories consistently surpasses that of the US territories, despite the US territories having 22% more members overall. This attendance gap signals more than a statistical discrepancy; it highlights the need to understand better and address the spiritual needs of Seventh-day Adventist congregations in the US Virgin Islands and beyond. By acknowledging and responding to this challenge, the Conference takes a vital step toward fostering deeper engagement, nurturing faith, and ensuring that every member feels supported on their spiritual journey.

Concern 2: Membership Attendance of the Regional Territories

The audit also reveals an intriguing trend regarding church attendance, or rather the lack thereof, among the three regions' affiliations. Of the 5,123 members who do not regularly attend church services, 42% reside in the U.S. Virgin Islands. This fact highlights a significant area of concern, suggesting that nearly half of the non-attending membership comes from a region that, despite its size and influence, may be facing unique spiritual challenges. The data stands in stark contrast to the 31% who reside in Dutch territories and the 27% from

British dependent territories. Addressing this gap offers an opportunity for intentional outreach, targeted engagement, and renewed efforts to foster connection and commitment among our brothers and sisters in these communities. The influence of the previously discussed cultural and societal trends may contribute to the lower levels of religious participation in these regions compared to their Dutch and British counterparts. (See Trends #4 Socioeconomic Demographics.)

Concern 3: Securing the Future: Tackling the Deficit of Young Adults

One of the central concerns identified in the audit is the noticeable absence of young adults within our church communities. This imbalance in age among church attendees presents a challenge to the vitality, diversity, and long-term sustainability of our local congregations. Yet, it also serves as a powerful call for a recommitment to ministries that engage, inspire, and empower young people, ensuring that what they are presenting, young people can see, feel, and value it as essential to the future of the Church.

Concern 4: Youth Participation: A Key to Church Sustainability

The audit reveals a troubling trend: attendance among young people has steadily decreased over recent years, with the decline accelerating in the wake of the pandemic. This pattern signals a critical challenge for our faith community, one that calls for renewed commitment to understanding the evolving

needs of younger generations and creating vibrant, welcoming spaces where their voices, questions, and spiritual journeys are truly embraced. Young adults bring energy, new perspectives, technological skills, and a long-term commitment, with a deep-rooted desire to be heard and validated, qualities that are essential for the growth and revitalization of the Church. Their declining engagement poses a significant threat to the vitality, sustainability, and future leadership of our congregations.

An Immediate and Accurate Response, Including a clear Plan of Action

In a joint effort to raise awareness among church leaders and ministers, the Secretariat of the North Caribbean Conference launched a four-month series of online leadership symposia. These events drew hundreds of church leaders from various congregations across the Conference, offering a platform to share insights, strategize, and develop effective action plans. Each symposium promoted openness, transparency, and relevance in Church ministry within the North Caribbean Conference, equipping participants with practical tools to strengthen a discipleship-driven ministry model. (See Figure 31.)



Figure 31: Membership Symposia

The unique historical, geographic, and socioeconomic factors and trends influencing church attendance in the North Caribbean Conference require further examination to determine the causes of declining participation and to develop effective strategies for revitalizing engagement. In 2024, a Retention and Discipleship Committee was established under the leadership of the North Caribbean Conference Secretariat. This committee is comprised of representatives from the Pastoral Fraternity, Women and Children’s cohort, Personal Ministries/Sabbath School Departments, the Conference Strategic Plan Committee, as well as pastors and lay members, to develop a workable curriculum for a retention and discipleship model (See Figure 32).

Within six months of the commissioning, the North Caribbean Conference Executive Committee voted to introduce a comprehensive discipleship model and roll it out in all congregations of the Conference.

At the end of the Quadrennium, the Secretariat conducted a comprehensive survey to assess the state of retention and discipleship practices in the churches of the Conference. This initiative was driven by a growing consensus among lay members, pastors, and conference leaders about the urgent need to implement an effective discipleship model in all churches.



Figure 32: Retention and Discipleship Network



Figure 33: Retention Through Discipleship

The results, shown in Table 10, provide valuable insight into current retention and discipleship efforts in the North Caribbean Conference.

Practices of Retention and Discipleship Models in 33 churches and companies of the NCC

Membership conservation practices	Churches	Discipleship making initiatives	Churches
Delegation of Roles for Retaining Church Members	10	Mentorship and small groups (including Bible study classes to promote personal growth and accountability)	15
Involvement of the community in shaping discipleship.	23	Comprehensive discipleship model curriculum (A holistic approach to spiritual development tailored to all ages and stages)	0
Engaging members in social media to strengthen member retention.	31	Practical spiritual disciplines (Encouraging prayer, Bible study, worship and other habits that deepen faith)	33
Increase member retention through welcome and integration initiatives	21	Active service and mission involvement (Including members in outreach and ministry opportunities as part of discipleship)	33
Reconnection strategies to restore and retain inactive members	3	Leadership development (empowering members to lead and disciple others in the church)	15

Table 10: Retention and Discipleship Models Practices

Membership/Transaction Statistics – Understanding the impact and implications

Membership by Age Group

Our members are our greatest asset in mobilizing the mission of the Church. Figure 34 shows the age distribution among 15,441 church members of the North Caribbean Conference (NCC), providing essential insights into the vitality, leadership, and outreach of the church. Membership is heavily concentrated among adults aged 31–70, particularly those aged 51–60. While this gives the church stability, experienced leadership, and financial support, the low presence of children and youth (less than 10%, aged 7-20) indicates declining future vitality and a weak upcoming generation of leadership. The data shows the following:

Strong Presence of Adults and Older Adults: The largest age groups are 51–60 (3,137 members), 61–70 (2,433), 41–50 (2,254), 31–40 (2,172) and 21–30 (1,866). Membership is heavily concentrated among adults aged between 31 and 70, with the highest proportion in the 51–60 age group12.

Limited Membership of Young People and Children: Only 81 members are between 7 and 10 years old, and 1,285 are between 11 and 20 years old. The low number of children and young people indicates fewer families with young children or low youth retention.

Significant Representation of Seniors: The 71–80 (1,499) and 81–90 (603) age groups are also strongly represented, indicating an aging membership base.

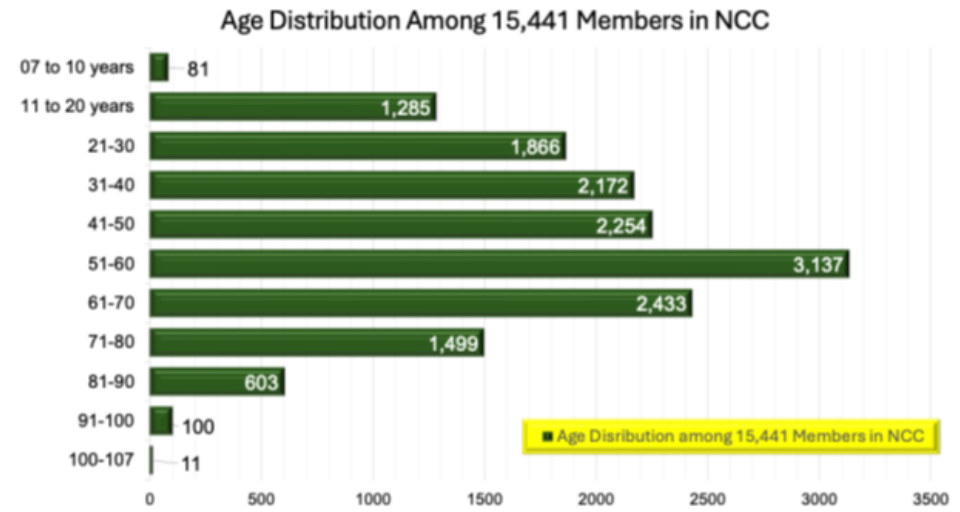


Figure 34: NCC Membership: Age Distribution

In addition, this data has implications for the vitality of the church, its leadership, and its ability to proselytize and evangelize.

Vitality

The majority of church members displayed in Figure 34 are mature and older adults. This provides stability, experience, and the opportunity for faithful stewardship, but raises concerns about long-term sustainability because relatively few younger members are available or willing to continue the mission.

Leadership

Since many leaders are likely to come from the 41–to 70-year-old age group, the church benefits from experienced leadership; however, succession planning is critical as fewer young adults and youth may be willing to take on key roles in the future.

Outreach Work

Outreach efforts tend to target adults and seniors, which could limit the church's appeal to youth, young families, and young

adults. As there are few members in the 7–20 age group, youth work and intergenerational activities may be areas of concentration for church vitality and discipleship making.

Investing in intergenerational ministry and leadership development for youth and young adults is critical to redressing the existing age imbalance and sustaining the vitality of the church for years to come.

Member Family Composition

Families serve as the foundational building block of church communities, providing stability, love, and spiritual nurture that shape individuals' values and faith from the earliest age (Balswick and Balswick, 2014). Figure 35 and Table 11 show that in the North Caribbean Conference, households consist of single, married, widowed, separated, and divorced members, who make up a force of more than 15,400 members with unique strengths and perspectives that enrich the communities, fostering a sense of belonging and mutual support for one another.

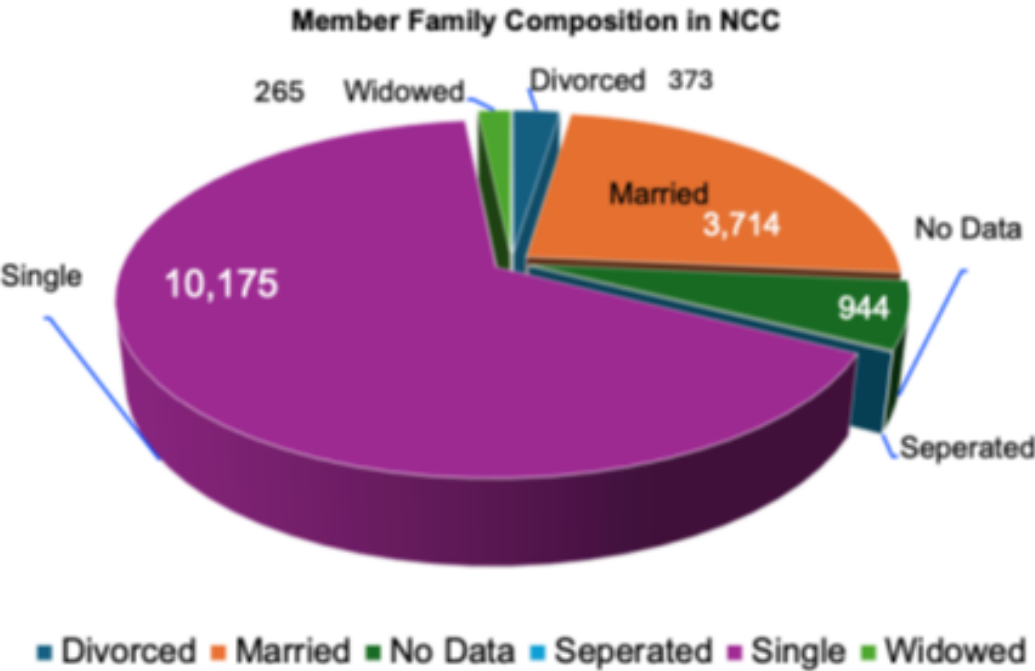


Figure 35: NCC Member Family Composition

Family Status Distribution In NCC

Family Status	Members	Percentage (%)
Divorced	373	2.4
Married	3,719	24.0
No data	940	6.1
Separated	5	0.0
Single	10,176	65.7
Widowed	259	1.7
Total	15,476	100

Table 11: NCC Family Status Distribution

Members' Family Composition in the Three Geographical Regions: Effect Evangelism and Church Culture

Table 12 represents the family distribution in the NCC, where the majority of members are single, although the proportions of married, divorced, and widowed members vary by region. These demographic dynamics impact the mission and shape the cultures of congregations; they also highlight key areas that leadership must focus on to ensure long-term sustainability and effective family ministry.

Similarities and Differences In The Demographics Of Family Membership In The Three Geographical Regions

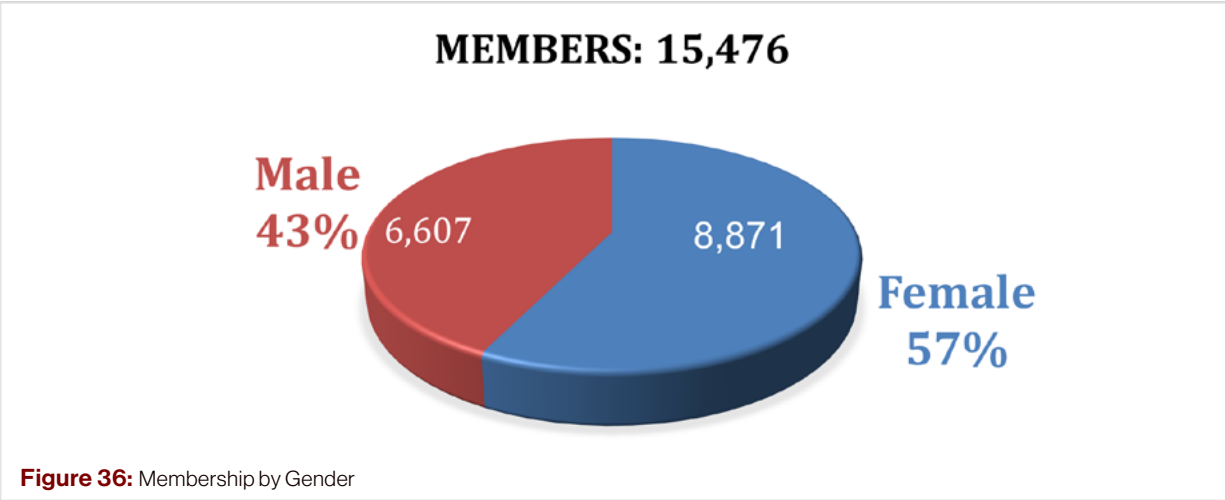
Regions of NCC	Percentage of Members	Percentage of Married Members	Percentage of single Members	Percentage of Divorced Members	Percentage of Widowed Members
British Islands (3,480 members)	22.48%	33.6%	56.8%	3.6%	1.6%
Dutch Islands (4,302) members	27.97%	28.6%	60.9%	2.7%	1.4%
US Virgin Islands (7694) Members	49.71%	19.4%	70.7%	2.1%	1.9%

Table 12: Demographics of Family Membership by Regions

Table 12 displays that single members make up the majority of the membership in all three regions, with the highest proportion in the US Virgin Islands at 70.7%, and the lowest in the British region at 56.8%. In contrast, the percentage of married members is highest in the British region (33.6%). In comparison, it is lowest in the USVI (19.4%), suggesting greater family stability in the British region and highlighting the need for stronger family and marriage support programs in the US Virgin Islands.

Looking at divorced or widowed members, the British region reports the highest divorce rate (3.6%), while the US Virgin Islands has the largest widowed population (1.9%). Although these groups comprise only a small proportion of members, they require specific pastoral care and support, especially widows in the US Virgin Islands, where their numbers are disproportionately high.

The number of separated members is low in all regions, but they should, nevertheless, receive targeted pastoral care to ensure they are not overlooked as the broader general population continues to influence the Church through changing trends and cultural shifts.



North Caribbean Conference Membership by Gender

The data from Figure 36 shows that women make up the majority of members of the North Caribbean Conference. Their influence and power in church work should be supported as much as possible. Traditionally, women have played a key role in faith formation at home and leading church and youth activities. Their influence energizes ministries and leadership at all levels (Wuthnow, 1988).

Employee Statistics and Human Resources

A healthy and well-maintained workforce is essential for the growth and smooth functioning of any organization. Human resources play a central role not only in recruiting and developing talent but also in fostering a positive work culture, ensuring employee well-being, upholding employee rights, and creating a workplace culture that promotes innovation and organizational success (Armstrong, 2020).

At the end of the Quadrennium, the North Caribbean Conference was well aligned with these principles through its strategic Human Resource Management Policy. The North Caribbean Conference Human Resources office handles organizational policies and related benefits, employee hiring, termination, retirement, orientation and exit conferences, employee relations, compliance, training, and performance management. The office ensures that employees are well-resourced, valued, and aligned with the Church’s mission. Over the past four years, the Human Resources team has strived to prioritize both employee rights and professional development.

Aligning and Empowering the North Caribbeab Conference Workforce Through Strategic Education

During the quadrennium, the Secretariat organized and conducted training events and workshops for employees to achieve key objectives, including enhancing professional skills and growth, ensuring policy awareness and compliance, improving workplace

wellness and morale, and promoting organizational effectiveness in efforts to achieve North Caribbean Conference's strategic goals. Table 13 outlines the key focus areas pursued in collaboration with employees during the review period. These initiatives reflect strategic priorities aimed at strengthening staff development, enhancing operational effectiveness, and supporting the overall mission of the North Caribbean Conference.

Employees Training & Workshops	2021	2022	2023	2024	Total
Strategic Planning Workshop			2	1	3
Policy Update Session	4	2	5	5	16
Employees' Professional Development Workshop	6	3	5	6	18
Workplace Well-being, Safety, and Morale	1			1	2

Table 13: Employees' Training & Workshops

Employee Credential Diversity: A Commitment to Excellence and Effective Ministry

Table 13 underscores the importance of the North Caribbean Conference's commitment to prioritizing a skilled, qualified, and mission-focused workforce. The distribution and diversity of credentials reflect a strong organizational commitment, practical ministry, and lives that are daily given to service and the mission of the Church throughout the region. Most employees hold recognized credentials or licenses (e.g., administrative, missionary, ministerial, and teaching ministries credentials/licenses), indicating a well-qualified and professionally prepared workforce. Figure 32 represents the North Caribbean Conference's diverse workforce credentials.

The large number of employees holding teaching ministry credentials (59) and licenses (26), as well as those with missionary credentials (29), demonstrates a strong commitment to spiritual leadership, evangelism, and the organization and mission of the Church. The presence of employees with certificates and ongoing licenses indicates a sustainable working force that prioritizes continuous ministry and professional development within the North Caribbean Conference. Table 14 shows the distribution of credential workers in the workforce of the North Caribbean Conference by island.

Employee Credential Status	St. Eustatius/ Saba	St. Marten	BVI	St. Thomas/ St. John	St. Croix	Anguilla	NCC Office	Total
Administrative Credential	1	1	1	1	3	0	4	11
Administrative License	-	-	-	1	-	-	-	1
Ministerial Credential	-	3	2	4	4	1	6	20
Ministerial License	1		1	3	-	2	-	7
Missionary Credential	2	14	4	3	1		5	29
Missionary License	5	4	1	-	-	-	3	13
Teaching Ministries Credential	8	21	13	9	8	-	-	59
Teaching Ministries License	3	5	9	7	2	-	-	26
Teaching Ministries Certificate					1	-	-	1
Employment Certificate		1						1
Employment Contract Certificate		2	1	7		-	-	10
Total	20	51	32	35	19	3	18	178

Table 14: Employee Credential

Table 14 also illustrates the distribution of the 179 employees across the ten islands of the North Caribbean Conference. The data shows the variety of credentialed employees on each island. The largest cluster of employees is located on the island of Dutch Sint Maarten, followed by St. Croix in the US Virgin Islands. Most employees are in the education sector, reflecting the Conference's strong commitment to educational work throughout the region.

During the reporting period, 60 56 new employees joined the North Caribbean Conference: 17 on short-term or part-time contracts (typically as substitutes), and 39 in regular positions, as per organizational policy. (See Table 15). Out of the 39 cases, 27 employees (69.23%) required work permits or official government approvals, which notably drove up the annual operating expenses. Local recruitment remains low due to more attractive opportunities and salaries elsewhere. Despite these challenges, the North Caribbean Conference remains committed to sustaining adequate educational and ministerial staffing to support its mission in the islands.

Welcome Conferences: New Employee An Average of 15 New Employees Per Year (2021-2024)			
Institution & Department	Regular Employment	Contract Agreement	Total
STT/STJ SDA School	11	4	15
St. Croix SDA School	4	6	10
St. Maarten SDA School	2	-	2
BVI SDA School	12		12
St. Eustatius SDA School	1	7	8
NCC Office	4	1	5
Ministerial Department	4		4
Total	38	18	56

Table 15: Welcome Conferences: New Employees

An average of 14 new employees were hired per year over the four-year period from 2021 to 2024.

Table 16 reveals significant turnover volatility over the past four years, with institutional roles experiencing the most significant disruption. This instability calls for urgent attention to recruitment, retention, and professional development strategies. Strengthening these areas is critical to building a stable workforce and advancing the mission of the North Caribbean Conference. The high rate of contract terminations also underscores the importance of reducing contract dependency and promoting staff stability to ensure the long-term effectiveness and mission of our institutions and churches.

Employees Exit Conferences						
Institution & Department	Resignation	Retirement	Permanent Return	Termination of Contract	Death	Total
St. Thomas/John SDA School	6	3		4		13
St. Croix SDA School	2	1		4		7
St. Maarten SDA School	1	-				1
British Virgin Islands SDA School	11	3			1	15
St. Eustatius SDA School	3			4		7
NCC Office		5				6
Ministerial Department	1	1	1			3
Total	24	13	1	12	1	51

Table 16: Employees Exit Conferences

An average of 12.75 employees departed per year over the four years, from 2021-2024.

The data reveals that the number of employees who resigned from the North Caribbean Conference almost tripled from 2021 to 2024, with a total of 24 resignations compared to 2017-2020, when there were only eight resignations, representing a 200% increase in resignations. The result indicates 16 more resignations in 2021-2024 than in the previous four years.

Statistical Review of Workforce Turnover at the North Caribbean Conference (2021 - 2024)

The high employee turnover at the North Caribbean Conference can impact program continuity, student outcomes, church vitality, and the institution's reputation. The stability of the workforce must be a top priority.

Workforce Instability Moving to Stability

There is a critical staffing imbalance, with 60 new hires versus 54 departures (including both known and unknown reasons). A heavy reliance on contract staff, as revealed in Table 16, increases instability and hinders the development of a mission-driven team committed to the organization's long-term goals.

Leadership Succession for a High-end Age Workforce

With thirteen retirements emerging over the four years, as shown in the data, this creates an urgent need for succession planning,

particularly in education and administration, where experienced leaders are essential to the continued development of work in the North Caribbean Conference.

Employee Engagement

The data analysis results in a positive working environment where employees feel valued, supported, and committed to the mission. Fostering engagement and a genuine sense of belonging across all North Caribbean Conference institutions, offices, and worship centers is essential to driving employee performance and retention. When individuals feel connected to their mission and valued in their roles, they are more likely to contribute meaningfully, grow professionally, and remain committed to the Church's long-term vision. Building inclusive, spiritually supportive environments is not just beneficial, it's transformative!

Categories of Employees in NCC

Figure 37 shows the categories of the 179 employees of the North Caribbean Conference (as of December 2024), which indicates that the workforce distribution is heavily concentrated on institutional tasks. One hundred thirty-five employees are employed in our five schools and the radio station (WGOB), making this category the largest by far, representing 75.84% of the total workforce.

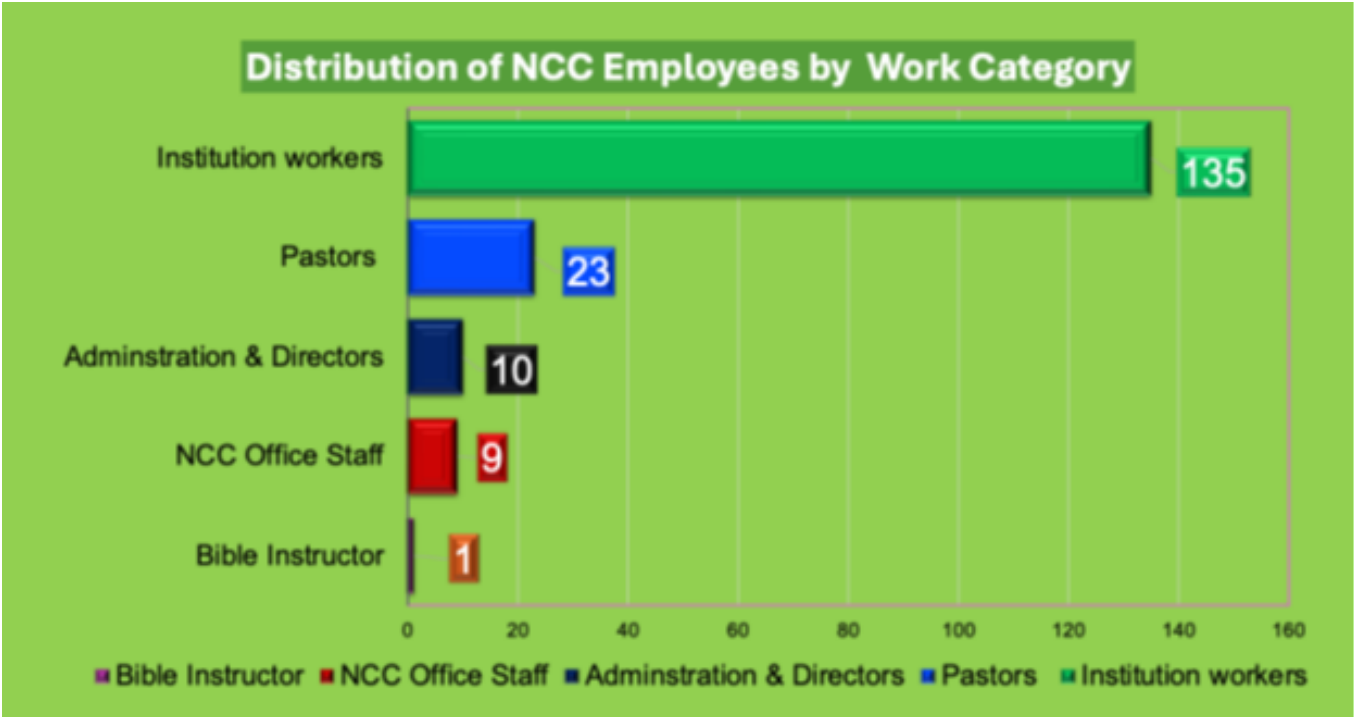


Figure 37: NCC Distribution of Employees – Work Category

Pastors comprise 23 employees, representing 12.92% of the workforce, followed by North Caribbean Conference administrators and directors, a total of 10 employees, which represents 5.61%. The North Caribbean Conference office staff of 9 and the employed Bible worker represent 3.05% and 0.56% of the workforce, respectively. Overall, this employee composition supports a mission strategy that emphasizes institutional and community outreach while providing key pastoral leadership and efficient administration. This alignment ensures that the North Caribbean Conference’s mission is advanced holistically and that the physical, educational, and spiritual needs of the islands it serves are met.

Gender Analysis of North Caribbean Conference Employees

The gender distribution among the 178 employees of the North Caribbean Conference, comprising teachers, pastors, and office staff, shows a significant female majority: 69% female and 31% male. Figure 35 profiles a substantial female majority, which brings significant strengths to education and ministry. Leveraging this asset, while also encouraging greater male participation, can help the North Caribbean Conference build a more balanced and dynamic workforce to execute its mission effectively.

North Caribbean Conference 178 Employees by Gender

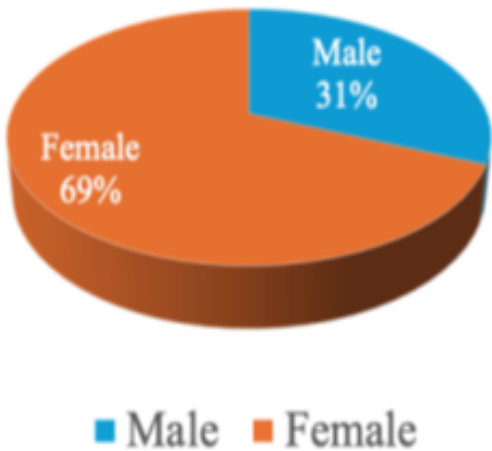


Figure 38: NCC Employees by Gender

driven priorities. It provides strengths in mission alignment and home stability, which are core values that support our educational and ministerial goals.

From the data shown in Figure 38, the North Caribbean Conference should intentionally seek strategies to recruit and retain more male faculty, pastors, and employees overall to ensure balanced representation and role modeling for all students and members.

Marital Status of North Caribbean Conference Employees

Figure 39 illustrates the breakdown of marital status among employees, teachers, pastors, and office staff within the organization.

Married: 78%	Single: 19%	Divorced: 3%
Other: 3%	Widowed: 0%	

This composition of the North Caribbean Conference employees’ marital status reflects the Church’s faith-

Employees Marital Status Profile

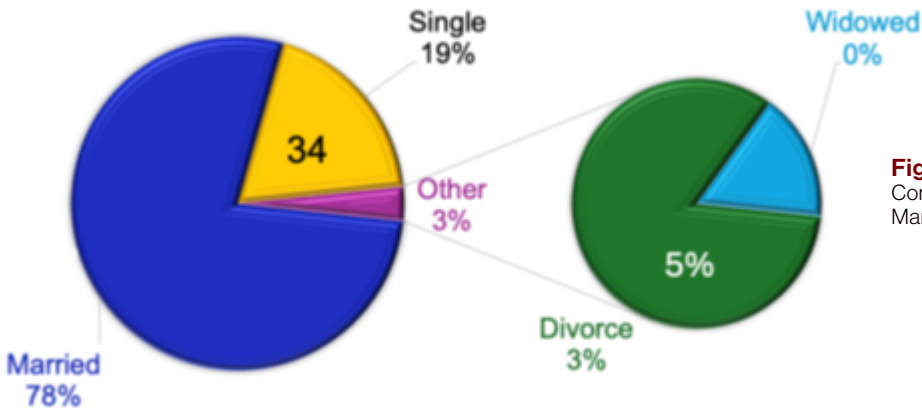


Figure 39: North Caribbean Conference 180 Employees Marital Status Profile

An experienced workforce, stable, and mission-aligned

The data in this chart shows that in the North Caribbean Conference workforce, marriage is a factor that aligns the Seventh-day Adventist identity to its biblical core values. In his presentation titled “Faithful Retention and Strategic Transitions: Understanding Employee Dynamics in Seventh-day Adventist Institutions,” Richard Banay (2024) emphasized that a workforce with a high proportion of married individuals may more closely reflect the church’s family-centered values and serve as strong role models for both students and the wider community.

The North Caribbean Conference workforce is experienced, stable, and mission-aligned, with most employees in teaching and pastoral roles, and a substantial majority being married. To sustain and strengthen its mission, the North Caribbean Conference should focus on leadership succession, diversity, and retention strategies to ensure the continued vitality and relevance of the organization.

A Multinational Work Force

The North Caribbean Conference showcases a multinational workforce, as seen in Figure 40. With employees representing 20 different countries, the North Caribbean Conference nurtures a vibrant multicultural environment. This diversity enriches the Church’s ability to connect with and serve its varied membership across the islands, ensuring that ministry remains inclusive and culturally responsive. It also opens the doors of our schools and worship centers to welcome strangers, guests, and families of all nationalities, embodying the spirit of hospitality and global fellowship at the heart of our faith.

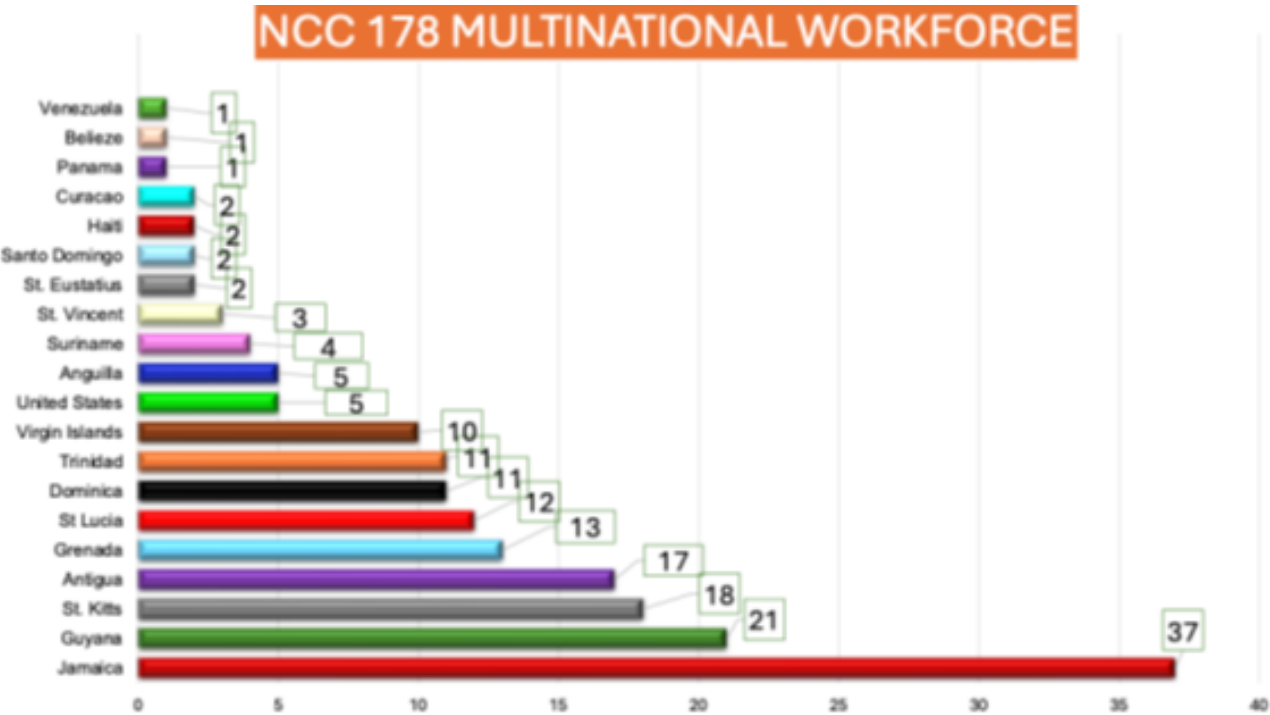


Figure 40: NCC Multinational Workforce

This diagram illustrates the diversity as a key advantage of the North Caribbean Conference. We see a North Caribbean Conference workforce representing many Caribbean nations. This diversity exemplifies the Conference’s commitment to inclusion and unity in diversity, thereby strengthening the Church’s witness and impact on its mission.

Assessment of North Caribbean Conference Workforce Age Distribution

Figure38 illustrates the age distribution of the NCC workforce, revealing several key insights. The concentration of older age groups within the organization presents significant challenges for leadership succession, long-term sustainability, and the infusion of fresh perspectives. Without intentional strategies to engage and empower younger members, there is a risk of stagnation in vision and continuity. This demographic imbalance calls for proactive planning and succession development to ensure that the Church remains vibrant, innovative, and ready to meet future demands.

NCC Workforce Age Distribution



Figure 41: NCC Workforce by Age

NCC Workforce by Age

The North Caribbean Conference's aging workforce signals an urgent need to recruit younger talent to ensure innovation, adaptability, and exposure to new generations in the future.

More than half of North Caribbean Conference employees are between 50 and 72 years old, representing 60.5% of the workforce, while fewer than 20% are under 40 years old, representing 20.5% of the workforce. This demographic imbalance highlights an emerging challenge: if the North Caribbean Conference does not attract and retain more young people, it will find it increasingly challenging to innovate, adopt new technologies, and appeal to a younger audience, jeopardizing its long-term sustainability and the effectiveness of meaningful worship experiences along with limited talent and human resource to expand the mission.

Education Assistance to Employees

The North Caribbean Conference's investment of more than \$194,600 in employee and employee families' education represents a strategic initiative that provides exceptional organizational value. This policy, when implemented to benefit its workers and their families, generates significant returns through multigenerational goals, while advancing the organization's mission by engaging the next generation and strengthening its human capital foundation.

The 2021-2024 education policy program supported 17 employees and family members in various fields of study, representing an average investment of \$11,447 per recipient. (See Table 17). Industry research has shown that education-supported programs typically achieve a 129% return on investment, meaning that every dollar invested adds \$2.29 in value to the company through improved employee retention, productivity, and performance (Accenture, 2016).

Education Assistance for Employees and Their Dependents: 2021-2024 (\$194,600.00)				
No.	Name	Accredited Institution of Learning	Degree Title	Commencement Date
1	Chrysta Bevans	Carleton University 1125 Colonel By Drive Ottawa, Ontario K1S 5B6 Canada	BSc in Biomedical Engineering	September 1, 2020
2	Tiobenit Montero	Universidad Adventista Carretera 106 Km 2.2 Interior, Bo. La Quinta, Mayagüez, Puerto Rico 00680	BSc. Physical Education	January 1, 2021
3	Pastor Kumal Smith	Adventist International Institute of Advanced Studies Aguinaldo Highway, Km. 45.5 Lalaan I, Silang, Cavite 4118, Philippines	Master of Arts in Ministry- Intercultural Studies (MA-Min-ICS)	October 1, 2021
4	Ahchen Edwards	Union College, Nebraska USA	BSc Music Performance (Piano)	January, 2021
5	Dillian Josiah Edwards	University of Newbold, Berkshire RG42-4AN United Kingdom	BA in Theology	August 1, 2023
6	Shanita Greaves	Asian College of Teachers, Bangkok, Thailand	MA Education Leadership	April 1, 2024
7	Javinique Bowen	University Southern Caribbean Maracas Rd. Trinidad	BSc in Radiology	January 1, 2022
8	Yael Simon	University Southern Caribbean Maracas Rd. Trinidad	Bachelor of Business Administration in Management	September 1, 2022
9	Angelique Gurley	University Southern Caribbean Maracas Rd. Trinidad	BSc in Psychology	September 1, 2023
10	Cluet Wright	Walden University 100 Washington Avenue South, Suite 1210 Minneapolis, MN 55401	BSc in Industrial Design and Technology	November 1, 2024
11	Lisa Peters	Walden University 100 Washington Avenue South, Suite 1210 Minneapolis, MN 55401	BSc in Industrial Design and Technology	November 1, 2024
12	Shauna-Kay Miller-Powell	Walden University 100 Washington Avenue South, Suite 1210 Minneapolis, MN 55401	MA in Education, Curriculum, Instruction, and Assessment	May 21, 2023
13	Pastor Kendrick Glasgow	Walden University 100 Washington Avenue South, Suite 1210 Minneapolis, MN 55401	On-line studies in Leadership	December 1, 2023 - March 1, 2024
14	Royann B. Philbert	Montemorelos University, Libertad 1300, Poniente Montemorelos, Nuevo León 67510, Mexico	MD	August 1, 2022
15	Jada Barnwell	University Southern Caribbean Maracas Rd. Trinidad	BSc MD	September 5, 2022
16	Cassandra Serrant	University Southern Caribbean Maracas Rd. Trinidad	BSc Psychology	September 1, 2021
17	Ronaldo Stoby	University Southern Caribbean Maracas Rd. Trinidad	BSc in Computer Science	September 1, 2022

Table 17: Education Assistance for Employees and Their Dependents

The North Caribbean Conference education assistance remittance to employees and young people across the Conference shows a remarkable international reach. Our data shows that they are working with recognized institutions in eight countries, including Canada, the United States, the United Kingdom, the Philippines, Thailand, Puerto Rico, Trinidad, and Mexico. This global reach of our young people, supported financially, ensures access to world-class educational opportunities while promoting the international expertise that comes from our region. The highest percentage (35.29%) of the education assistance transferred to employees and their families went primarily to our Union School - University of the Southern Caribbean. (See Figure 42.)

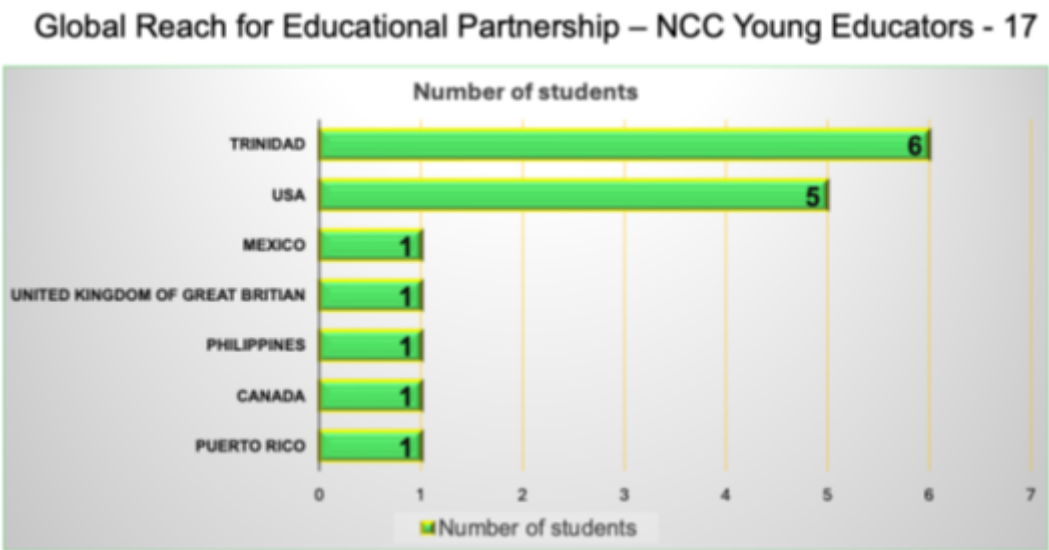


Figure 42: Global Reach for Educational Partnership

Figure 42 shows the international scope of the North Caribbean Conference’s education assistance recipients across eight countries.

The educational assistance policy is designed to support professional development across a range of disciplines, with the ultimate goal of reinforcing the mission focus throughout the islands of the North Caribbean Conference. Notably, the data reveals that recipients often select development pathways aligned with mission-driven priorities, highlighting a conscious effort to prepare for ministry, leadership, and service that directly benefits the spiritual and operational vitality of the Conference. Figure 43 shows that 23.5% of recipients are in the areas of education and leadership development, directly supporting the organization’s emerging leaders. Health and medical programs account for 17.6% of participants, and pastoral care and theology programs account for 11.8%.

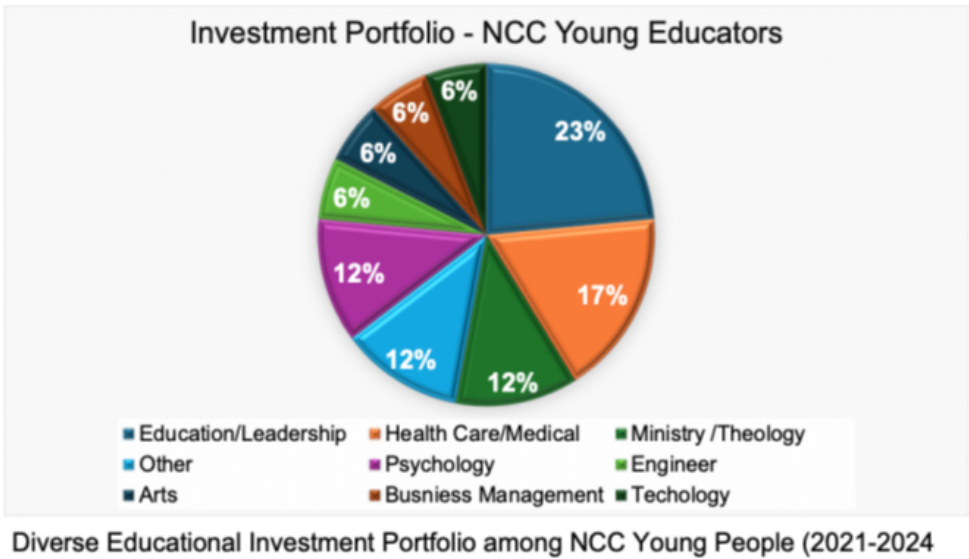


Figure 43: NCC Investment Portfolio

Figure 43 illustrates the distribution of various professional development areas and their corresponding percentages, as outlined in the North Caribbean Conference Education Assistance Policy for its employees.

North Caribbean Conference annual enrollment trends show consistent investment in employee education with diverse degree levels.



Figure 44: NCC Employees' Field of Study

Figure 44 shows the fields of study pursued by employees and their family members under the education assistance policy.

Ordination

During the reporting period, two district pastors were honored with ordination, as the Seventh-day Adventist Church officially affirmed the divine calling upon their lives. Pastor Leriano and Jeriece Webster were ordained on August 21, 2021, and Pastor Kumal and Daislan A. Smith were ordained on August 19, 2022. Both pastors are native-born citizens of Anguilla, marking a positive trend of indigenous leadership within the Conference.



Figure 45: Ordinates of the Quadrennium

Employee Benefit Plan

As shown in Figure 46, the Conference administers three different employee benefit plans in which all employees are enrolled:

Adventist Pension Plan: This applies to employees who are remunerated directly by the North Caribbean Conference every month and whose benefit service record remains with the office.

Social Security Plan: This applies to employees of our educational institutions who are paid by the local government or its agencies and whose benefit service records are retained by the local government agency by which they are paid.

Private Plan: This applies to contracted employees who have provided services to the organization on terms specified in a contractual agreement.

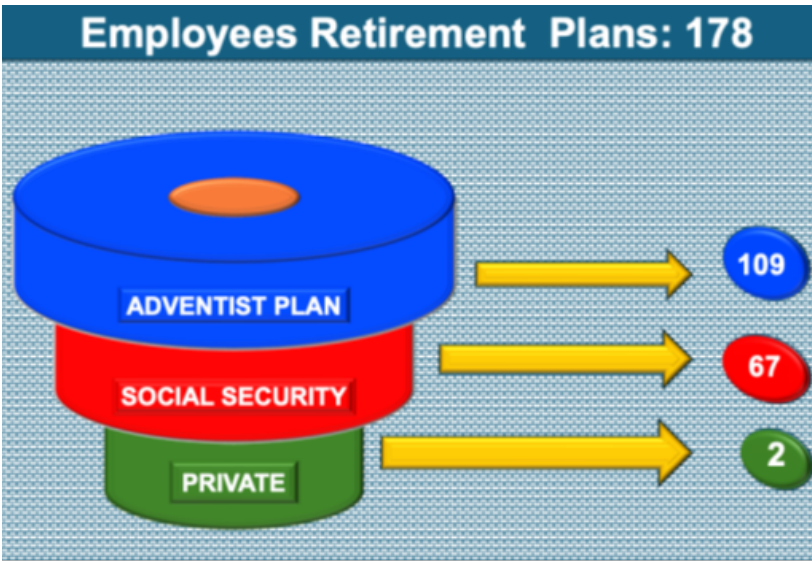


Figure 46: NCC Employees' Retirement Plans

This structured approach ensures that all employees receive appropriate benefits based on their employment status and source of compensation.

Comprehensive Retirement Distribution

Distribution of pension plans among the North Caribbean Conference's 180 employees.

Figure 47 shows that the 178 employees have different pension plans depending on their organization. Of the 178 employees, 61.23% (109 employees) are insured with the Adventist Pension Fund. Sixty-seven of our employees, or 37.64%, who work in two of our schools funded by the local government, are covered by the local government plan, while 1.6% are privately insured.

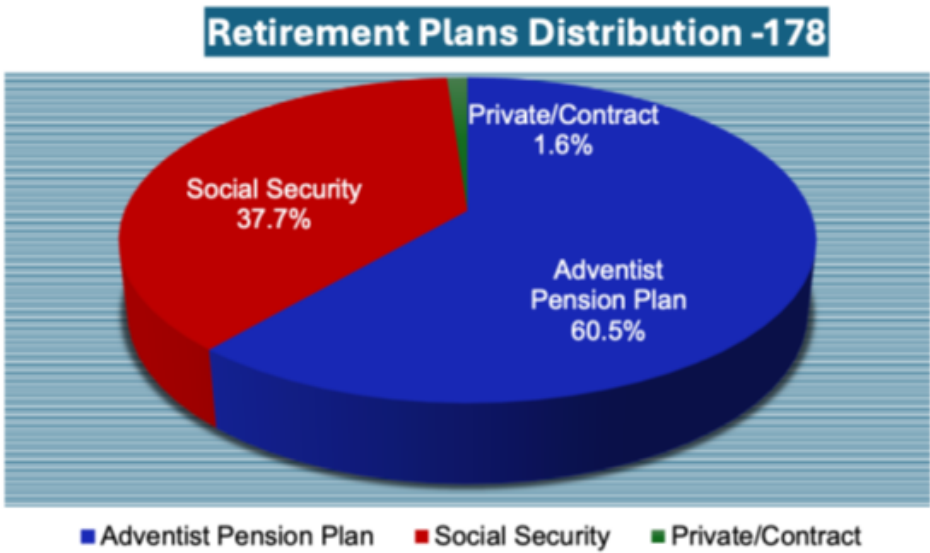


Figure 47: NCC Employees' Retirement Distribution

Fiduciary Responsibility: A Moral Imperative

The distribution of the NCC’s pension plans reflects our priorities and commitments, which require careful stewardship, strategic planning, and an unwavering commitment to the well-being of our employees. Through the faithful stewardship of these sacred trust funds, the Conference fulfills its responsibility to those who have dedicated their lives to working for the Church and ensures that they can live out their retirement with dignity.

At the time of this report, 27 of the 109 employees in the Adventist Pension Plan were age 60 or older. This report indicates that 27 employees, or 24.7% of the workforce, will be eligible to retire in five years under the Inter-America Division Pension Plan Policy. This data suggests that management must continue to consider succession planning as an integral part of the Conference’s strategic plan.

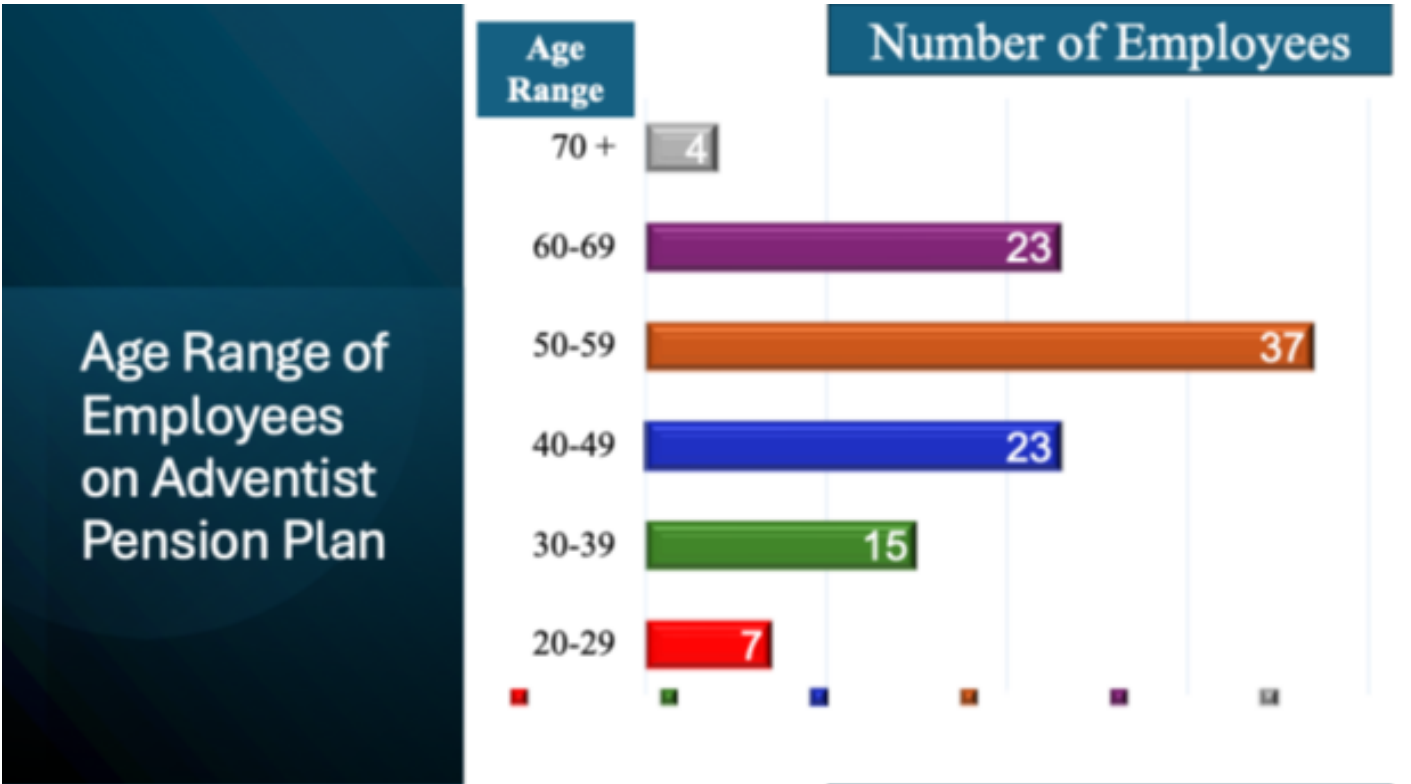


Figure 48: NCC Employees Pension Plan

Policy Adjustment in Employee’s Pension Plan - 2022

Based on the Caribbean Union Conference Actuarial Study of the Pension Fund, the Actuary strongly recommends that the following adjustments be made to the IAD Policy for the Caribbean to maintain the viability of the Fund to which the NCC has adapted and is implementing.

- 1. Retirement Age:** Increase the minimum retirement age from 63 to 65 years.
 - 2. Bonus for Dedicated Service:** Removal of the Bonus for dedicated service from the IAD Retirement Fund to allow conferences and missions to pay the bonus dedicated service to those who retire from their respective fields.
 - 3. Eligible Years:** A limit of thirty years of service for the maximum benefit.
- The sudden but responsible call for bold financial management to ensure adequate compensation for the retired employees of our region by the wider organization prompted the North Caribbean Conference to act immediately and allocate the necessary funds to meet the recommended policy adjustment, and has paid the required bonus for dedicated service to the retired employees in line with the present policy. To God be the glory!

The Dedication of Retired Workers

Commendation and recognition for colleagues who have faithfully completed their service within the Seventh-day Adventist organization are profoundly well-deserved. Their commitment, sacrifice, and spiritual leadership have left an enduring impact on our faith community. As they conclude this chapter of ministry, we celebrate their legacy and give thanks for the paths they have helped shape, trusting that their contributions will continue to inspire generations to come.

Table 18 lists the names of the retirees and the categories or areas of work affected by their departure. The thirteen former employees were diligent in their service and dedicated their lives to the Church. Combined, the thirteen retirees provided 401 years and 8 months of faithful service to the Church.

Table 18 shows that the retirees represent a diverse range of roles, including teachers, pastors, business managers, and auditors, who have served on multiple islands and in various departments. This fact underscores the breadth and depth of talent, leadership, and ministry within the North Caribbean Conference.

No.	Retiree	Position	Island	Effective Date	Years of Service
1	Jestina Beatrice Allcock	Teacher	St. Thomas	July 31, 2021	30 years, 4 months
2	Earl Stuart Daniel	Pastor	St. Croix	December 31, 2021	30 years, 6 months
3	Annmarie Ingrid John	Teacher	BVI	August 31, 2024	39 years, 9 months
4	Elvis Franklyn John	Teacher	BVI	August 31, 2022	38 years, 10 months
5	Ornette Marigold Martin	Teacher	St. Thomas	July 31, 2021	21 years
6	Monica Christine Prendergast-McDonald	Teacher	BVI	August 31, 2024	33 years
7	Hermon Anderson Mike	Office Information Technician	St. Croix	December 31, 2021	37 years, 7 months
8	Laverne Patricia Mike	Business Manager	St. Croix	July 31, 2023	28 years, 5 months
9	Sylvia Iola Ogarro	Administrative Assistant	NCC office	January 31, 2023	28 years, 1 month
10	Evelyn Venetta Osborne	Teacher	St. Thomas	July 31, 2021	22 years, 7 months
11	Mervin Wellington Rogers	Auditor	NCC Office St. Croix	September 30, 2021	43 years
12	Verne Roslyn Bully Rogers	Assistant Accountant	NCC office St Croix	October 31, 2021	33 Years, 6 Months
13	Donna Gale Taylor	Sales Clerk	ABC St. Croix	September 30, 2021	16 years, 4 months

Table 18: Conference Retired Workers, 2021-2024

The Data

The data not only reveals years and names, but also servant leaders who illuminated a path with an extraordinary legacy of service, as evidenced by the retirees whose years of service culminated in centuries of faithfulness, (402 years and 8 months). Their dedication in various capacities and on multiple islands, as well as the enduring testimony of long-time, part-time colporteur Mrs. Victoria Sablon, who has faithfully labored on St. Croix, USVI, in the Colporteur Ministry for over 40 years, is a powerful inspiration and laid foundation for the future of the work in the North Caribbean Conference.

Necrology

In this Quadrennium, we mourned the loss of eight valued members of the North Caribbean Conference Staff. While seven colleagues passed away in retirement, Ms. Rholda Joseph passed away on November 6, 2022, while still in active service. We remember them not only as colleagues but also as valued spouses, family members, and friends. Each of them has faithfully endured the challenges of their calling, completed their training, and kept the faith, and now awaits the crown of righteousness that the righteous Judge will bestow on the last day. Their service records are faithfully preserved in the heavenly annals. We knew them well, and those who met them testify to the inspiration and encouragement they experienced in their ministry of love for God and man. In this moment of reflection, we also express our gratitude for the blessed hope, for resurrection day that's on its way, and the soon return of Jesus Christ.

No.	Name	Position	Date of Death
1	Eglantine Daniel	Colporteur	September 24, 2023
2	Valentine George	Bible Instructor	February 10, 2022
3	Valerie Hodge	Colporteur	August 1, 2021
4	Rholda Joseph	Teacher	November 6, 2022
5	Sylvia Ogarro	Administrative Assistant	December 14, 2023
6	Rolando Roper	Educator	August 19, 2021
7	Easlyn Ruan	Teacher	June 22, 2023

Table 19: NCC Deceased Employees during the Quadrennium

Table 19 contains the names of dedicated servants of God, who passed away in the years 2021-2024.

Real Property Stewardship

The North Caribbean Conference is a non-profit corporation registered with the Lieutenant Governor's Office in Christiansted, St. Croix, US Virgin Islands. This nonprofit status enables the NCC to own property by purchase, bequest, or transfer in accordance with the laws of the various governmental jurisdictions it serves. During the past Quadrennium, the Conference received a significant gift of land: the family of the late brother and sister Rolando and Eunice Roper conveyed to the North Caribbean Conference as real property parcel 101 Enfield Green, Frederiksted, St. Croix, USVI.



Figure 49: NCC Property Estate by Island

The Conference has also made significant progress in the ongoing legal process to have the Land Registry Courts in all jurisdictions confirm that all Seventh-day Adventist real property in the North Caribbean Conference territory is titled “North Caribbean Conference, Inc.” Securing the appropriate titles and ensuring compliance with local regulations is a complex, time-consuming, and costly endeavor. As stewards of the Lord’s resources, the Conference remains committed to this responsibility with patience and diligence.

Islands	No. of Pieces	Land Search Completed	Court Order Confirmed	Court Order Unconfirmed	% of Pieces Completed
Anguilla	22	Yes	100%		25%
British Virgin Islands	9	Yes		100%	
St Croix	26	Yes	80%	20%	80%
Sint Eustatius/Saba	4	Yes	25%	75%	33%
Sint Maarten	6	No	22%	78%	22%
St. Thomas/St. John	13	Yes	100%		100%

Table 20: NCC Property Stewardship

Table 20 shows the progress of transferring real property estates on the islands under the jurisdiction of the NCC to preserve, protect, and record.

Building the Future: Discipleship, Identity, and Generational Connection in our Church

As we look to the future of our Church, I am pleased to share with you three key initiatives designed to strengthen our work, encourage deeper community engagement, and ensure our Church remains vibrant and relevant. Each of these initiatives addresses a critical area for growth and vitality.

- **First**, a call to implement a targeted discipleship program in each Church. This will empower our members to grow spiritually and actively share their faith, based on the Great Commission (Matthew 28:14-20).
- **Second**, that leaders of the Church and our members commit to preserving and strengthening our Adventist identity. By upholding biblical foundations and sound doctrine and integrating the gift of prophecy into our worship services and daily life, we seek to form a community that truly reflects Adventist values.
- **Third and finally**, we employ comprehensive strategies to bridge the generational gap. Drawing on the wisdom of Deuteronomy 6:1-7, we commit ourselves to engaging and retaining members of all ages, ensuring that the faith and mission entrusted to us are faithfully passed on to future generations. Through intergenerational ministry, nurturing discipleship, and vibrant worship, we seek to build a legacy of spiritual continuity anchored in grace and truth.

Together, these three initiatives will help us build a church that is spiritually strong, mission-driven, and able to serve our community for years to come.

Conclusion

A Future Envisioned

The Secretariat envisions a future for the North Caribbean Conference characterized by strategic initiatives that intentionally align with our mission — fostering vibrant discipleship, strengthening Adventist identity, and building meaningful intergenerational connections to ensure continued success and sustainability. Through consistent communication, resources, and leadership support, the Secretariat will promote a unified approach to evangelism and member engagement and ensure that discipleship is at the heart of all organizational activities.

In support of our mission, this office will lead initiatives to maintain and promote a strong Adventist identity that reflects our biblical beliefs, values, and heritage while fostering meaningful intergenerational connections. This includes intentional strategies that bridge the generation gap, engage children, youth, adults, and seniors in active ministry, and create spaces for intentional dialog and collaboration. By combining heritage preservation and forward-looking innovation, the Secretariat will help ensure that the church remains vibrant, relevant, and united — anchored in faith, equipped for mission, and united by love and purpose.

Mr. Chairman I conclude by sharing the prayer of King David recorded in Psalm 17:8: to the delegates and guests at this 15th. quadrennial session of the North Caribbean Conference. I read, “Lord, keep us as the apple of the eye. Hide me in the shadow of thy wings.”

Psalm 17:8 “Keep us as the apple of your eye. Hide us in the shadow of Your wings.”



I humbly ask that God keep us as the apple of Your eye. May we find our security and our worth in Your loving gaze. Hide us, O Lord, in the shadow of Your wings. Protect us from discouragement, division, and any force that seeks to distract us from Your mission. Protect us in Your presence so that we may lead with wisdom, compassion, and unity.

Give us discernment for the challenges ahead, courage to make decisions that honor You, and humility to serve as Christ served. May our hearts remain steadfast, our visions clear, and our spirits refreshed by Your grace. We trust in Your steadfast love and place ourselves, our families, and this Conference in Your care. Keep us close to You, protected and guided, as we seek to do Your will.

Maranatha,
Pastor Wilmoth James

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NCC TREASURY REPORT

Sanida K. McKenzie
Treasurer - Administration



Mr. Chairman, representative of the Inter-American Division, officers of the Caribbean Union Conference, fellow administrators of the North Caribbean Conference, delegates, guests, ladies, and gentlemen, I greet you in the wonderful name of Jesus Christ, our soon coming King.

As we reflect on the financial landscape and our stewardship during this time, we are reminded that the plan of redemption began and ends with a gift—and we must continue in the same spirit. The same sacrificial love that secured our salvation should dwell in all who partake of the heavenly gift.

The apostle Peter admonishes, “As every man hath received the gift, even so minister the same one to another, as good stewards of the manifold grace of God” (New King James Version, 1982, 1 Peter 4:10). And Jesus Himself said, “Freely ye have received; freely give” (King James Version, 1611, Matthew 10:8).

Ellen White (1915) echoes this principle of faithful stewardship, stating, “Every dollar of our means should be considered as the Lord’s, not ours, and as a precious trust from God to us; not to be wasted for needless indulgences, but carefully used in the cause of God, in the work of saving men and women from ruin” (White, p.214).

This quadrennium was marked by significant financial challenges. The global economy experienced considerable volatility - first with the sharp recovery from the COVID-19 pandemic, followed by rising inflation and ongoing uncertainty.

The lingering effects of the pandemic slowed economic growth and contributed to reduced in-person attendance at churches across the conference, which naturally impacted our income.

Yet, our God remained faithful, and for this, we give Him all the praise.

Along with the steadfast support and faithfulness of our approximately 15,000 members, God provided the resources necessary for us to carry out the sacred mission to which we have been called. By God’s grace, the conference continues to grow—both in membership and in financial strength. As a result, it is reasonable to conclude that we operated within a fair and stable financial position during the 2021–2024 period.

Despite the economic turbulence, we recognize that all we have received is from God, and it is our privilege to return to Him in service and sacrifice. May we continue to give as we have received—with generosity, faith, and gratitude. It is with delight and gratitude that I present this report on the funds received and disbursed during the period 2021–2024.

Tithe Income

During the period under review (2021–2024), the North Caribbean Conference began with a membership of 15,003 and concluded with 15,478—an encouraging growth in membership. Over this time, members contributed a total of \$31,666,751.00 in tithe. This reflects an increase of \$732,351.54 or 2.37% over the previous period’s total of \$30,934,399.46.

A detailed breakdown of this data is presented in Table 1 and visually represented in Figure 1.

2021-2024		2017-2020	
2024	7,807,833.00	2020	7,358,505.36
2023	8,299,885.00	2019	8,180,548.34
2022	7,576,975.00	2018	8,456,946.28
2021	7,982,058.00	2017	6,938,399.48
Total	31,666,751.00	Total	30,934,399.46

Total Mission Offering		Percentage
2017 - 2020	30,934,399.46	97.69%
2021 - 2024	31,666,751.00	100.00%
INCR/(DECR)	732,351.54	2.37%

Table 1: Total Tithe Comparison

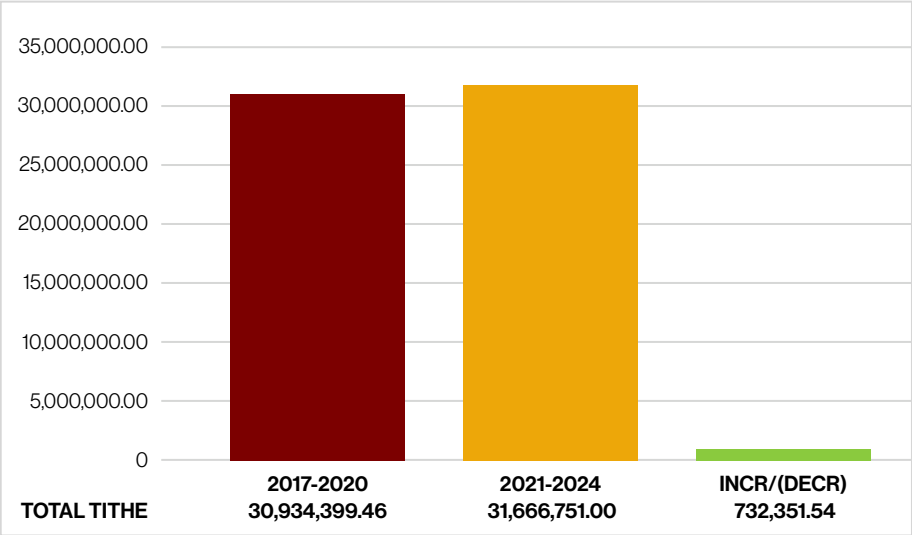


Table 2 compares tithe income by area with the 2017–2020 period. Figure 2 illustrates the distribution of tithe across the quadrennium; further, Table 3 outlines the required deductions made to the wider church organizations and institutions.

Figure 1: Total Tithe Comparison

	2017	2018	2019	2020	2021	2022
US AREA	5,512,340.74	6,487,378.48	6,441,624.18	5,820,758.98	6,376,209.07	5,936,655.55
FL AREA	1,164,932.58	1,630,992.00	1,409,572.22	1,234,628.41	1,333,421.87	1,335,811.21
EC AREA	261,126.16	338,575.80	329,351.94	303,117.97	272,427.06	304,508.24
Total	6,938,399.48	8,456,946.28	8,180,548.34	7,358,505.36	7,982,058.00	7,576,975.00

Table 2: Tithe Income By Area vs Previous Quadrennium

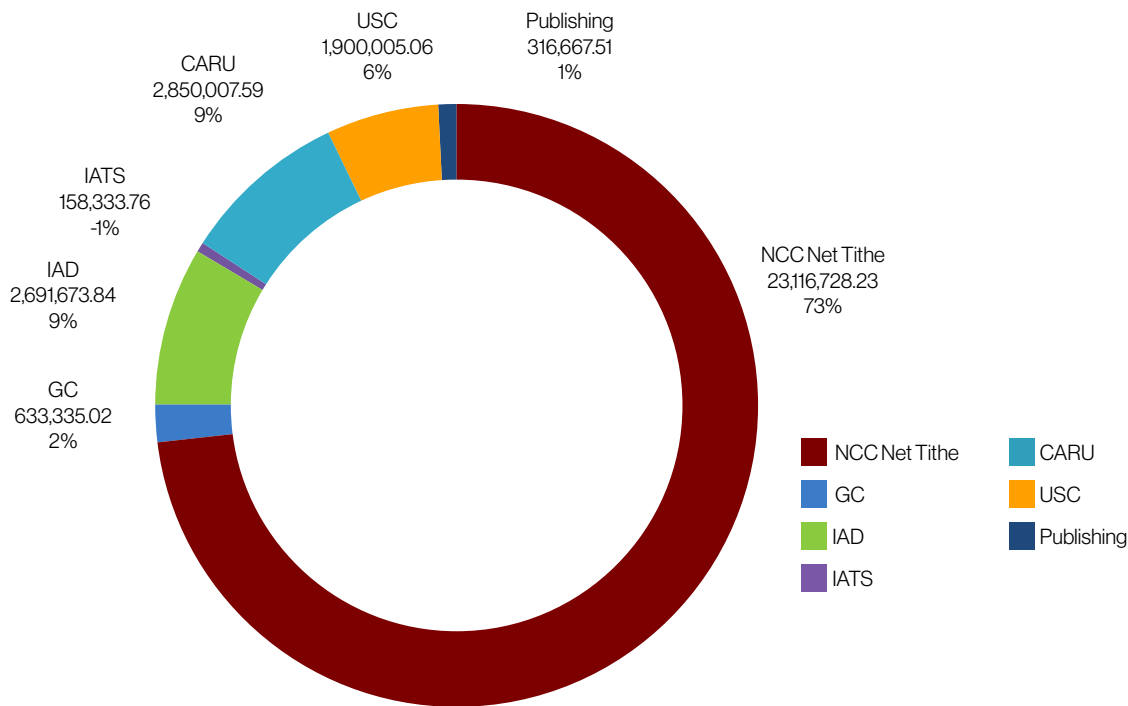


Figure 2: Tithe Distribution

	NCC Net Tithe	GC	IAD	IATS	CARU	USC	Publishing	Total
2021	5,826,902.34	159,641.16	678,474.93	39,910.29	718,385.22	478,923.48	79,820.58	7,982,058.00
2022	5,531,191.75	151,539.50	644,042.88	37,884.88	681,927.75	454,618.50	75,769.75	7,576,975.00
2023	6,058,916.05	165,997.70	705,490.23	41,499.43	746,989.65	497,993.10	82,998.85	8,299,885.00
2024	5,699,718.09	156,156.66	663,665.81	39,039.17	702,704.97	468,469.98	78,078.33	7,807,833.00
Total	23,116,728.23	633,335.02	2,691,673.84	158,333.76	2,850,007.59	1,900,005.06	316,667.51	31,666,751.00

Table 3: Policy Deductions to Wider Organizations and Institutions

Online Giving

We continue to use our online giving platform Tithe.ly, a cloud-based funds collection application and online giving solution, which was adopted during the pandemic. The platform accounted for 2% of the total tithe collected (or \$669,706.98), compared to \$60,008.06 in the previous quadrennium, as depicted in Figure 3.

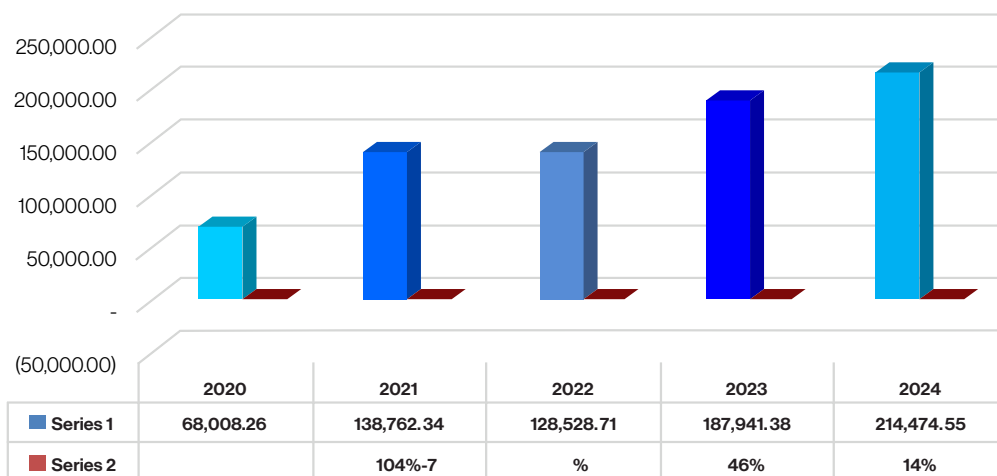


Figure 3: Tithe.ly Tithe Collection 2020-2024

Mission Offering

In addition to tithe, the Conference remitted \$1,835,584.76 in mission offerings to the Inter-American Division (IAD), a modest increase of \$11,319.07 or 0.62% over the previous quadrennium's total of \$1,824,265.69. This is detailed in Table 4 and illustrated in Figure 4. This amount represented 5.80% of total tithe income, closely aligned with the percentage for the previous quadrennium, as shown in Table 5 and Figure 5. Additionally, global offerings during this period accounted for 28.98% of tithe income, again consistent with prior trends, as reflected in Table 6 and Figure 6.

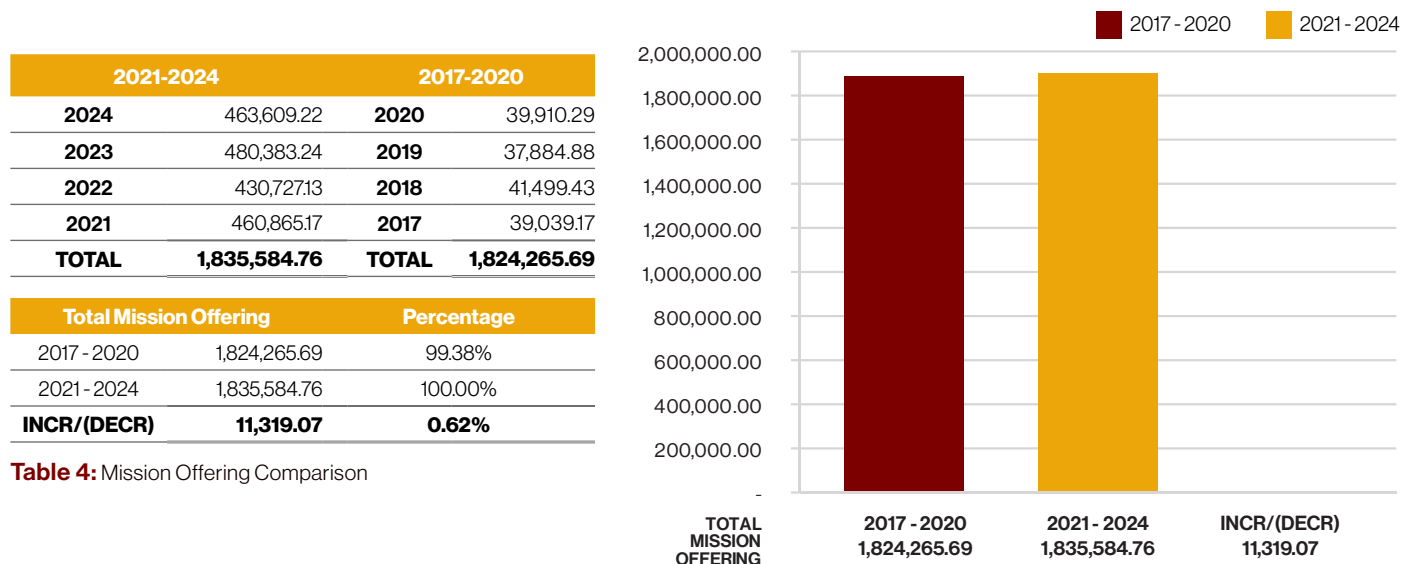
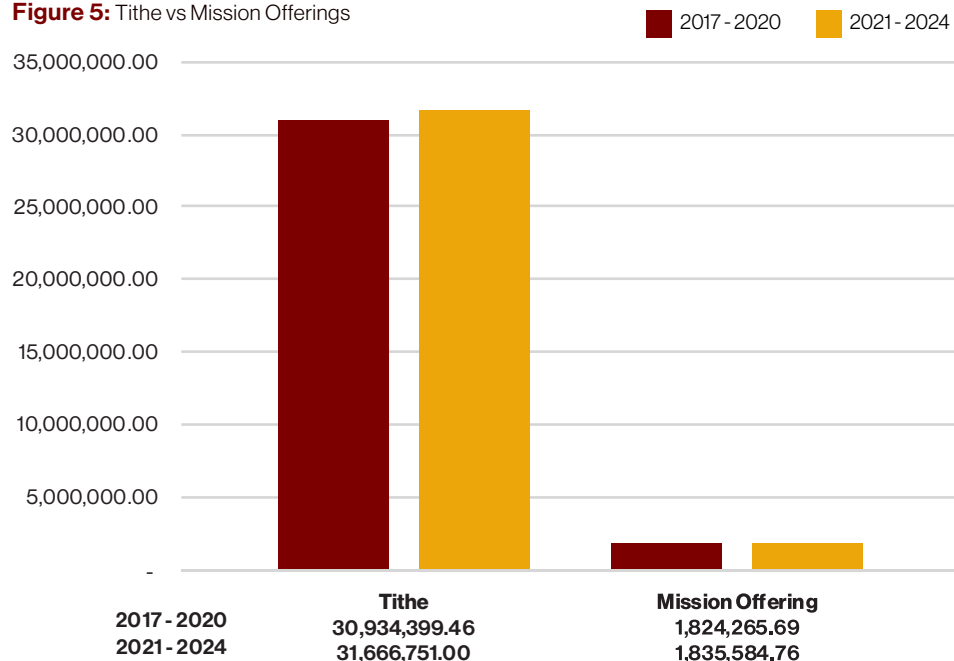


Table 4: Mission Offering Comparison

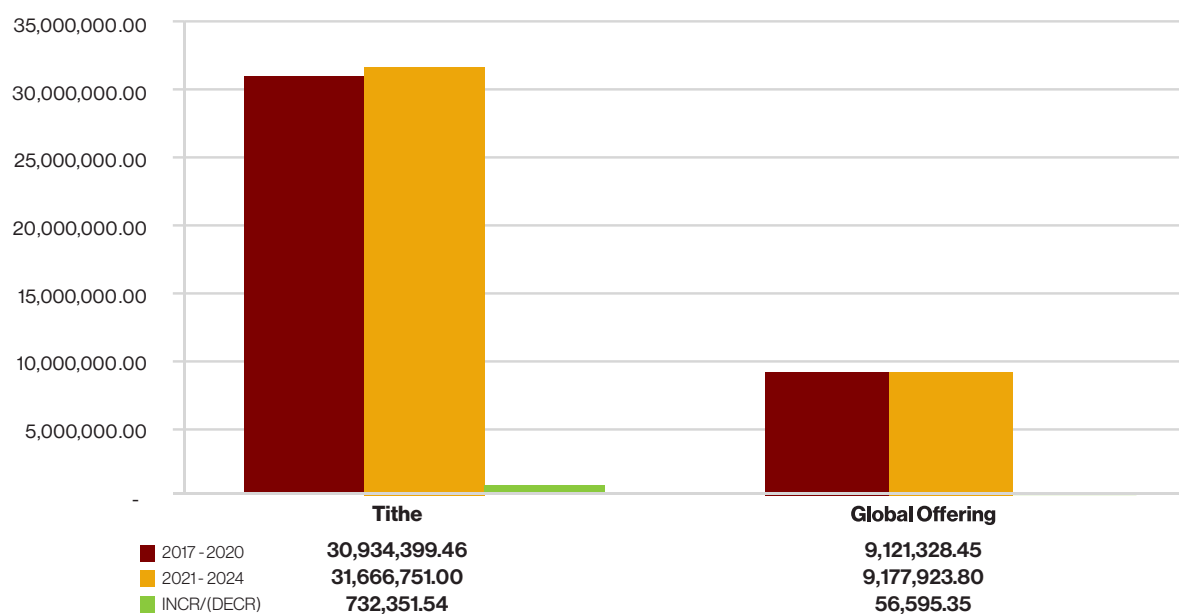
Figure 4: Mission Offering Comparison

Table 5: Tithe vs Mission Offerings

	Tithe	Mission Offering	Tithe vs Offering
2017-2020	30,934,399.46	1,824,265.69	5.90%
2021-2024	31,666,751.00	1,835,584.76	5.80%
INCR/(DECR)	732,351.54	56,595.35	-0.10%

Figure 5: Tithe vs Mission Offerings**Table 6:** Tithe vs Global Offering

	Tithe	Global Offering	Tithe vs Global Offering
2017-2020	30,934,399.46	9,121,328.45	29.49%
2021-2024	31,666,751.00	9,177,923.80	28.98%
INCR/(DECR)	732,351.54	56,595.35	-0.50%

Figure 6: Tithe vs Global Offering

Working Capital and Liquidity

The Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists recommends that working capital and liquidity be maintained at levels equivalent to six months and three months of core operating expenses (2023-2024, O 21 20), respectively. Prior to 2021, these benchmarks were expressed as percentages, with a minimum of 100% required for both. At the close of 2020, the North Caribbean Conference held \$1,360,401.00 in cash and \$6,771,786.00 in total liquid assets. This reflected a liquidity ratio of 173% and a working capital ratio of 143%—both are comfortably above the referenced policy minimum.

By the end of 2024, the Conference's cash balance stood at \$638,705.00, and total liquid assets amounted to \$6,064,794.00—a 10.4% decrease from 2020. These figures translated to 8.4 months of liquidity, and the working capital stood at 10.1 months. Despite economic volatility during the quadrennium, the Conference continued to operate well within policy guidelines (IAD, 2023-2024, O 21 20). These results are illustrated in Figures 7 and 8.

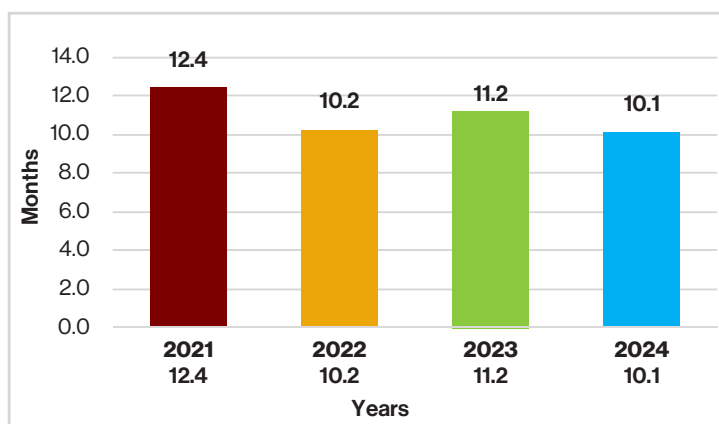


Figure 7: Working Capital 2021-2024

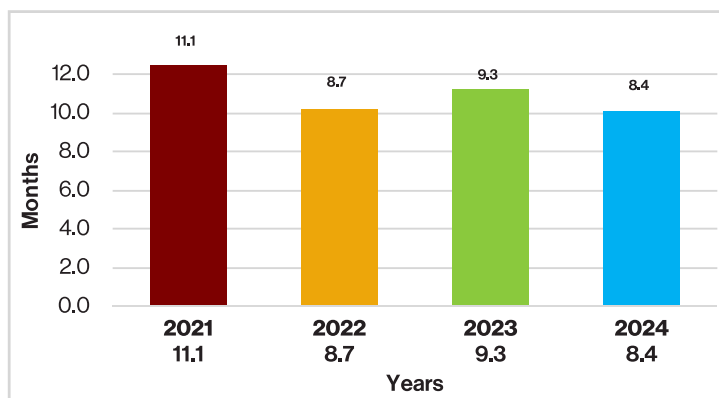


Figure 8: Liquidity

Accounts Receivable

Table 7 reflects the total accounts receivable, net of the allowance for doubtful accounts, for the years 2021–2024. It includes a detailed breakdown of receivables from employees, churches, subsidiaries, and the wider Seventh-day Adventist (SDA) organization. At the end of December 2020, the accounts receivable total was \$4,248,273.00 compared to \$4,290,817.00 as of December 31, 2024, less provision for doubtful accounts. Included in this amount is \$3,510,167.35 held in the Caribbean Union Revolving Fund (CURF), which was reclassified in 2017 from investments to accounts receivable citing compliance with International Accounting Standards, IAS 7 – Statement of Cash Flows.

Accounts Receivable	2024	2023	2022	2021
Inter-American Division	7,184	4,017	22,496	10,240
Caribbean Union Conference	3,737,337	3,938,267	3,982,164	4,119,237
SDA Entities Within NCC Territory	385,950	315,238	401,977	325,712
Other Denominational Entities	11,072	6,006	12,904	20,340
Employees	7,546	1,323	605	9,221
Other Accounts Receivable	237,784	285,815	124,154	38,945
Total Accounts Receivable	4,386,873	4,550,666	4,544,300	4,523,695
Allowance for Doubtful Accounts	(96,055)	(30,810)	(166,605)	(174,490)
Net Accounts Receivable	4,290,818	4,519,856	4,377,695	4,349,205

Table 7: Accounts Receivable 2021-2024

Current Liabilities

As of the end of the quadrennium, the North Caribbean Conference current liabilities totaled \$1,229,528.00, of which \$537,152.00 represented agency or trust funds held on behalf of other entities. These liabilities reflect the Conference's ongoing obligations, which are carefully managed to ensure continued financial stability.

Ingathering

Over the 2021–2024 quadrennium, Ingathering efforts raised \$670,364.65, representing a 3.60% decrease or \$24,989.21 less than the \$695,353.86 raised in the previous quadrennium. Table 8 presents the annual collections alongside the corresponding goals for each year, while Figure 9 provides a visual representation of the funds collected across the four-year period.

In adherence to the Working Policy (IAD, 2023-2024, O 47), the Caribbean Union Conference received 30% of the goal, while the Inter-American Division (IAD) received 10% of the total funds collected. Local churches received 90% of the amount raised above their assigned goals, which was applied to vital ministries such as education, welfare, and disaster relief. The distribution and use of Ingathering funds are detailed in Table 9 and visualized in Figure 10.

Year	Ingathering	Goal
2021	133,917.58	147,576.95
2022	129,115.64	132,520.36
2023	214,577.45	132,520.36
2024	192,753.98	132,520.36
TOTAL	670,364.65	545,138.03

Table 8: Total Ingathering Goals

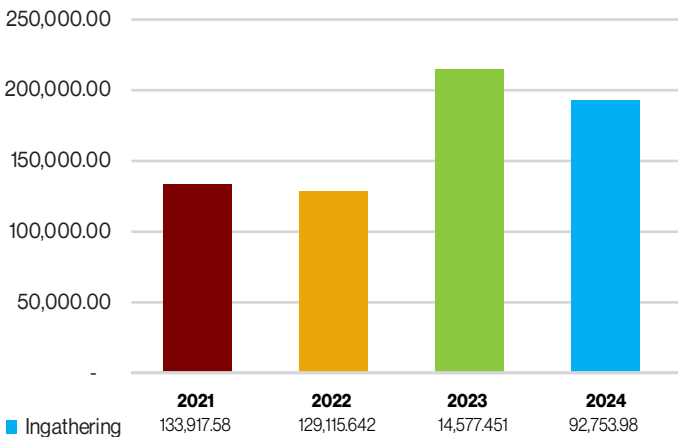


Figure 9: Total Ingathering 2021-2024

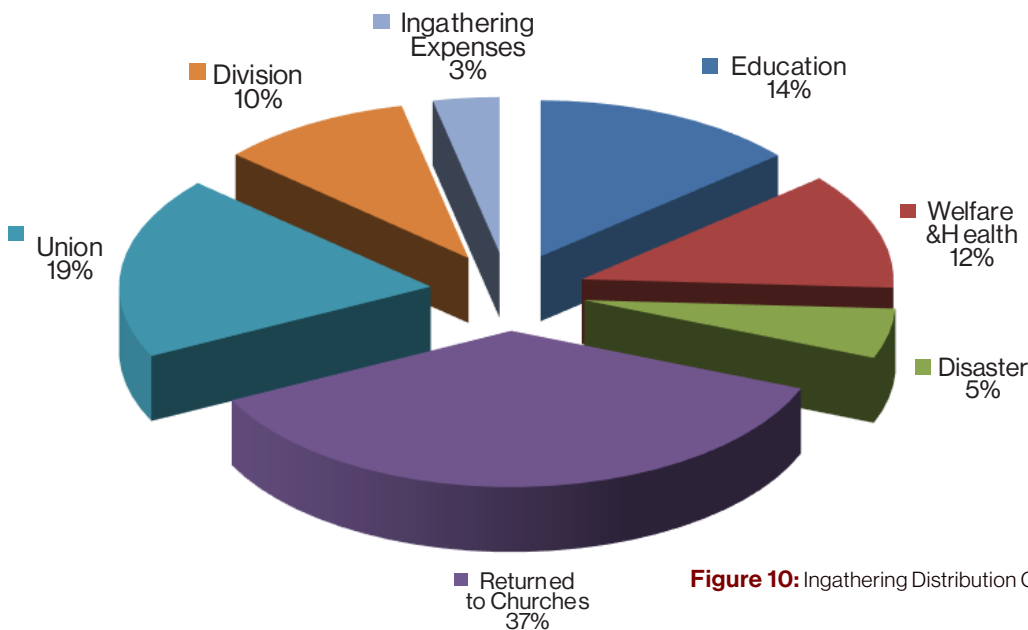


Figure 10: Ingathering Distribution Graph

Conference Development Fund

The Conference Development Fund (CDF) continued to play a key role in funding infrastructural and mission-related projects. As of December 31, 2024, the fund had received \$7,368,919.24, of which \$6,693,775.59 had been disbursed (see Table 10). Table 11 outlines contributions received during the 2021–2024 period, while Table 12 provides a detailed breakdown of how these funds were allocated. The CDF continues to support conference-wide development initiatives with careful oversight and accountability.

Conference Development Fund	
Income to Date	7,368,919.24
NCC Distribution	6,693,775.59
Balance as Dec/31/2024	675,143.65

Table 10: Conference Development Fund

Education

The North Caribbean Conference remains deeply committed to Christian education, viewing it as a cornerstone of spiritual and character development for our youth. During the quadrennium, \$6,722,094.00 was allocated toward education, a 3.21% or \$209,029.00 increase over the \$6,513,065.00 spent in the previous period. These funds covered monthly subsidies to our five Adventist schools, as well as related expenses such as staff medicals, insurance premiums, employing entities' portion Social Security and Medicare contributions, education assistance, year-end gifts, and sustentation payments to the Inter-American Division. This amount represented 29% of net tithe income, exceeding the limits recommended by the Working Policy (IAD, 2023-2024, S 30). These policies cap tithe used for primary education (at 30% of total salaries and allowances of principals and teachers) and secondary education (at the total salary and allowance cost of Bible teachers and principals). A detailed summary is shown in Table 13 and illustrated in Figure 11.

Despite the increase in funding, education remains one of our most significant financial challenges. Schools in the United States Virgin Islands (USVI) continued to face low enrollment and financial strain. At the end of 2024, the combined debt of the USVI schools stood at \$259,753.93, an increase of \$95,028.84 from the \$164,725.09 reported in the last quadrennium. Encouragingly, the schools remain committed to reducing this debt and have sought to make payments toward its reduction.

In addition to operational support, the Conference also allocated \$48,577.07 to support educational excellence and special initiatives. This included awards for valedictorian, salutatorian, and subject-specific achievements in math, English, Bible, and science, as well as miscellaneous donations, such as a \$10,000.00 contribution to the University of the Southern Caribbean's (USC's) building project. These distributions are summarized in Table 14.

Further to the above-mentioned, the Conference also provided need-based and merit-based scholarships amounting to \$55,805.00 for high school students, as summarized in Table 14. These scholarships were awarded through the Sifton Brown-William Ham (SBWH) Scholarship Fund, which is funded by one quarter of the annual interest earned from our CURF investment.

Year	Amount
2021	240,310.35
2022	221,292.30
2023	246,432.23
2024	244,518.96
Total	952,553.84

Table 11: Conference Development Income from Churches

2021	
15,053.79	IAD 4%
3,000.00	Jireh Sound/Streaming Equipment Aid
2,000.00	Philipsburg Media Equipment Assist
3,102.38	Rd Town Media Equip Assist
2,880.83	Swt Redemp Media Equip Assist
100,000.00	Shimei Church - Building Project
150,000.00	Philadelphia Building Project
10,000.00	Sunny Acres SDA Church Assist for Roof Repair
286,037.00	2021 Subtotal

2022	
17,486.50	IAD 4%
150,000.00	Road Town SDA Church Building Project
150,000.00	Sweet Redemptive SDA Church Building Project
49,138.00	Philipsburg SDA Church - Building Project
150,000.00	Philadelphia SDA Church
516,624.50	2022 Subtotal

2023	
4,538.02	IAD 4%
150,000.00	Carrot Bay SDA Conf Dev Bldg Assistance
200,000.00	Maranatha SDA Church Conf. Dev. Bldg Assistance
200,000.00	Peter's Rest Building Project Assistance
20,000.00	Conf. Dev. Assistance - Fencing Project
10,000.00	Cole Bay SDA Church SXM Fencing
10,000.00	Philadelphia SDA Church
594,538.02	2023 Subtotal

2024	
19,246.94	IAD 4%
65,000.00	Shemei Building Project
10,000.00	St. Thomas SDA School 70th Anniversary Gift
10,000.00	Cole Bay Church for AC Installation
5,000.00	Cole Bay Church for Media Ministry
10,000.00	Faith SDA Church - 100th Anniversary Gift
119,246.94	2024 Subtotal
1,516,446.46	Grand Total Disbursed

Table 12: Conference Portion Disbursed 2021 - 2024

Table 13: Education Appropriations

Year	Medical	4 In 1 Insurance	Awards	Moving	Work Permits	Sustentation
2024	5,698.30	9,463.32	11,400.00	1,260.00	36,537.84	478,639.46
2023	8,072.85	9,881.23	11,400.00	2,520.00	41,024.48	388,735.26
2022	12,498.96	9,774.89	11,900.00	-	49,912.66	395,226.24
2021	17,662.31	10,801.53	11,400.00	3,780.00	29,218.10	384,853.65
TOTAL	43,932.42	39,920.97	46,100.00	7,560.00	156,693.08	1,647,454.61

Year	School Insurance	Education Assistance	Year End Gift	Social Security/Medicare	Health Insurance Premium	School Subsidy
2024	35,332.58	89,590.02	77,821.11	204,592.27	252,078.21	652,020.00
2023	31,201.88	78,313.44	75,697.90	209,397.53	210,562.53	652,020.00
2022	24,570.16	105,521.37	39,210.30	73,361.60	208,973.63	652,020.00
2021	20,968.68	32,126.25	68,246.90	197,112.17	137,674.15	652,020.00
TOTAL	112,073.30	305,551.08	260,976.21	684,463.57	809,288.52	2,608,080.00

2024	2023	2022	2021	Total
1,854,433.11	1,718,827.10	1,582,969.81	1,565,863.74	6,722,093.76

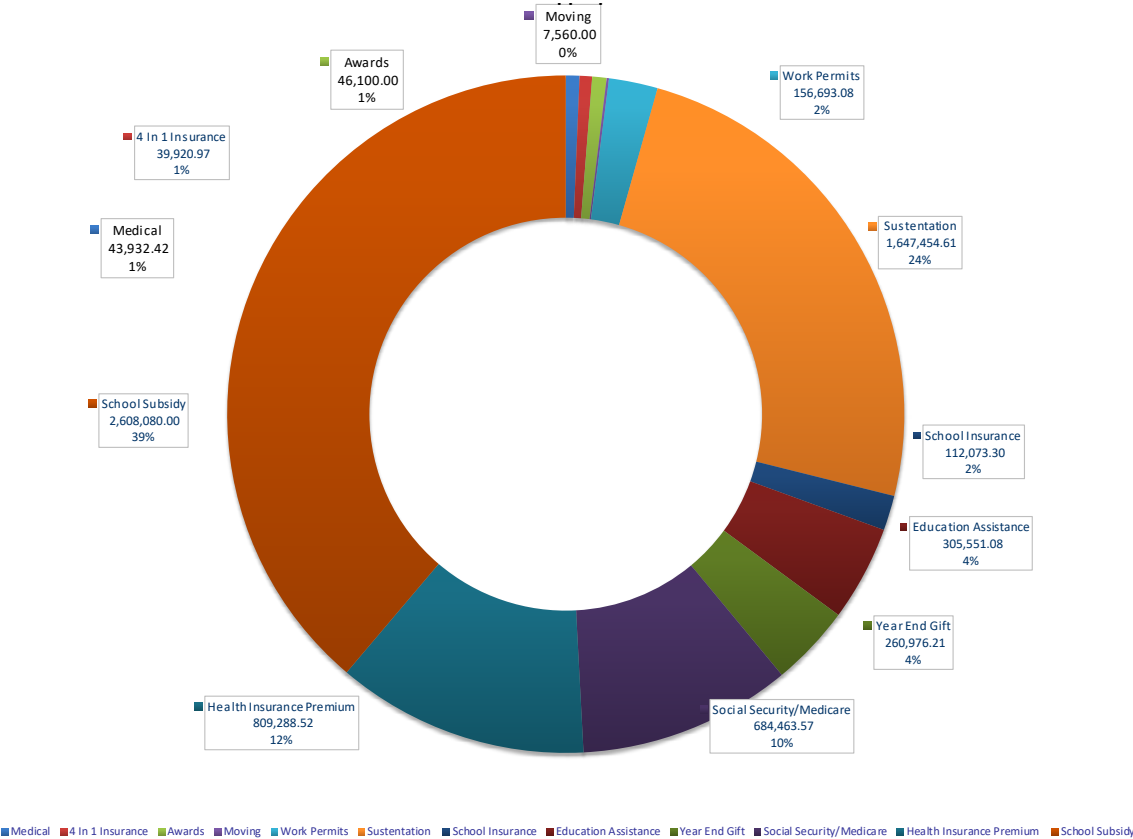


Figure 11: Education Appropriations

Year	AFO Education	Scholarships
2021	19,721.87	9,300.00
2022	4,800.00	19,376.00
2023	5,635.98	9,817.87
2024	18,419.22	17,311.40
TOTAL	48,577.07	55,805.27

Table 14: Funds Disbursed for Education

Welfare and Disaster

During the 2021–2024 quadrennium, the Conference disbursed \$135,911.24 from the Welfare Fund to support individuals and various causes in need and contributed an additional \$46,034.00 toward disaster relief to the St. Vincent and the Grenadines Mission and Haiti, after their disasters. The year-by-year distribution is detailed in Table 15.

Year	Welfare	Disaster
2021	33,221.25	39,999.99
2022	36,000.00	2,114.29
2023	18,349.99	3,919.72
2024	48,340.00	-
TOTAL	135,911.24	46,034.00

Table 15: Funds Disbursed for Welfare and Disaster

Income/Expenses

The primary source of income for the North Caribbean Conference remained tithe contributions, supported by smaller revenue streams. Expenses during the period were incurred across several key areas, including employee-related expenses, administrative and general operations, departmental spending, and other operating expenses.

Table 16 and Figure 12 depict the actual dollar amounts and percentages of operating income received from various sources. Table 17 and Figure 13 illustrate the actual expenditures and the percentage breakdown of each category during the quadrennium. Figure 14 presents the actual financial figures, including gains and losses over the period versus the previous quadrennium, while Figure 15 provides a comparative, graphical view of earned income (\$27,123,839.00) versus expenses (\$27,363,637.00) for the current quadrennium.

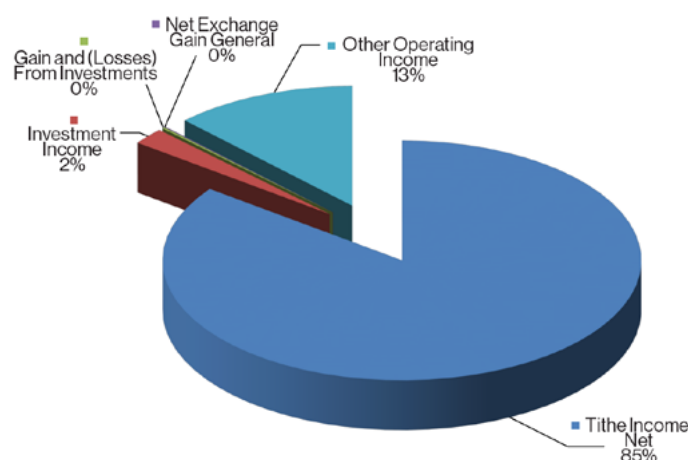


Figure 12: Total Earned Income 2021-2024 Quadrennium

Earned Income	Total Quadrennium	2024	2023	2022	2021
Tithe Income, Net	23,116,349.00	5,699,651.00	6,058,523.00	5,531,273.00	5,826,902.00
Investment Income	607,202.00	114,786.00	118,167.00	181,391.00	192,858.00
Gain and (Losses) From Investments	26,085.00	53,438.00	44,662.00	(81,859.00)	9,844.00
Net Exchange Gain - General	16,408.00	(3,542.00)	2,014.00	13,406.00	4,530.00
Other Operating Income	3,356,666.00	863,203.00	988,773.00	746,402.00	758,288.00
TOTAL INCOME	27,122,710.00	6,727,536.00	7,212,139.00	6,390,613.00	6,792,422.00

Table 16: Total Earned Income 2021-2024 Quadrennium

Expenses	Total Quadrennium	2024	2023	2022	2021
Employee-related Expense	13,444,223.00	3,288,449.00	3,208,275.00	3,505,933.00	3,441,566.00
Administrative & General Expense	9,828,034.00	2,933,628.00	2,697,736.00	2,182,305.00	2,014,365.00
Departmental Expense	3,285,305.08	652,521.64	439,189.44	1,282,812.00	910,782.00
Other Operating Expense	830,757.00	247,858.00	242,508.00	175,334.00	165,057.00
TOTAL EXPENSE	27,388,319.08	7,122,456.64	6,587,708.44	7,146,384.00	6,531,770.00

Table 17: Expense Distribution 2021-2024 Quadrennium

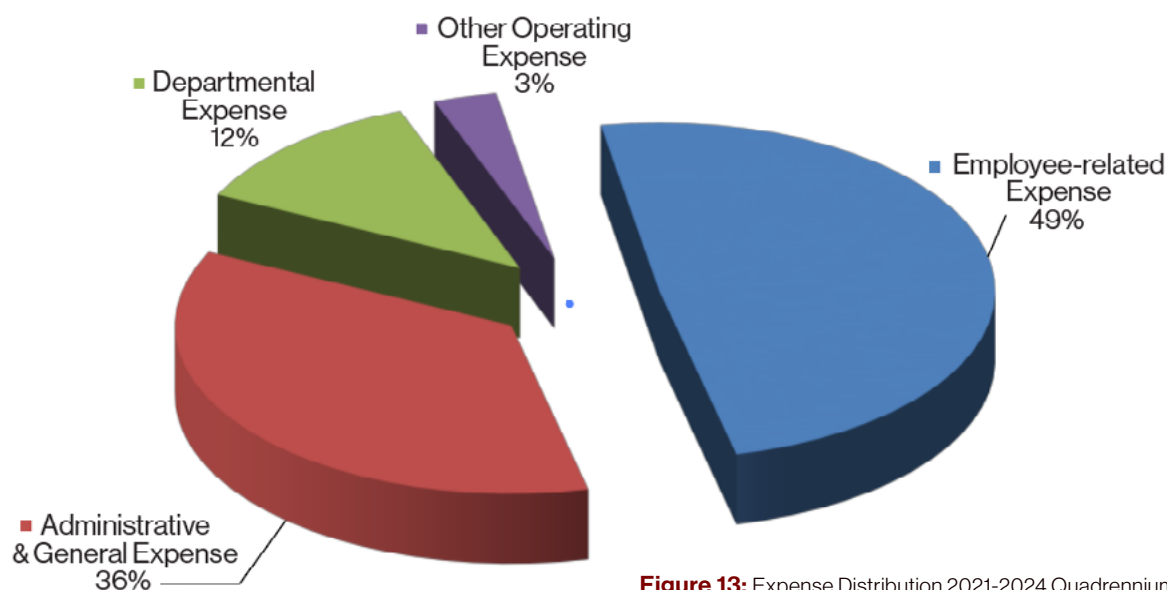


Figure 13: Expense Distribution 2021-2024 Quadrennium

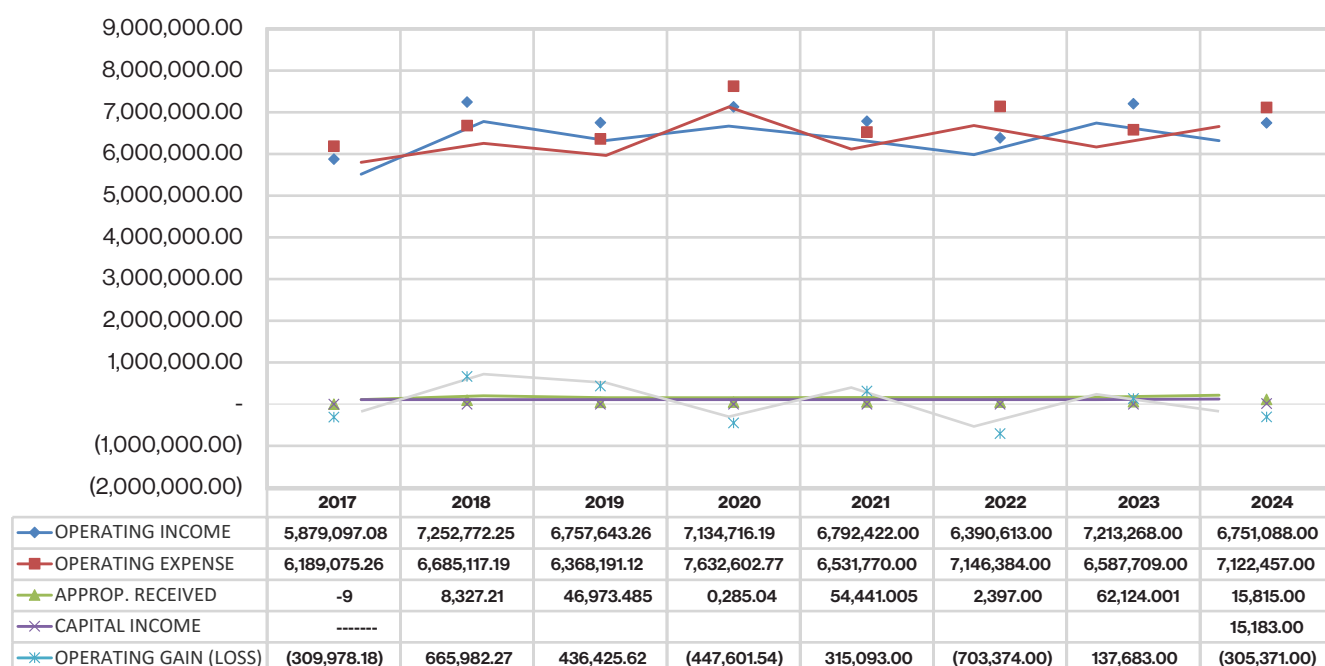


Figure 14: Graphical View of Income and Expense 2017-2024

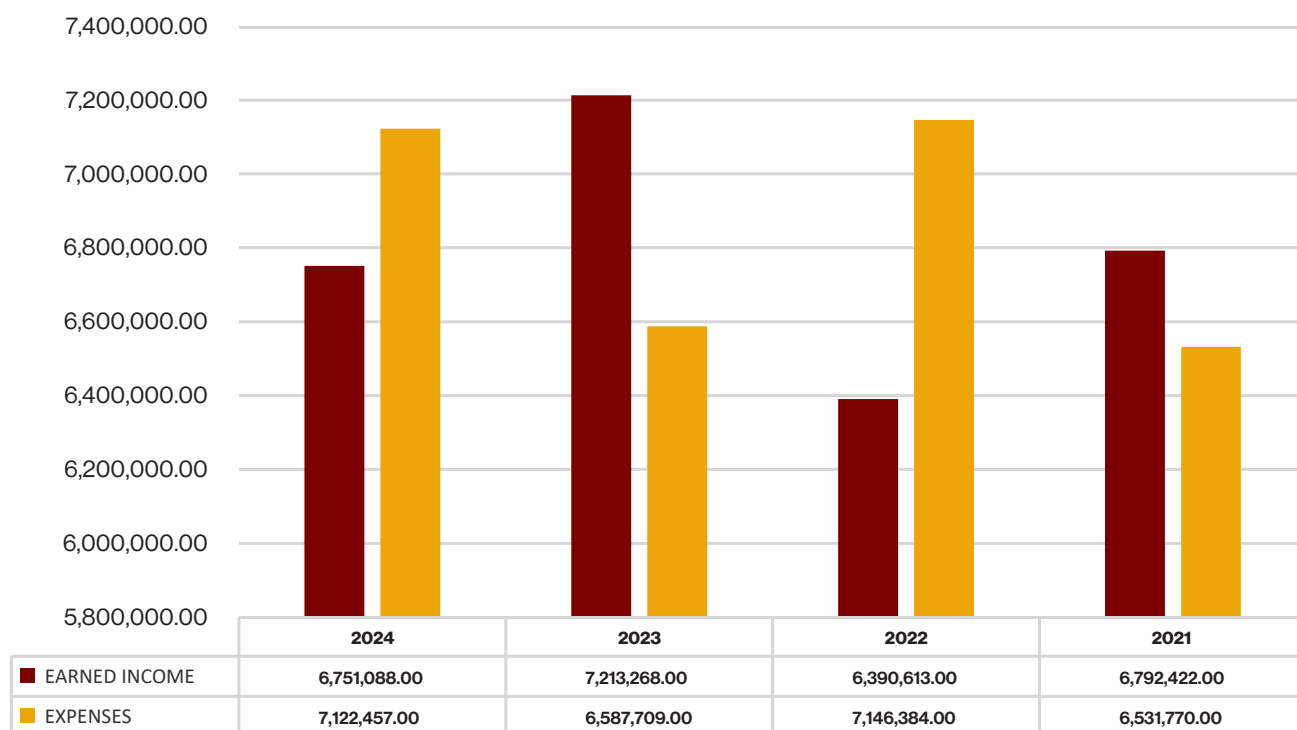


Figure 15: Earned Income vs Expenses

Evangelism

In a letter to ministers and physicians, Ellen G. White (1906) wrote, “There is an aggressive work to be done. Evangelistic work, opening the Scriptures to others, warning men and women of what is coming upon the world, is to occupy more and still more of the time of God’s servants” (p. 2). This call to intentional, persistent evangelism remains as relevant today as it was then. During the quadrennium, a total of \$472,000.70 was disbursed in support of both pastoral and lay-led evangelistic campaigns across the territory outlined in Table 18.

Year	Pastoral Crusades	Lay Crusades
2021	20,266.30	37.50
2022	101,456.79	2,750.00
2023	72,539.25	9,238.25
2024	260,962.61	4,750.00
TOTAL	455,224.95	16,775.75

Table 18: Evangelism Expense

These efforts resulted in approximately 1,554 souls being added to the Kingdom, including 101 baptisms from the impactful IMPACT 2024 GC/NCC collaboration held in St. Croix. Indeed, evangelism remains the heartbeat of our mission—driving every strategy, every sacrifice, and every step forward in service to God’s calling.

One of the highlights of the quadrennium was the powerful mission trip collaboration between the treasury team of the General Conference of Seventh-day Adventists (GC) and the North Caribbean Conference (NCC); it exemplified an aspect of our session’s theme, Aligning Action with Mission. This initiative was led by the GC Treasurer, Elder Paul Douglas, and coordinated by the Associate Treasurer, Elder Josue Pierre, along with his assistant, Sister Tia Brantley. Reflecting on the purpose of the initiative, Elder Pierre remarked, “Normally, we see that treasury is about saying no and focusing on budgets, but now we want to focus on what is the main thing, which is bringing souls into the kingdom.” With this renewed perspective, the mission trip went far beyond finance—placing evangelism, service, and community impact at the heart of its efforts.

At the center of the mission trip was an evangelistic series themed Impact 2024: Your Journey to Joy, which incorporated a strong health component facilitated by professionals from Loma Linda University Health, alongside local medical personnel. The event featured powerful evangelists, singers, Bible workers, and digital evangelism teams working together to reach souls for Christ. The mission also brought tangible blessings to the community through several GC-led initiatives: The refurbishment of the basketball court at Central SDA Church, dynamic children and youth programs, and a vibrant mural project at the St. Croix SDA School. These efforts not only revitalized physical spaces but also inspired spiritual renewal, standing as a powerful testament to what is possible when we align our actions with the mission of God’s Kingdom.

Legal Expense

Legal costs remained a significant line item for the Conference. Over the 2021–2024 period, \$202,963.23 was spent on legal-related matters—more than double the amount expended (\$91,994.73) in the previous quadrennium. A substantial portion of these expenses (74%) was related to the processing of visas and work permits for employees and missionaries serving across the territory. Details of these expenditures, over the four-year period, can be found in Table 19.

Year	Legal Expenses
2021	62,550.88
2022	54,982.63
2023	54,119.28
2024	31,310.44
TOTAL	202,963.23

Table 19: Legal Expenses

Summary by Year	Health Insurance Premium	Medical	Totals
2021	328,285.56	55,604.15	383,889.71
2022	442,033.08	24,690.10	466,723.18
2023	409,297.64	23,834.16	433,131.80
2024	456,904.61	26,938.60	483,843.21
Total	1,636,520.89	131,067.01	1,767,587.90

Summary by Area	Health Insurance Premium	Medical	Totals
US Area	1,552,581.67	121,276.44	1,673,858.11
FL Area	81,363.48	9,790.57	91,154.05
EC Area	2,475.68	-	2,475.68
Total	1,636,420.83	131,067.01	1,767,487.84

Summary by Organization	Health Insurance Premium	Medical	Totals
NCC Headquarters	827,132.31	87,134.59	914,266.90
NCC SDA Schools	809,288.52	43,932.42	853,220.94
Total	1,636,420.83	131,067.01	1,767,487.84

Table 20: Health Insurance

Healthcare Expense

Healthcare costs continued to represent a significant portion of the Conference's budget. Over the course of the quadrennium, a total of \$1,767,487.84 was expended in this area. Table 20 presents a detailed breakdown of these costs by year, region and institution.

Property Insurance

Property insurance costs rose significantly, over the quadrennium. The total premiums for 2021–2024 amounted to \$1,556,776.24 and reflected a 68% increase from \$926,798.19, in the previous quadrennium.

The conference's portion of these premiums also grew substantially (by 90%) from \$230,482.65 to \$437,870.22. This upward trend highlights the increasing financial burden of maintaining adequate insurance coverage. A detailed comparison of the 2017–2020 and 2021–2024 premium payments is provided in Table 21.

Summary by Year	Premium	Summary by Year	Premium
2021	291,931.00	2017	212,848.28
2022	362,395.00	2018	237,173.10
2023	441,709.33	2019	236,927.36
2024	460,740.91	2020	239,849.45
Total	1,556,776.24	Total	926,798.19

NCC Portion	NCC Portion
2021	85,419.28
2022	106,037.09
2023	129,244.54
2024	117,169.31
Total	437,870.22

Table 21: Property Insurance

Capital Improvements

Throughout the 2021–2024 quadrennium, the Conference undertook several capital improvement projects, focusing primarily on the renovation of rental properties and manses. The expenditures (\$530,902.92) related to these projects, along with the income generated (\$450,354.41), are summarized in Table 22. Currently, the manses on St. Croix and St. Thomas are being rented, generating valuable non-tithe income. Additional income is also being received from the East End property and the newly renovated property in Grove Place, St. Croix. In 2022, the manse in St. Eustatius was demolished due to its deteriorated condition. Plans are underway to rebuild a structure that aligns more closely with the vision and standards of the North Caribbean Conference. On St. Croix, land at #87-A Estate Grove Place and the property in Enfield Green were cleared and prepared for future development. These initiatives are expected to significantly increase the Conference's stream of non-tithe revenue, supporting long-term financial sustainability.

Manses & Other Properties	Value of Repairs/Maintenance	Income from Properties
	2021 - 2024	2021 - 2024
Peters Rest Dwelling	19,939.57	55,218.29
St. Eustatius Dwelling	21,742.25	-
St. Thomas Dwelling	37,142.53	123,368.44
Mt. Pleasant Dwelling	543.38	271,767.68
Grove Dwelling	,757.69	-
Grove Property	8,200.00	
Enfield Green Property	577.50	-
Total	530,902.92	450,354.41

Table 21: Property Insurance

Conclusion

While the North Caribbean Conference successfully navigated the challenges of the quadrennium and achieved significant milestones—to the honor and glory of God—this is not a time for complacency. Going forward, responsible financial stewardship, strategic budgeting, and mission-focused spending must remain central to our operations in order to maintain financial stability, sustain staff benefits (including livable wages and retirement bonuses), keep our schools open, and continue to fund the main thing—the SDA Church's mission.

As we continue to walk faithfully in our calling, the administration and executive committee must remain diligent in managing reserves wisely and prioritizing the allocation of resources toward the Church's highest purpose—fulfilling the Great Commission found in Matthew 28:18–20 and reflected in our mission statement: “...Go and make disciples of all nations” (New International Version, 1978). Let us remain faithful, focused, and vigilant as we move forward together in mission.

Gratitude

As we conclude this four-year term, I pause with a heart full of gratitude. First and foremost, I give thanks to God for His providential leading, wisdom, and sustaining grace throughout this journey.

I am deeply grateful to the wider organizations for their unwavering support—not just financially) through their wise

counsel, advice, and encouragement. Special appreciation goes to Pastor Bertie Henry, my immediate supervisor, whose invaluable support, prayers, and encouragement have been a great blessing.

To my fellow administrators, Pastors Desmond James and Wilmoth James, thank you for your collaboration and partnership over the years. A special word of appreciation to Pastor Desmond James, our president, who will be retiring at the end of this term. Your leadership, support, and vision have left a lasting impact—thank you for your service and guidance.

To our dedicated church treasurers and their teams, I sincerely appreciate your hard work and commitment. Gratitude is also extended to our directors, pastors, Bible workers, teachers, and all staff for your vital contributions.

I acknowledge and thank every individual who served on our committees—your time, talent, and dedication have not gone unnoticed.

A heartfelt thanks to the entire Treasury staff (past and present):

Elder Oscar Sanchez, former Assistant Treasurer, gave appreciable contributions before his departure in 2023.

Sister Jacqueline John, former Administrative Assistant, who now serves the St. Croix SDA School.

Brother Henry Titre, our reliable courier, who will retire at the end of September—may your next chapter be fulfilling.

Sister Joy Ann Esdaile, who joined as chief accountant in 2022 and continues to serve faithfully.

Sister Opal Rose, our diligent payroll and accounts clerk.

Sister Nikema Kelly, who began part-time in 2022 and now serves full-time as cashier and receptionist—thank you for stepping up.

Sister Delia King, our dedicated auditor.

Sister Odeesha Abraham, our newest team member—welcome and thank you for your early contributions.

Thank you to our janitorial staff, Sister Jane Lansiquot and Brother Joseph Simmons, whose behind-the-scenes work supports everything we do. Finally, to the faithful members of the North Caribbean Conference: Thank you for your support, trust, and the opportunity to serve. It has been a privilege and an honor.

As we look to the future with hope and renewed purpose, may we be revived and revitalized, aligning every action with our God-given mission. Let our stewardship reflect our faith; permit our service to reflect our calling; and may our decisions be guided by the vision to advance God's work with integrity and excellence. Together, may we move forward with clarity, unity, and commitment—empowered by the Spirit, grounded in purpose, and focused on the mission that binds us all. To God be the glory!

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FINANCIAL STATEMENTS OF THE SEVENTH-DAY ADVENTIST CHURCH

NORTH CARIBBEAN CONFERENCE

31 December 2024, 2023, 2022 and 2021



NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS
Audited Financial Statements
December 31, 2024, 2023, 2022 and 2021

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To the Delegates
North Caribbean Conference of Seventh-day Adventists, Incorporated
32 Castle Coakley
Christiansted,
United States Virgin Islands.

Disclaimer of Opinion on 2024 and 2023 Financial Statements

We were engaged to audit the financial statements of North Caribbean Conference of Seventh-day Adventist, Incorporated (Organization), which comprise the statements of financial position as at December 31, 2024, and 2023, and the statements of financial activity, statements of changes in net assets, and statements of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

As auditors of the General Conference of Seventh-day Adventists, we do not express an opinion on the accompanying financial statements of the Organization. Because of the significance of the matter described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an opinion on these financial statements.

Opinion on 2022 and 2021 Financial Statements

We have audited the financial statements of the Organization, which comprise the statements of financial position as at December 31, 2022, and 2021, and the statements of financial activity, statements of changes in net assets, and statements of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, as auditors of the General Conference of Seventh-day Adventists, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2022, and 2021, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRSs) adopted by the Seventh-day Adventist denomination.

Basis for Disclaimer of Opinion on 2024 and 2023 Financial Statements

Management did not keep or provide adequate supporting documentation related to material account balances and related financial activity recorded in the financial statements. We were unable to satisfy ourselves by alternative means concerning these balances as at December 31, 2024, and 2023. As a result of these matters, we were unable to determine with reasonable assurance whether the financial statements are free from material misstatements.

Basis for Opinion on 2022 and 2021 Financial Statements

We conducted our audits in accordance with International Standards on Auditing (ISAs), except the ethical requirement for the appearance of independence. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audits of the financial statements in the United States Virgin Islands, and we have fulfilled our other ethical responsibilities in accordance with these requirements, except the ethical requirement for the appearance of independence, because of our affiliation with the Seventh-day Adventist denomination. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

In connection with our audits, we have also issued a report dated August 20, 2025 regarding compliance with the Working Policy of the General Conference of Seventh-day Adventists.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs adopted by the Seventh-day Adventist denomination, and for the design, implementation, and maintenance of internal control as management determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the 2024 and 2023 Financial Statements

Our responsibility is to conduct an audit of the Organization's financial statements in accordance with ISAs, except the ethical requirement for the appearance of independence, and to issue an auditor's report. However, because of the matter described in the Basis for Disclaimer of Opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United States Virgin Islands, and we have fulfilled our other ethical responsibilities in accordance with these requirements, except the ethical requirement for the appearance of independence, because of our affiliation with the Seventh-day Adventist denomination.

Auditor's Responsibilities for the Audit of the 2022 and 2021 Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern for a reasonable period of time. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, and certain internal control-related matters, including any significant deficiencies in internal control that we identify during our audit.

To the Delegates
North Caribbean Conference of Seventh-day Adventists, Inc
32 Castle Coakley
Christiansted,
United States Virgin Islands.

We were engaged to audit, in accordance with international auditing standards generally accepted by the Seventh-day Adventist denomination, the financial statements of North Caribbean Conference of Seventh-day Adventists (Organization), which comprise the statements of financial position as at 31 December 2024 and the statement of financial activity, statement of changes in net assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes. We disclaimed an opinion on those financial statements because of the state of the accounting records as discussed in our report thereon dated August 20,2025.

General Conference Working Policy (GCWP) E 70 20 requires service records be maintained, updated, and signed. Two employee's service record were not updated with actual salary percentages.

GCWP S 19 05 Monthly financial statements comparing actual results to approved budget presented quarterly to controlling committee and at least nine times to administrative officers. We did not evidence the administrative officer's review of the monthly financial statements.

GCWP S 34 05 (2) - Audit committee shall present a report and recommendations to governing committee. No report presented to governing committee.

GCWP S 60 05 (5) requires auditors to inform the governing committee as to whether the provisions of insurance coverage are reasonably adequate and in harmony with working policy. For 2024 the Organization's insurance coverage was in harmony with the working policies regarding insurance.

GCWP V 14 15 - Limits use of tithe funds to secondary school to 20% of remuneration and benefits of teachers and principals. Tithe fund used exceeded maximum allowed for secondary school teachers and principals by USD 1.4M (250%).

In connection with our audits, as internal auditors of the General Conference of Seventh-day Adventists, except for the noncompliance noted above, nothing came to our attention that caused us to believe that the Organization failed to comply with the Working Policy of the General Conference of Seventh-day Adventists, insofar as it relates to those policies designated as "core" policies. However, our audits were not directed primarily toward obtaining knowledge of such non-compliance.

Our report is intended solely for the information and use of the officers of the Organization, its audit committee, its governing committee, the delegates to its constituency meetings, and the officers and their designees of higher denominational Organizations. This report is not intended to be and should not be used by anyone other than these specified parties.

General Conference Auditing Service
August 20,2025

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Financial Position

December 31, 2024, 2023, 2022 and 2021

	Operating Fund	Plant Fund	2024 Total	2023 Total	2022 Total	2021 Total
ASSETS						
<u>Current assets</u>						
Cash and cash equivalents (Note 3)	638,705	-	638,705	609,155	670,080	1,254,070
Cash held for agency accounts (Note 3)	537,152	-	537,152	585,422	1,039,945	1,121,622
Investments (Note 4)	1,133,254	-	1,133,254	1,088,644	4,377,694	4,349,205
Accounts receivable, net (Note 5)	4,290,818	-	4,290,818	4,519,857	116,880	130,954
Loans receivable (Note 6)	136,818	-	136,818	119,753	779,229	927,336
Supplies and prepaid expense (Note 7)	291,184	-	291,184	312,428	404,958	362,304
Total current assets	7,027,931	-	7,027,931	7,235,259	7,388,786	8,145,491
<u>Land, buildings, and equipment (Note 8)</u>	-	1,321,080	1,321,080	1,378,800	1,242,637	1,274,538
<u>Other assets</u>						
Loans receivable (Note 6)	478,234	-	478,234	608,544	671,414	787,986
Total other assets	478,234	-	478,234	608,544	671,414	787,986
Total assets	7,506,165	1,321,080	8,827,245	9,222,603	9,302,837	10,208,017
LIABILITIES						
<u>Current liabilities</u>						
Accounts payable (Note 9)	592,920	-	592,920	541,821	481,101	447,825
Offering and agency accounts (Note 10)	537,152	-	537,152	585,422	779,229	927,336
Loans payable (Note 11)	100,821	-	100,821	93,725	87,141	83,083
Total current liabilities	1,230,893	-	1,230,893	1,220,969	1,347,471	1,458,244
<u>Other liabilities</u>						
Loans payable (Note 11)	478,936	-	478,936	578,848	670,264	761,296
Total other liabilities	478,936	-	478,936	578,848	670,264	761,296
Total liabilities	1,709,829	-	1,709,829	1,799,817	2,017,735	2,219,541
NET ASSETS						
Unallocated tithe function	-	-	-	291,909	179,214	596,859
Unallocated non-tithe function	2,801,837	-	2,801,837	3,281,056	3,178,613	3,025,249
Allocated functions	2,994,499	-	2,994,499	2,471,021	2,684,639	3,091,830
Net invested in plant	-	1,321,080	1,321,080	1,378,800	1,242,637	1,274,538
Net assets	5,796,336	1,321,080	7,117,416	7,422,786	7,285,102	7,988,476
Total liabilities and net assets	7,506,165	1,321,080	8,827,245	9,222,603	9,302,837	10,208,017

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Financial Activity

Years Ended December 31, 2024, 2023, 2022 and 2021

	Operating Fund	Plant Fund	2024 Total	Budget 2024	2023 Total	2022 Total	2021 Total
OPERATING ACTIVITY							
<u>Earned income</u>							
Tithe, net (Note 13)	5,699,651	-	5,699,651	6,059,830	6,058,523	5,531,273	5,826,902
Specific Donations	574,094		574,094	240,000	546,713	-	
Investment income	114,786	-	114,786	110,000	118,167	181,391	192,858
Gain (loss) in investment	73,448	-	73,448	15,000	44,662	(81,859)	9,844
Other operating income	289,109	-	289,109	212,723	442,060	746,402	758,288
Net exchange gains (loss) - general	-	-	-	1,000	3,143	13,406	4,531
Total earned operating income	<u>6,751,088</u>	<u>-</u>	<u>6,751,088</u>	<u>6,638,553</u>	<u>7,213,268</u>	<u>6,390,613</u>	<u>6,792,423</u>
<u>Operating expense</u>							
Employee-related expense	3,288,449	-	3,288,449	3,527,120	3,208,275	3,505,933	3,441,566
Administrative & general expense	995,830	-	995,830	2,354,927	896,324	2,182,305	2,014,365
Departmental expense	652,522	-	652,522	610,133	439,190	1,282,812	910,782
Other operating expense	170,229	77,629	247,858	206,523	242,507	175,333	165,057
Total operating expense	<u>5,107,030</u>	<u>77,629</u>	<u>5,184,659</u>	<u>6,698,703</u>	<u>4,786,296</u>	<u>7,146,383</u>	<u>6,531,770</u>
Increase (decr.) before appropriations	<u>1,644,058</u>	<u>(77,629)</u>	<u>1,566,431</u>	<u>(60,150)</u>	<u>2,426,972</u>	<u>(755,770)</u>	<u>260,653</u>
<u>Operating appropriations</u>							
Tithe appropriation received	115,815	-	115,815	60,150	62,124	52,396	54,441
Tithe appropriation disbursed	<u>(1,937,799)</u>		<u>(1,937,799)</u>		<u>(1,801,412)</u>	<u>-</u>	<u>-</u>
Net appropriations retained	<u>(1,821,984)</u>	<u>-</u>	<u>(1,821,984)</u>	<u>60,150</u>	<u>(1,739,288)</u>	<u>52,396</u>	<u>54,441</u>
Incr. (decr.) after oper. appropriations	<u>(177,924)</u>	<u>(77,629)</u>	<u>(255,553)</u>	<u>-</u>	<u>687,684</u>	<u>(703,374)</u>	<u>315,094</u>
CAPITAL ACTIVITY							
Capital income	3000	12,183	15,183		-		
Capital expense	-	-	-		-		
Capital appropriation disbursed	<u>(65,000)</u>	<u>-</u>	<u>(65,000)</u>	<u>-</u>	<u>(550,000)</u>	<u>-</u>	<u>-</u>
Capital increase(decrease)	<u>(62,000)</u>	<u>12,183</u>	<u>(49,817)</u>	<u>-</u>	<u>(550,000)</u>	<u>-</u>	<u>-</u>
Increase(decrease) before transfers	<u>(239,924)</u>	<u>(65,446)</u>	<u>(305,370)</u>		<u>137,684</u>	<u>-</u>	<u>-</u>
TRANSFERS							
From non-tithe to unexpended plant	<u>(7,726)</u>	<u>7,726</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net increase (decrease) for the year	<u>(247,650)</u>	<u>(57,720)</u>	<u>(305,370)</u>	<u>-</u>	<u>137,684</u>	<u>(703,374)</u>	<u>315,094</u>
Net assets, January 1	<u>6,043,987</u>	<u>1,378,800</u>	<u>7,422,786</u>	<u>-</u>	<u>7,285,102</u>	<u>7,988,476</u>	<u>7,673,382</u>
Net assets, December 31	<u><u>5,796,336</u></u>	<u><u>1,321,080</u></u>	<u><u>7,117,416</u></u>	<u><u>-</u></u>	<u><u>7,422,786</u></u>	<u><u>7,285,102</u></u>	<u><u>7,988,476</u></u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2024

				Transfers From (To)		
	Balance			Unallocated	Operating	Balance
OPERATING FUND	Dec-31-23	Income	Expense	& Allocated	& Plant	Dec-31-24
<u>Unallocated</u>						
Tithe	291,909	6,067,189	6,569,430	210,332		-
Non-tithe	3,281,056	228,621	88,597	(611,517)	(7,726)	2,801,837
Total unallocated	3,572,965	6,295,810	6,658,027	(401,185)	(7,726)	2,801,837
<u>Allocated</u>						
AFO ADRA Adventist Development	15,000	-	250	-	-	14,750
AFO AY activities	7,951	2,728	-	-	-	10,678
AFO Bank deposits (misc.)	8,054	17,706	-	-	-	25,761
AFO Bonus	35,440	-	21,240	150,000		164,200
AFO Camporee	2,011	-	-	35,000		35,000
AFO Children Ministry	17,183	-	-	-	-	2,011
AFO Communication	549,872	-	-	15,000	-	32,183
AFO Conference development	15,998	244,519	119,247	-	-	675,144
AFO Connectivity program	156,801	-	-	-	-	15,998
AFO Disaster	146,257	18,722	-	-	-	175,524
AFO Dwellings	132,420	144,278	187,424	-	-	103,110
AFO Education	0	27,625	18,419	-	-	141,625
AFO Elder's retreat	2,000	-	-	-	-	424
AFO Equipment	213,122	-	-	27,000	-	240,122
AFO Evangelism	0	-	-	-	-	2,000
AFO Health Ministry	5,400	-	-	-	-	5,400
AFO Homeowners loans	109,638	-	-	4,185	-	113,823
AFO Ingathering	0	6,906	6,169	-	-	737
AFO Medical	404	-	-	-	-	404
AFO Ministerial	45,000	805	31,017		-	14,788
AFO NCC special projects	1,138	-	-	-	-	1,138
AFO PARL Conference	304	-	-	-	-	304
AFO Personal Ministries	1,360	-	-	-	-	1,360
AFO Professional dev. for pastors	5,317	-	-	-	-	5,317
AFO Property insurance	100,520	-	-	-	-	100,520
AFO Publishing 1% tithe	510,072	86,633	2,384	-	-	594,321
AFO SBWH scholarship fund	43,713	-	17,311	-	-	26,402
AFO Schools subsidies	136,474	-	-	-	-	136,474
AFO Session	62,295	-	-	170,000	-	232,295
AFO Stewardship	565	-	-	-	-	565
AFO Technology fund	10,000	-	-	-	-	10,000
AFO Territorial adjust	50,688	-	-	-	-	50,688
AFO Treasurers workshops	12,344	-	-	-	-	12,344
AFO Welfare	73,256	24,172	48,340	-	-	49,089
Total operating allocated	2,471,021	574,094	451,801	401,185	-	2,994,499
Total operating fund	6,043,986	6,869,904	7,109,828	-	(7,726)	5,796,336
PLANT FUND						
Net invested in plant	1,378,800	12,183	77,629	-	7,726	1,321,080
Total plant fund	1,378,800	12,183	77,629	-	7,726	1,321,080
Total all funds	7,422,786	6,882,087	7,187,457	-	-	7,117,416

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2023

				Transfers From (To)		
	Balance			Unallocated	Operating	Balance
OPERATING FUND	Dec-31-22	Income	Expense	& Allocated	& Plant	Dec-31-23
<u>Unallocated</u>						
Tithe	179,215	6,389,315	6,160,258	(113,100)	(3,263)	291,909
Non-tithe	3,178,614	386,910	48,606	(32,000)	(203,862)	3,281,056
Total unallocated	3,357,829	6,776,225	6,208,864	(145,100)	(207,125)	3,572,965
<u>Allocated</u>						
AFO ADRA Adventist Development	-	-	-	15,000	-	15,000
AFO AY activities	12,237	1,783	6,069	-	-	7,951
AFO Bank deposits (misc.)	11,726	31,240	34,912	-	-	8,054
AFO Bonus	93,500	-	58,060	-	-	35,440
AFO Children Ministry	2,011	-	-	-	-	2,011
AFO Communication	8,502	-	6,319	15,000	-	17,183
AFO Conference development	897,977	246,432	594,538	-	-	549,872
AFO Connectivity program	15,998	-	-	-	-	15,998
AFO Disaster	164,529	11,193	3,921	(15,000)	-	156,801
AFO Dwellings	198,310	87,006	139,060	-	-	146,257
AFO Education	109,412	28,643	5,636	-	-	132,420
AFO Elder's retreat	424	-	-	-	-	424
AFO Evangelism	2,000	-	-	-	-	2,000
AFO Equipment	186,122	-	-	27,000	-	213,122
AFO Health Ministry	6,100	-	700	-	-	5,400
AFO Homeowners loans	106,538	-	-	3,100	-	109,638
AFO Ingathering	(2,057)	11,018	8,961	-	-	-
AFO Medical	404	-	-	-	-	404
AFO Ministerial	-	-	-	45,000	-	45,000
AFO NCC special projects	1,138	-	-	-	-	1,138
AFO PARL Conference	601	-	297	-	-	304
AFO Personal Ministries	1,360	-	-	-	-	1,360
AFO Professional dev. for pastors	5,317	-	-	-	-	5,317
AFO Property insurance	100,520	-	-	-	-	100,520
AFO Publishing 1% tithe	406,517	103,555	-	-	-	510,072
AFO SBWH scholarship fund	53,531	-	9,818	-	-	43,713
AFO Schools subsidies	155,200	-	18,725	-	-	136,474
AFO Session	11,359	1,000	64	50,000	-	62,295
AFO Stewardship	565	-	-	-	-	565
AFO Technology fund	10,000	-	-	-	-	10,000
AFO Territorial adjust	50,688	-	-	-	-	50,688
AFO Treasurers workshops	7,344	-	-	5,000	-	12,344
AFO Welfare	66,763	24,844	18,350	-	-	73,256
Total operating allocated	2,684,636	546,713	905,431	145,100	-	2,471,021
Total operating fund	6,042,466	7,322,938	7,114,295	-	(207,125)	6,043,986
PLANT FUND						
Net invested in plant	1,242,637	-	70,962	-	207,125	1,378,800
Total plant fund	1,242,637	-	70,962	-	207,125	1,378,800
Total all funds	7,285,102	7,325,992	7,188,311	-	-	7,422,786

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2022

OPERATING FUND	Balance Dec-31-21	Income	Expense	Transfers From (To)		Balance Dec-31-22
				Unallocated & Allocated	Operating & Plant	
<u>Unallocated</u>						
Tithe	596,859	5,583,669	5,937,974	(63,339)	-	179,214
Non-tithe	3,025,249	449,058	147,851	(114,466)	(33,376)	3,178,613
Total unallocated	3,622,108	6,032,727	6,085,825	(177,805)	(33,376)	3,357,826
<u>Allocated</u>						
AFO AY activities	11,437	800	-	-	-	12,237
AFO Bank deposits (misc.)	37,121	44,506	69,901	-	-	11,726
AFO Bonus	-	-	-	93,500	-	93,500
AFO Children Ministry	2,011	-	-	-	-	2,011
AFO Communication	10,268	-	7,766	6,000	-	8,502
AFO Conference development	1,193,310	221,292	516,625	-	-	897,977
AFO Connectivity program	15,998	-	-	-	-	15,998
AFO Disaster	158,199	8,445	2,114	-	-	164,530
AFO Dwellings	152,995	104,544	59,229	-	-	198,310
AFO Education	97,102	17,381	4,800	(270)	-	109,413
AFO Elder's retreat	424	-	-	-	-	424
AFO Equipment	186,122	-	-	-	-	186,122
AFO Evangelism	2,000	-	-	-	-	2,000
AFO Health Ministry	6,100	-	-	-	-	6,100
AFO Homeowners loans	99,148	51	-	7,339	-	106,538
AFO Ingathering	3,867	1,600	7,524	-	-	(2,057)
AFO Medical	404	-	-	-	-	404
AFO NCC special projects	1,138	15,539	36,775	21,236	-	1,138
AFO PARL Conference	601	-	-	-	-	601
AFO Personal Ministries	1,360	-	-	-	-	1,360
AFO Professional dev. for pastors	5,317	-	-	-	-	5,317
AFO Property insurance	100,520	-	-	-	-	100,520
AFO Publishing 1% tithe	331,340	75,767	590	-	-	406,517
AFO SBWH scholarship fund	72,907	-	19,376	-	-	53,531
AFO Schools subsidies	188,375	-	33,175	-	-	155,200
AFO Session	257,379	37,185	333,205	50,000	-	11,359
AFO Stewardship	565	-	-	-	-	565
AFO Technology fund	10,000	-	-	-	-	10,000
AFO Territorial adjust	50,688	-	-	-	-	50,688
AFO Treasurers workshops	7,344	-	-	-	-	7,344
AFO Welfare	87,792	14,972	36,000	-	-	66,764
Total operating allocated	3,091,832	542,082	1,127,080	177,805	-	2,684,639
Total operating fund	6,713,940	6,574,809	7,212,906	-	(33,376)	6,042,465
PLANT FUND						
Net invested in plant	1,274,538	-	65,277	-	33,376	1,242,637
Total plant fund	1,274,538	-	65,277	-	33,376	1,242,637
Total all funds	7,988,476	6,574,809	7,278,183	-	-	7,285,102

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2021

				Transfers From (To)		
	Balance			Unallocated	Operating	Balance
OPERATING FUND	Dec-31-20	Income	Expense	& Allocated	& Plant	Dec-31-21
<u>Unallocated</u>						
Tithe	379,032	5,881,343	5,578,249	(85,267)	-	596,859
Non-tithe	3,092,264	399,218	68,460	(326,449)	(71,324)	3,025,249
Total unallocated	3,471,296	6,280,561	5,646,709	(411,716)	(71,324)	3,622,108
<u>Allocated</u>						
AFO AY activities	11,322	115	-	-	-	11,437
AFO Bank deposits (misc.)	104,140	37,121	104,140	-	-	37,121
AFO Children Ministry	2,011	-	-	-	-	2,011
AFO Communication	14,504	-	14,236	10,000	-	10,268
AFO Conference development	1,239,036	240,310	286,037	-	-	1,193,310
AFO Connectivity program	4,600	11,398	-	-	-	15,998
AFO Disaster	150,946	47,253	40,000	-	-	158,199
AFO Dwellings	9,300	114,748	151,053	180,000	-	152,996
AFO Education	87,626	19,197	19,722	10,000	-	97,102
AFO Elder's retreat	424	-	-	-	-	424
AFO Evangelism	2,000	-	-	-	-	2,000
AFO Equipment	174,122	-	-	12,000	-	186,122
AFO Health Ministry	6,100	-	-	-	-	6,100
AFO Homeowners loans	73,290	590	-	25,267	-	99,147
AFO Ingathering	4,844	5,419	6,395	-	-	3,868
AFO Medical	82,243	-	60,000	(21,838)	-	405
AFO NCC special projects	48,638	-	69,338	21,838	-	1,138
AFO PARL Conference	601	-	-	-	-	601
AFO Personal Ministries	2,030	-	670	-	-	1,360
AFO Professional dev. for pastors	5,317	-	-	-	-	5,317
AFO Property insurance	102,548	-	2,027	-	-	100,521
AFO Publishing 1% tithe	253,492	87,848	10,000	-	-	331,340
AFO SBWH scholarship fund	82,207	-	9,300	-	-	72,907
AFO Schools subsidies	136,475	451	10,000	61,449	-	188,375
AFO Session	167,379	-	-	90,000	-	257,379
AFO Stewardship	565	-	-	-	-	565
AFO Technology fund	10,000	-	-	-	-	10,000
AFO Territorial adjust	50,688	-	-	-	-	50,688
AFO Treasurers workshops	7,344	-	-	-	-	7,344
AFO Welfare	96,215	16,798	33,221	8,000	-	87,792
AFO WGod radio station	7,010	1,927	23,936	15,000	-	-
Total operating allocated	2,937,016	583,174	840,076	411,716	-	3,091,830
Total operating fund	6,408,312	6,863,735	6,486,785	-	(71,324)	6,713,938
PLANT FUND						
Net invested in plant	1,265,071	-	61,857	-	71,324	1,274,538
Total plant fund	1,265,071	-	61,857	-	71,324	1,274,538
Total all funds	7,673,382	6,863,735	6,548,642	-	-	7,988,476

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Statement of Cash Flows

Years Ended December 31, 2024, 2023, 2022 and 2021

	Operating Fund	Plant Fund	Total 2024	Total 2023	Total 2022	Total 2021
OPERATING ACTIVITIES						
Net increase from financial activity	(247,650)	(57,720)	(305,370)	137,683	(703,373)	315,094
Adjustments to remove non-cash items						
Depreciation expense	-	77,629	77,629	70,962	65,277	61,856
Asset Disposal or Retirement	-	-	-	-		
Unrealized (gain) loss on investment	(53,438)	-	(53,438)	(44,663)	81,678	-
(Increase) decrease - accounts receivable	229,039	-	229,039	(142,161)	(28,488)	(200,196)
(Incr.) decrease - supplies & prepaid expense	21,244	-	21,244	92,530	(42,654)	(115,910)
Increase (decrease) - accounts payable	51,100	-	51,100	60,720	33,275	(87,249)
Net cash provided (used) from operating	295	19,909	20,204	175,071	(594,285)	(26,405)
INVESTING ACTIVITIES						
Proceeds from Maturity of Investments	99,994	-	99,994	104,381		-
Purchase of investments	(91,166)	-	(91,166)	(108,418)		(14,116)
Purchase of plant assets	-	(19,909)	(19,909)	(207,125)	(33,376)	(71,324)
Payment on notes receivable	113,244	-	113,244	59,998	130,646	(838,863)
Net cash provided (used) from investing	122,072	(19,909)	102,163	(151,164)	97,270	(924,303)
FINANCING ACTIVITIES						
Proceeds from borrowing new debt	-	-	-		-	844,379
Payments made on long-term debt	(92,817)	-	(92,817)	(84,832)	(86,975)	
Net cash provided (used) from financing	(92,817)		(92,817)	(84,832)	(86,975)	844,379
Net increase (decrease) for the year	29,550	-	29,550	(60,925)	(583,990)	(106,330)
Cash and cash equivalents, January 1	609,155	-	609,155	670,080	1,254,070	1,360,400
Cash and cash equivalents, December 31	638,705	-	638,705	609,155	670,080	1,254,070

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED
Notes to the Financial Statement
For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 1 – Organizational structure

North Caribbean Conference of Seventh-day Adventists (the Organization) is an administrative entity of the world-wide Seventh-day Adventist Church. The Organization coordinates the operation of all denominational activities within the territories of Anguilla, the British Virgin Islands, Saba, St. Eustatius, St. Maarten and the United States Virgin Islands. Most of the Organization's financial activities consist of transactions with other denominational entities, such as: General Conference of Seventh-day Adventist, Inter-American Division, Caribbean Union Conference, the various conferences, missions, and institutions which comprise the Caribbean Union Conference, and all the constituent congregations and

Note 2 – Summary of significant accounting policies

Currency - The financial statements and notes thereto are presented in United States Dollars (USD), which is the functional currency of the Organization. Accounting records involving transactions with other countries are maintained in dual currencies: USD and the applicable local currency. In accordance with policies of the Seventh-day Adventist denomination, the various local currencies are converted into USD at fixed rates of exchange, which are sent each month by the Inter-American Division, and are intended to approximate current market exchange rates. For comparison, the fixed exchange rate at December 2024 and 2023 were XCD 2.72 and ANG 1.83, to the USD 1.00. The fixed exchange rate at December 2022 and 2021 were 2.75 and ANG 1.83 to the USD 1.00. January to November and XCD 2.70 during December.

Accounting method - The accounting records are maintained on the accrual method of accounting at historical cost, in accordance with International Financial Reporting Standards generally accepted by the Seventh-day Adventist denomination. The Organization administrative officers authorized issuance of the accompanying financial statements on August 20, 2025.

Cash and cash equivalents - Cash consists of currency on hand and bank checking and saving accounts that are held for operating purposes. Cash equivalents consist of highly-liquid assets that are readily convertible to cash and are held for operating purposes. Cash equivalents include items such as time deposits that have a maturity date of three months or less from the date of acquisition and money market funds. Cash and cash equivalents that are held for purposes other than operating are classified as non-operating cash and investments. The increase or decrease in operating cash and cash equivalents is reported in the statement of cash flows as an increase or decrease in cash. The increase or decrease in non-operating cash and investments is reported in the statement of cash flows as proceeds or purchases of investments.

Investments - Investments consist of time deposits that have a maturity date of more than three months, and debt and equity securities, which are held for current income and/or appreciation in value. All investments whose fair value can be reliably measured are carried at fair value based on the investment portfolio as a whole for each type of instrument. Those investments that meet certain criteria are classified as held-to-maturity instruments, and are carried at historical cost. The difference between aggregate fair value and historical cost for each type of instrument is recorded in a valuation account. The change in this valuation account during each period is recognized as an unrealized gain or loss in the statement of financial activity.

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 2 - Summary of significant accounting policies (continued)

Fund accounting - The following self-balancing funds are established in the accounting system:

Operating fund - Includes all income, expenses, other transactions, and related assets and liabilities involving the Organization operations, except transactions of the plant and retirement funds. Financial activity is subdivided into tithe, non-tithe and allocated funds.

Plant fund - Includes all transactions relating to land, and buildings, such as holding to, and accounting for, the real properties used by the Organization, holding and accounting for equipment accounting for depreciation on those assets, and holding liquid assets accumulated for renewal and, replacement of land, buildings, and equipment. Equipment items that individually cost USD1,000 or more are capitalized and depreciated; equipment items that individually cost less than USD1,000 are charged to expense in full when acquired.

Principles of combination - The operating and plant funds are combined for reporting purposes, to represent the local operating activities of the Organization.

Note 3 - Cash and cash equivalents

	2024	2023	2022	2021
Imprest/petty cash	1,053	650	668	1,116
Bank checking and savings accounts	879,855	860,150	728,748	1,120,938
Bank time deposits	294,949	333,777	719,893	1,059,352
Less: cash held for agency accounts (Note 10)	(537,152)	(585,422)	(779,229)	(927,336)
Total cash and cash equivalents	<u>638,705</u>	<u>609,155</u>	<u>670,080</u>	<u>1,254,070</u>

Note 4 - Investments

	2024	2023	2022	2021
General Conference unitized fund	888,465	847,879	803,217	885,075
Other investments	244,789	240,765	236,728	236,547
Total investments, 2024	<u>1,133,254</u>	<u>1,088,644</u>	<u>1,039,945</u>	<u>1,121,622</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 5 – Accounts receivable

	2024	2023	2022	2021
Inter-American Division	7,184	4,017	22,496	10,240
Caribbean Union Conference	3,748,499	3,944,273	3,982,164	4,119,237
SDA entities within territory	423,420	434,359	401,977	325,712
Employees	7,272	1,323	605	9,221
General	200,498	166,694	124,154	38,945
Total accounts receivable	4,386,873	4,550,666	4,544,300	4,523,695
Allowance for uncollectable accounts	(96,055)	(30,810)	(166,605)	(174,490)
Net accounts receivable	<u>4,290,818</u>	<u>4,519,856</u>	<u>4,377,695</u>	<u>4,349,205</u>

Note 6 – Loans receivable

	2024	2023	2022	2021
Affiliated SDA entities, 0% interest, payment due monthly	579,756	672,573	757,404	844,379
Employees car loans, unsecured, 0% interest, payments due monthly	14,700	22,050	27,650	59,262
Other loans, unsecured, 4% interest, payments due monthly	20,596	33,674	3,240	15,299
Net loans receivable	615,052	728,297	788,294	918,940
Current portion due within one year	(136,818)	(119,753)	(116,880)	(130,954)
Net long-term portion	<u>478,234</u>	<u>608,544</u>	<u>671,414</u>	<u>787,986</u>

Note 7 – Supplies and prepaid expense

	2024	2023	2022	2021
Departmental supplies	10,553	9,522	10,248	9,132
Prepaid expense	280,631	302,906	394,710	353,172
Total supplies and prepaid expense	<u>291,184</u>	<u>312,428</u>	<u>406,980</u>	<u>362,304</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 8 – Land, buildings, and equipment

	Total Cost	Accumulated Depreciation	Net Value	Depreciation Expense
<u>December 31, 2024</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	13,571	12,361	1,037
Buildings	5,640,213	4,923,776	716,437	24,610
Furnishings and equipment	902,875	764,298	138,577	42,425
Other capital assets	47,786	11,946	35,840	9,557
Working in process	147,777	-	147,777	-
Land, buildings, and equipment, 2024	<u>7,034,671</u>	<u>5,713,591</u>	<u>1,321,080</u>	<u>77,629</u>
<u>December 31, 2023</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	12,533	13,399	1,037
Buildings	5,640,213	4,911,350	728,863	25,963
Furnishings and equipment	895,149	721,874	173,275	41,572
Working in process	147,777	-	147,777	-
Other capital assets	82,991	37,593	45,398	2,389
Land, buildings, and equipment, 2023	<u>7,062,150</u>	<u>5,683,350</u>	<u>1,378,800</u>	<u>70,962</u>
	Balance 31/12/2023	Additions	Deletions	Balance 131/12/2024
<u>Summary of changes</u>				
<u>Total cost</u>				
Land	270,088	-	-	270,088
Land improvements	25,932	-	-	25,932
Buildings	5,640,213	848,920	848,920	5,640,213
Furnishings and equipment	895,149	7,726	-	902,875
Working in process	147,777	-	-	147,777
Other capital assets	82,991	-	35,205	47,786
Total cost	<u>7,062,150</u>	<u>856,646</u>	<u>884,125</u>	<u>7,034,671</u>
<u>Total accumulated depreciation</u>				
Land improvements	12,533	1,037	-	13,570
Buildings	4,911,350	24,610	12,183	4,923,777
Furnishings and equipment	721,874	42,425	-	764,299
Other capital assets	37,593	9,557	35,205	11,945
Total accumulated depreciation	<u>5,683,351</u>	<u>77,629</u>	<u>47,388</u>	<u>5,713,592</u>
Net value	<u>1,378,799</u>	<u>(779,017)</u>	<u>836,737</u>	<u>1,321,079</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 8 – Land, buildings, and equipment

	Total Cost	Accumulated Depreciation	Net Value	Depreciation Expense
<u>December 31, 2023</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	12,533	12,361	1,037
Buildings	5,640,213	4,911,350	716,437	24,610
Furnishings and equipment	902,875	721,874	138,577	42,425
Working in process	147,777	-	147,777	-
Other capital assets	47,786	11,946	35,840	9,557
Land, buildings, and equipment, 2023	<u>7,034,671</u>	<u>5,713,591</u>	<u>1,321,080</u>	<u>77,629</u>
<u>December 31, 2022</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	11,496	14,436	1,037
Buildings	5,640,213	4,885,387	754,826	25,963
Furnishings and equipment	883,587	680,301	203,286	38,277
Working-in-progress	147,777	-	147,777	-
Other capital assets	35,205	35,204	1	-
Land, buildings, and equipment, 2022	<u>7,002,802</u>	<u>5,612,388</u>	<u>1,390,414</u>	<u>65,277</u>
	Balance 31/12/2022	Additions	Deletions	Balance 31/12/2023
<u>Summary of changes</u>				
<u>Total cost</u>				
Land	270,088	-	-	270,088
Land improvements	25,932	-	-	25,932
Buildings	5,640,213	-	-	5,640,213
Furnishings and equipment	883,587	11,562	-	895,149
Working in process	147,777	-	-	147,777
Other capital assets	35,205	47,786	-	82,991
Total cost	<u>7,002,802</u>	<u>59,348</u>	<u>-</u>	<u>7,062,150</u>
Total accumulated depreciation				
Land improvements	11,496	1,037	-	12,533
Buildings	4,885,387	25,963	-	4,911,350
Furnishings and equipment	680,301	41,572	-	721,874
Other capital assets	35,204	2,390	-	37,594
Total accumulated depreciation	<u>5,612,388</u>	<u>70,962</u>	<u>-</u>	<u>5,683,350</u>
Net value	<u>1,390,414</u>	<u>(11,614)</u>	<u>-</u>	<u>1,378,800</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 8 – Land, buildings, and equipment

	Total Cost	Accumulated Depreciation	Net Value	Depreciation Expense
<u>December 31, 2022</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	11,496	14,436	1,037
Buildings	5,640,213	4,885,387	754,826	25,963
Furnishings and equipment	883,587	680,301	203,286	38,277
Other capital assets	35,205	35,204	1	-
Land, buildings, and equipment, 2022	<u>6,855,025</u>	<u>5,612,388</u>	<u>1,242,637</u>	<u>65,277</u>
<u>December 31, 2021</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	10,459	15,473	1,037
Buildings	5,640,213	4,859,423	780,790	25,514
Furnishings and equipment	850,211	642,025	208,186	35,306
Other capital assets	35,205	35,204	1	-
Land, buildings, and equipment, 2021	<u>6,821,649</u>	<u>5,547,111</u>	<u>1,274,538</u>	<u>61,857</u>
	Balance 31/12/2021	Additions	Deletions	Balance 31/12/2022
<u>Summary of changes</u>				
<u>Total cost</u>				
Land	270,088	-	-	270,088
Land improvements	25,932	-	-	25,932
Buildings	5,640,213	-	-	5,640,213
Furnishings and equipment	850,211	33,376	-	883,587
Other capital assets	35,205	-	-	35,205
Total cost	<u>6,821,649</u>	<u>33,376</u>	<u>-</u>	<u>6,855,025</u>
<u>Total accumulated depreciation</u>				
Land improvements	10,459	1,037	-	11,496
Buildings	4,859,423	25,963	-	4,885,386
Furnishings and equipment	642,025	38,277	-	680,302
Other capital assets	35,204	-	-	35,204
Total accumulated depreciation	<u>5,547,111</u>	<u>65,277</u>	<u>-</u>	<u>5,612,388</u>
Net value	<u>1,274,538</u>	<u>31,901</u>	<u>-</u>	<u>1,242,637</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 8 – Land, buildings, and equipment (continued)

	Total Cost	Accumulated Depreciation	Net Value	Depreciation Expense
<u>December 31, 2021</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	10,459	15,473	1,037
Buildings	5,640,213	4,859,423	780,790	25,514
Furnishings and equipment	850,211	642,025	208,186	35,306
Other capital assets	35,205	35,204	1	-
Land, buildings, and equipment, 2021	<u>6,821,649</u>	<u>5,547,111</u>	<u>1,274,538</u>	<u>61,857</u>
<u>December 31, 2020</u>				
Land	270,088	-	270,088	-
Land improvements	25,932	9,422	16,510	1,037
Buildings	5,582,443	4,833,910	748,533	25,193
Furnishings and equipment	836,657	606,719	229,938	44,102
Other capital assets	35,205	35,204	1	-
Land, buildings, and equipment, 2020	<u>6,750,325</u>	<u>5,485,255</u>	<u>1,265,070</u>	<u>70,332</u>
	Balance Dec-31-20	Additions	Deletions	Balance Dec-31-21
<u>Summary of changes</u>				
<u>Total cost</u>				
Land	270,088	-	-	270,088
Land improvements	25,932	-	-	25,932
Buildings	5,582,443	57,770	-	5,640,213
Furnishings and equipment	836,657	13,554	-	850,211
Other capital assets	35,205	-	-	35,205
Total cost	<u>6,750,325</u>	<u>71,324</u>	<u>-</u>	<u>6,821,649</u>
<u>Total accumulated depreciation</u>				
Land improvements	9,422	1,037	-	10,459
Buildings	4,833,910	25,514	-	4,859,424
Furnishings and equipment	606,719	35,306	-	642,025
Other capital assets	35,204	-	-	35,204
Total accumulated depreciation	<u>5,485,255</u>	<u>61,857</u>	<u>-</u>	<u>5,547,112</u>
Net value	<u>1,265,070</u>	<u>(9,467)</u>	<u>-</u>	<u>1,274,538</u>

Note 9 – Accounts payable

	2024	2023	2023	2023
Commercial accounts	188,771	192,032	261,465	229,328
Subsidiary organizations payable	121,950	80,686	97,923	121,904
Other denominational organizations payable	275,727	260,109	4,461	13,851
Employees payable	6,472	8,994	5,570	724
Total accounts payable	<u>592,920</u>	<u>541,821</u>	<u>481,101</u>	<u>447,825</u>

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 10 – Offering and agency accounts

	Balance			Balance
	31/12/2023	Additions	Withdrawals	31/12/2024
<u>World Missions</u>				
Mission offering	22,310	485,592	502,679	5,223
Total World Missions	22,310	485,592	502,679	5,223
 <u>Miscellaneous offerings</u>				
TF 3ABN	8,338	4,587	8,338	4,587
TF ADRA	4,792	245	900	4,137
TF Adventist world radio	183	-	183	-
TF Ingathering	8,752	187,354	195,670	436
Total miscellaneous offerings	22,065	192,186	205,091	9,160
 <u>Depositor accounts</u>				
TF Amazing facts	50	-	50	-
TF Anegada	7,580	-	-	7,580
TF AY drum corporation	98	147	146	99
TF AY fund	14,986	29,681	41,672	2,995
TF CARU fund	229,840	15,418	-	245,258
TF CURF Fund	15,189		12,655	2,534
TF Caribbean Union revolving fund	-	165,210	165,110	100
TF Colporteur students account	1,189	3,425	2,552	2,062
TF Education book launch	9,589	6,612	4,542	11,659
TF EC Congressoree		19,370	13,800	5,570
TF FL area congressoree	4,981	646	420	5,207
TF Health summits	62	-	-	62
TF IAD youth and other congressories	22,681	1,955	110	24,526
TF Musical experience	2,505	-	-	2,505
TF NCC office social committee	244	60	133	171
TF OMS Ministries International	21,073	-	-	21,073
TF Ronald greenaway	22,897	-	-	22,897
TF Short term disability plan NCC	169,114	-	10,725	158,389
TF Single Ministries retreat	197	-	-	197
TF Tabitha memorial - Antigua	3,385			3,385
TF US area congressoree	10,556	29,390	38,986	960
TF USC church offering	121	-	-	121
TF Women's Ministry	291	-	-	291
TF Women's Ministry - trips and camps	2,670	10,208	12,824	54
TF WGod	-	41,067	41,067	-
TF Youth camps	1,750	53,587	50,262	5,075
Total depositor accounts	541,048	376,776	395,004	522,770
Total offering and agency accounts	585,422	1,054,553	1,102,773	537,152

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 10 – Offering and agency accounts

	Balance			Balance
<u>World Missions</u>	<u>31/12/2022</u>	<u>Additions</u>	<u>Withdrawals</u>	<u>31/12/2023</u>
Mission offering	13,758	490,707	482,155	22,310
Total World Missions	13,758	490,707	482,155	22,310
<u>Miscellaneous offerings</u>				
TF 3ABN	5,755	2,583	-	8,338
TF ADRA	4,648	420	276	4,792
TF Adventist world radio	183	-	-	183
TF Ingathering	-	224,228	215,476	8,752
Total miscellaneous offerings	10,586	227,231	215,752	22,065
<u>Depositor accounts</u>				
TF Amazing facts	50	-	-	50
TF Anegada	7,580	-	-	7,580
TF AY drum corporation	98	-	-	98
TF AY fund	19,508	12,575	17,097	14,986
TF CARU fund	244,388	-	14,548	229,840
TF CURF Fund	96,157	14,548	95,517	15,189
TF Caribbean Union revolving fund	19,899	171,811	191,710	-
TF Colporteur students account	1,189	-	-	1,189
TF Education book launch	9,589	-	-	9,589
TF Festival of the Laity	(38)	38	-	-
TF FL area congressoree	4,981	-	-	4,981
TF Health summits	62	-	-	62
TF IAD youth and other congressories	106,452	60,951	144,722	22,681
TF Musical experience	2,505	-	-	2,505
TF NCC office social committee	135	560	451	244
TF OMS Ministries International	21,073	-	-	21,073
TF Religious liberty	1,850	2,921	4,771	-
TF Ronald greenaway	22,987	-	-	22,987
TF Short term disability plan NCC	169,114	-	-	169,114
TF Single Ministries retreat	197	-	-	197
TF Tabitha memorial - Antigua	3,385			3,385
TF Ten plus plan	5,139	-	5,139	-
TF US area congressoree	15,144	-	4,588	10,556
TF USC church offering	121	-	-	121
TF Women's Ministry	231	60	-	291
TF Women's Ministry - trips and camps	1,767	7,112	6,209	2,670
TF WGOD	-	47,478	47,478	-
TF Youth camps	1,412	25,780	25,442	1,750
Total depositor accounts	754,885	343,834	557,672	541,048
Total offering and agency accounts	779,229	1,061,772	1,255,578	585,422

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 10 – Offering and agency accounts

	Balance			Balance
	31/12/2021	Additions	Withdrawals	31/12/2022
<u>World Missions</u>				
Mission offering	11,047	440,220	437,509	13,758
Total World Missions	11,047	440,220	437,509	13,758
<u>Miscellaneous offerings</u>				
TF 3ABN	2,922	2,833	-	5,755
TF ADRA	4,138	510	-	4,648
TF Adventist world radio	183	-	-	183
TF Haiti	12,615	1,020	13,636	-
TF Ingathering	197	129,146	129,343	-
Total miscellaneous offerings	20,055	133,509	142,979	10,586
<u>Depositor accounts</u>				
TF Amazing facts	50	-	-	50
TF Anegada	7,580	-	-	7,580
TF AY drum corporation	98	-	-	98
TF AY fund	9,963	14,661	5,117	19,507
TF CARU fund	317,942		73,554	244,388
TF CURF Fund	264,673		168,515	96,158
TF Caribbean Union revolving fund	-	502,260	482,361	19,899
TF Colporteur students account	1,189	-	-	1,189
TF Education book launch	9,589	-	-	9,589
TF Festival of the Laity	-	17,742	17,780	(38)
TF FL area congressoree	5,928	-	947	4,981
TF Health summits	62	-	-	62
TF IAD youth and other congressories	6,306	100,596	450	106,452
TF Musical experience	3,339	962	1,796	2,505
TF NCC office social committee	196	-	60	136
TF OMS Ministries International	21,073	-	-	21,073
TF Religious liberty	1,850	-	-	1,850
TF Ronald greenaway	22,897	-	-	22,897
TF Short term disability plan NCC	179,937	-	10,823	169,114
TF Single Ministries retreat	197	-	-	197
TF Tabitha memorial - Antigua	3,385			3,385
TF Ten Plus plan	5,139	-	-	5,139
TF US area congressoree	16,081	350	1,287	15,144
TF USC church offering	121	-	-	121
TF Women's Ministry	256	-	25	231
TF Women's Ministry - trips and camps	3,539	3,035	4,807	1,767
TF WGod	13,130	39,824	52,954	-
TF Youth camps	1,712	-	300	1,412
Total depositor accounts	896,233	680,230	821,576	754,885
Total offering and agency accounts	927,335	1,253,958	1,402,063	779,229

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 , 2023, 2022 and 2021

Note 10 – Offering and agency accounts

	Balance			Balance
	31/12/2020	Additions	Withdrawals	31/12/2021
<u>World Missions</u>				
Mission offering	-	472,859	461,812	11,047
Total World Missions	-	472,859	461,812	11,047
 <u>Miscellaneous offerings</u>				
TF 3ABN	-	2,922	-	2,922
TF ADRA	3,908	230	-	4,138
TF Adventist World Radio	183	-	-	183
TF Haiti	580	109,351	97,316	12,615
TF Ingathering	-	135,496	135,299	197
Total miscellaneous offerings	4,671	247,999	232,615	20,055
 <u>Depositor accounts</u>				
TF Amazing Facts	50	-	-	50
TF Anegada	7,580	-	-	7,580
TF AY Bible boom programs	-	29	29	-
TF AY Drum Corporation	98	-	-	98
TF AY fund	19,639	17,377	27,053	9,963
TF CARU fund	-	317,942	-	317,942
TF CURF fund	-	264,673	-	264,673
TF Caribbean Union revolving fund	7,922	526,314	534,236	-
TF Colporteur students account	1,189	-	-	1,189
TF Connectivity program	11,398	-	11,398	-
TF Education book launch	9,479	110	-	9,589
TF FL area congressoree	6,955	-	1,028	5,927
TF Health summits	62	-	-	62
TF IAD youth and other congressories	15,937	-	9,631	6,306
TF Musical experience	3,589	-	250	3,339
TF NCC office social committee	196	-	-	196
TF OMS Ministries International	21,073	-	-	21,073
TF Religious liberty	1,850	-	-	1,850
TF Ronald Greenaway	22,897	-	-	22,897
TF Short term disability plan NCC	179,937	-	-	179,937
TF Single Ministries retreat	227	-	30	197
TF Ten Plus Plan	5,139	-	-	5,139
TF Tabitha memorial - Antigua	-	3,385	-	3,385
TF US area congressoree	19,421	-	3,340	16,081
TF USC church offering	-	121	-	121
TF Women's Ministry	1,202	205	1,151	256
TF Women's Ministry - trips and camps	8,609	-	5,070	3,539
TF WGod	-	43,763	30,632	13,131
TF Youth camps	2,452	17	757	1,712
Total depositor accounts	346,901	1,173,936	624,605	896,233
Total offering and agency accounts	351,572	1,894,793	1,319,031	927,335

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED**Notes to the Financial Statement****For the Years Ended December 31, 2024 , 2023, 2022 and 2021****Note 11 – Loans payable**

	2024	2023	2022	2021
Caribbean Union revolving fund, unsecured, 7.5% interest	579,757	672,573	757,405	844,379
Total notes payable	579,757	672,573	757,405	844,379
Current portion - due within one year	(100,821)	(93,725)	87,141	83,083
Long-term portion	478,936	578,848	670,264	761,296

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024 and 2023

Note 12 – Schedule of financial activity - operating fund

	Unallocated Funds			Allocated Funds	Total 2024	Budget 2024	Total 2023
	Tithe	Non-Tithe	Total				
OPERATING ACTIVITY							
<u>Earned income</u>							
Tithe, net	5,699,651	-	5,699,651	-	5,699,651	6,059,830	6,058,523
Secific donations			-	574,094	574,094	240,000	546,713
Total investment income	-	114,786	114,786	-	114,786	110,000	118,167
Gain (losses) from investments	-	73,448	73,448	-	73,448	15,000	44,662
Other operating income	251,722	37,387	289,109		289,109	452,723	442,060
Exch. gains (losses) - general	-	-	-	-	-	1,000	3,143
Total earned operating income	5,951,373	225,621	6,176,994	574,094	6,751,088	6,878,553	7,213,268
<u>Operating expense</u>							
Employee-related expense	3,288,449	-	3,288,449	-	3,288,449	3,527,120	3,208,275
Administration & general expense	907,232	88,598	995,830	-	995,830	2,354,927	896,324
Departmental expense	265,721	-	265,721	386,801	652,522	610,133	439,190
Other operating expense	170,229	-	170,229	-	170,229	206,524	171,546
Total operating expense	4,631,631	88,598	4,720,229	386,801	5,107,030	6,698,704	4,715,335
Incr. (decr.) before appropriations	1,319,742	137,023	1,456,765	187,293	1,644,058	179,850	2,497,933
<u>Operating appropriations</u>							
Tithe appropriations received	115,815	-	115,815	-	115,815	60,150	62,124
Tithe Appropriations Disbursed	(1,937,798)		(1,937,798)	-	(1,937,798)		(1,801,412)
Net appropriations retained	(1,821,984)	-	(1,821,983)	-	(1,821,983)	60,150	(1,739,288)
Incr. (decr.) after appropriations	(502,242)	137,023	(365,218)	187,293	(177,925)	240,000	758,645
CAPITAL ACTIVITY							
Capital income		3,000	3,000	-	3,000		-
Capital appropriation disbursed	-	-	-	(64,999)	(64,999)	-	(550,000)
Capitail increase(decrease)	-	3,000	3,000	(65,000)	(61,999)	-	(550,000)
Increase(decrease) befre transfers	(502,242)	140,023	(362,218)	122,293	(239,924)	240,000	208,645
TRANSFERS							
From unallocated to allocated	210,332	(611,517)	(401,185)	401,185	-	-	(163,363)
From allocated to unallocated	-	-	-	-	-	-	163,363
From non-tithe to unexp. plant	-	(7,726)	(7,726)	-	(7,726)	-	(207,125)
Net transfers in (out)	210,332	(619,243)	(408,911)	401,185	(7,726)	-	(207,125)
Increase (decrease) for the year	(291,909)	(479,220)	(771,129)	588,478	(247,650)	-	1,520
Net assets, January 1	291,909	3,281,057	3,572,966	2,472,940	6,043,986	-	6,042,466
Net assets, December 31	-	2,801,837	2,801,837	3,061,418	5,796,336	-	6,043,986

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INC.
Notes to the Financial Statement
For the Years Ended December 31, 2023 and 2022

Note 12 – Schedule of financial activity - operating fund (continued)

	Unallocated Funds			Allocated Funds	Total 2023	Budget 2023	Total 2022
	Tithe	Non-Tithe	Total				
OPERATING ACTIVITY							
<u>Earned income</u>							
Tithe, net (Note 13)	6,058,523	-	6,058,523	-	6,058,523	5,628,365	5,531,273
Specific donations	-	-	-	546,713	546,713		542,081
Total investment income	-	118,167	118,167	-	118,167	122,500	181,391
Gain (losses) from investments	-	96,323	96,323	-	96,323	15,000	(81,859)
Other operating income	269,728	172,332	442,060	-	442,060	572,220	746,402
Exch. gains (losses) - general	-	3,143	3,143	-	3,143	6,466	13,406
Total earned operating income	6,328,251	389,965	6,718,216	546,713	7,264,929	6,344,551	6,932,694
<u>Operating expense</u>							
Employee-related expense	3,208,275	-	3,208,275	-	3,208,275	3,445,049	3,505,933
Administration & general expense	896,308	51,660	947,968	16	947,984	2,208,294	2,182,305
Departmental expense	83,778	-	83,778	355,412	439,190	586,200	1,282,812
Other operating expense	171,546	-	171,546	-	171,546	163,705	110,057
Total operating expense	4,359,907	51,660	4,411,567	355,428	4,766,996	6,403,248	7,081,107
Incr. (decr.) before appropriations	1,968,344	338,305	2,306,649	191,285	2,497,933	(58,697)	(148,412)
<u>Operating appropriations</u>							
Tithe appropriations received	62,124	-	62,124	-	62,124	58,697	52,397
Tithe appropriations disbursed	(1,801,412)	-	(1,801,412)	-	(1,801,412)	-	(1,801,412)
Net appropriations retained	(1,739,288)	-	(1,739,288)	-	(1,739,288)	58,697	(1,749,015)
Incr. (decr.) after appropriations	229,056	338,305	567,361	191,285	758,645	-	(1,897,427)
CAPITAL ACTIVITY							
Capital appropriation disbursed	-	-	-	(550,000)	(550,000)	-	-
Capital increase (decrease)	-	-	-	(550,000)	(550,000)	-	-
Incr. (decr.) before transfers	229,056	338,305	567,361	(358,715)	208,645	-	(1,897,427)
TRANSFERS							
From unallocated to allocated	(115,176)	(32,000)	(147,176)	160,100	12,924	-	(114,466)
From allocated to unallocated	2,076	-	2,076	(15,000)	(12,924)	-	177,805
From non-tithe to unexp. plant	(3,263)	(203,861)	(207,124)	-	(207,124)	-	(33,376)
Net transfers in (out)	(116,362)	(235,861)	(352,224)	145,100	(207,124)	-	29,963
Increase (decrease) for the year	112,694	102,444	215,137	336,385	1,520	-	(671,472)
Net assets, January 1	179,215	3,178,614	3,357,829	2,684,636	6,042,466	-	6,713,938
Net assets, December 31	291,909	3,281,058	3,572,966	3,021,020	6,043,986	-	6,042,466

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED
Notes to the Financial Statement
For the Years Ended December 31, 2022 and 2021

Note 12 – Schedule of financial activity - operating fund (continued)

	Unallocated Funds			Allocated Funds	Total 2022	Budget 2022	Total 2021
	Tithe	Non-Tithe	Total				
OPERATING ACTIVITY							
<u>Earned income</u>							
Tithe, net	5,531,273	-	5,531,273	-	5,531,273	5,554,528	5,826,902
Total investment income	-	181,391	181,391	-	181,391	112,000	192,858
Gain (losses) from investments	(46,652)	(35,207)	(81,859)	-	(81,859)	15,000	9,844
Other operating income	-	204,321	204,321	542,081	746,402	576,484	758,288
Exch. gains (losses) - general	(796)	14,202	13,406	-	13,406	1,400	4,530
Total earned operating income	5,483,825	364,707	5,848,532	542,081	6,390,613	6,259,412	6,792,422
<u>Operating expense</u>							
Employee-related expense	3,505,933	-	3,505,933	-	3,505,933	3,626,899	3,441,566
Administration & general expense	2,118,805	63,500	2,182,305	-	2,182,305	1,866,306	2,014,365
Departmental expense	155,732	-	155,732	1,127,080	1,282,812	673,200	910,782
Other operating expense	110,057	-	110,057	-	110,057	151,783	103,200
Total operating expense	5,890,527	63,500	5,954,027	1,127,080	7,081,107	6,318,188	6,469,912
Incr. (decr.) before appropriations	(406,702)	301,207	(105,495)	(584,999)	(690,493)	(58,777)	322,510
<u>Operating appropriations</u>							
Tithe appropriations received	52,397	-	52,397	-	52,397	58,777	54,441
Net appropriations retained	52,397	-	52,397	-	52,397	58,777	54,441
Incr. (decr.) after appropriations	(354,305)	301,207	(53,098)	(584,999)	(638,096)	-	376,951
TRANSFERS							
From unallocated to allocated	(63,339)	(114,736)	(178,075)	178,075	-	-	(434,006)
From allocated to unallocated	-	270	270	(270)	-	-	434,006
From non-tithe to unexp. plant	-	(33,376)	(33,376)	-	(33,376)	-	(71,324)
Net transfers in (out)	(63,339)	(147,842)	(211,181)	177,805	(33,376)	-	(71,324)
Increase (decrease) for the year	(417,644)	153,365	(264,279)	(407,194)	(671,472)	-	305,626
Net assets, January 1	684,723	2,937,384	3,622,107	3,091,830	6,713,938	-	6,408,312
Net assets, December 31	267,079	3,090,749	3,357,828	2,684,636	6,042,466	-	6,713,938

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED
Notes to the Financial Statement
For the Years Ended December 31, 2021 and 2020

Note 12 – Schedule of financial activity - operating fund

	Unallocated Funds			Allocated Funds	Total 2021	Budget 2021	Total 2020
	Tithe	Non-Tithe	Total				
OPERATING ACTIVITY							
<u>Earned income</u>							
Tithe, net	5,826,902	-	5,826,902	-	5,826,902	5,665,999	5,371,709
Specific donations	-	-	-	-	-	-	209,325
Total investment income	-	192,858	192,858	-	192,858	122,500	150,764
Gain (losses) from investments	(3,080)	12,924	9,844	-	9,844	31,000	55,915
Other operating income	-	175,114	175,114	583,174	758,288	156,400	1,342,413
Exch. gains (losses) - general	4,530	-	4,530	-	4,530	4,000	4,590
Total earned operating income	5,828,352	380,896	6,209,248	583,174	6,792,422	5,979,899	7,134,716
<u>Operating expense</u>							
Employee-related expense	3,441,566	-	3,441,566	-	3,441,566	3,342,970	3,293,030
Administration & general expense	2,014,365	-	2,014,365	-	2,014,365	329,169	375,146
Departmental expense	70,706	-	70,706	840,076	910,782	645,585	2,151,630
Other operating expense	103,200	-	103,200	-	103,200	144,672	1,742,465
Total operating expense	5,629,837	-	5,629,837	840,076	6,469,913	4,462,396	7,562,271
Incr. (decr.) before appropriations	198,515	380,896	579,411	(256,902)	322,510	1,517,503	(427,555)
<u>Operating appropriations</u>							
Tithe appropriations received	54,441	-	54,441	-	54,441	-	50,285
Non-tithe appropriation disbursed	-	-	-	-	-	-	-
Net appropriations retained	54,441	-	54,441	-	54,441	-	50,285
Incr. (decr.) after appropriations	252,956	380,896	633,852	(256,902)	376,951	1,517,503	(377,270)
TRANSFERS							
From unallocated to allocated	(85,267)	(326,449)	(411,716)	434,006	22,289	-	(461,932)
From allocated to unallocated	-	-	-	(22,289)	(22,289)	-	461,932
From non-tithe to unexp. plant	-	(71,324)	(71,324)	-	(71,324)	-	(13,434)
Net transfers in (out)	(85,267)	(397,773)	(483,040)	411,717	(71,324)	-	(13,434)
Increase (decrease) for the year	167,689	(16,877)	150,812	154,814	305,626	-	(390,704)
Net assets, January 1	379,032	3,092,264	3,471,296	2,937,016	6,408,312	-	6,799,016
Net assets, December 31	546,721	3,075,387	3,622,108	3,091,830	6,713,938	-	6,408,312

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED

Notes to the Financial Statement

For the Years Ended December 31, 2024, 2023, 2022 and 2021

Note 13 – Tithe

	2024	2023	2022	2021
Tithe received from local churches	7,403,078	7,858,562	7,199,033	7,670,742
Direct tithe	404,755	441,323	377,942	311,316
Tithe passed on to Caribbean Union Conference	(702,727)	(747,121)	(681,901)	(718,385)
Tithe passed on to Inter-American Division	(819,627)	(871,641)	(795,551)	(838,116)
Tithe passed on to Inter-American Division Theological Seminary	(39,262)	(41,507)	(37,883)	(39,910)
University of Southern Caribbean	(468,485)	(498,081)	(454,600)	(478,924)
Publishing	(78,081)	(83,013)	(75,767)	(79,821)
Net tithe income	<u>5,699,651</u>	<u>6,058,523</u>	<u>5,531,273</u>	<u>5,826,902</u>

Note 14 – Compensation of administrative personnel

Total employee-related expense is reported in the Statement of Financial Activity at USD 3,288,449, USD 3,208,275, USD 3,505,933 and USD 3,441,566 for 2024, 2023, 2022 and 2021, respectively. Included in those totals are amounts for administrative officers, which as a group totaled USD 861,385, USD 871,363, USD 1,007,214 and USD 838,216 for 2024, 2023, 2022 and 2021, respectively.

Note 15 – Pension and other post-retirement benefits

Defined benefit retirement plan

The Organization participates in a non-contributory defined benefit retirement plan known as the DB Plan. The DB Plan, which covers substantially all employees of the Organization, is administered by the Inter-american Division. Contributions to the DB Plan are made by participating employers located within the Division territory. Employees do not contribute to the DB Plan. The contributions from the Organization to the DB Plan were USD 877,470, USD 772,487, USD 766,792 and USD 758,975 for the years ended December 31, 2024, 2023, 2022 and 2021, respectively. The DB Plan and the Division together determine the amount of contributions that are required each year from the participating employers, and this amount may increase in the future.

This DB Plan is defined as a "multiemployer" plan. The DB Plan has concluded that it is not reasonably possible to determine the actuarial present value of accumulated benefits or plan net assets for employees of the organization apart from other plan participants. No actuarial evaluation has been obtained for the DB Plan as a whole.

Note 16 – Concentration of risk

The organization's assets include USD 234,354 (2024), USD 265,004 (2023), USD 265,004 (2022) and USD 177,890 (2021) of accounts receivable from affiliated organizations. These accounts represent 3.02%, 3.02%, 3.02% and 2.02% of the Organization's total assets. Management's estimate of the collectability of these loans could be subject to the risk that economic conditions could diminish the ability of the debtors to pay amounts due. The Organization maintains its cash accounts primarily in banks that operate in the territory of Anguilla, St. Marten, the British, and US Virgin Islands. The total cash balances are insured by government agencies up to USD 250,000 per bank. The Organization held cash balances on deposit with nine banks as at December 31, 2024 and December 31, 2023 respectively, which exceeded the balance insured by the government by USD 402,396 and USD 526,534 respectively.

NORTH CARIBBEAN CONFERENCE OF SEVENTH-DAY ADVENTISTS, INCORPORATED
Notes to the Financial Statement
For the Years Ended December 31, 2024, 2023, 2022 and 2021

Note 17 – Denominational working capital and liquidity

	2024	2023	2022	2021
<u>Core expenses</u>				
Operating expenses	5,083,476	4,715,335	7,081,107	6,469,912
Net outgoing appropriations	1,821,984	1,739,288	-	-
Total core expenses	<u>6,905,460</u>	<u>6,454,623</u>	<u>7,081,107</u>	<u>6,469,912</u>

WORKING CAPITAL

<u>Available working capital</u>				
Current assets	7,027,931	7,235,258	7,388,787	8,145,491
Minus: current liabilities	<u>(1,229,528)</u>	<u>(1,219,603)</u>	<u>(1,347,471)</u>	<u>(1,458,244)</u>
Working capital	5,798,403	6,015,655	6,041,316	6,687,247
Available working capital	<u>5,798,403</u>	<u>6,015,655</u>	<u>6,041,316</u>	<u>6,687,247</u>

Recommended minimum available working capital

Six months of core expenses (50%)	3,452,730	3,227,311	3,540,554	3,234,956
Surplus/(shortfall) in recommended minimum working capital	2,345,673	2,788,344	2,500,763	3,452,291
Available working capital in months (minimum of six months recommended)	10.08 months	11.18 months	10.24 months	12.40 months

LIQUIDITY STATEMENT

<u>Available liquid assets</u>				
Cash and cash equivalents	638,705	609,155	670,080	1,254,070
Cash held for agency accounts	537,152	585,422	779,229	927,336
Investments	1,133,254	1,088,644	1,039,945	1,121,622
Receivable from higher organization	<u>3,755,683</u>	<u>3,948,290</u>	<u>4,004,660</u>	<u>4,129,477</u>
Total liquid current assets	6,064,794	6,231,511	6,493,914	7,432,505
Minus: current liabilities	<u>(1,229,528)</u>	<u>(1,219,603)</u>	<u>(1,347,471)</u>	<u>(1,458,244)</u>
Available liquid assets	<u>4,835,266</u>	<u>5,011,908</u>	<u>5,146,443</u>	<u>5,974,261</u>

Recommended minimum available liquid assets

Three months of core expenses (25%)	1,726,365	1,613,656	1,770,277	1,617,478
Surplus/(shortfall) in recommended minimum liquid assets	3,108,901	3,398,252	3,376,166	4,356,783
Available liquid assets in months (a minimum of three months recommended)	8.40 months	9.32 months	8.72 months	11.08 months

ADRA REPORT 2021-2024

Ps. Wilmoth James
Director



The Adventist Development and Relief Agency (ADRA) has evolved from a modest, church-based relief organization into a significant global humanitarian force, demonstrating its unwavering commitment to the fundamental principles and ever-changing needs of society. ADRA was founded in November 1956 by the Seventh-day Adventist (SDA) Church and was initially known as the Seventh-day Adventist Welfare Service (SAWS) (Wuthnow, 1988). At its inception, the focus was on providing organized relief and welfare services in response to disasters and humanitarian crises” (Adventist Development and Relief Agency, n.d., 2024). Since then, ADRA’s growth and mission have not only been shaped by global challenges, but also by faith-driven compassion and strategic vision for sustainable development.

Several key factors led to the founding of ADRA. In the aftermath of World War II, the global rise in natural disasters, famines, and humanitarian crises prompted the Seventh-day Adventist Church to establish a formal structure for its relief efforts. Rooted in Christian values and the biblical call to serve those in need, the SDA Church founded ADRA

to coordinate and expand its humanitarian outreach. From the beginning, ADRA’s mission was to provide disaster relief and welfare services, serve humanity without discrimination, and reflect God’s love through compassionate action. To enhance its effectiveness and sustainability, ADRA also sought partnerships and funding from government and international agencies, while promoting long-term development and self-sufficiency in the communities it served. (Adventist Development and Relief Agency, n.d., 2024)

Today, ADRA operates in the North Caribbean Conference (NCC) on all ten islands, as a recognized humanitarian organization. Its mission remains closely aligned with its values: to serve humanity so that all may live as God intended, guided by the principles of justice, compassion, and love. Through ongoing work, ADRA continues to embody the vision and commitment that inspired its founding, adapting to the needs of a dynamic and interconnected tri-regional jurisdiction comprising the British Virgin Islands and Anguilla, the Dutch Islands of Sint Maarten, Sint Eustatius, and Saba, and the United States Virgin Islands (Figure 1).



Mission Statement: "Following in the steps of Jesus"



Figure 1: ADRA North Caribbean Conference in ADRA Caribbean Union

Over the past four years, ADRA operations in the North Caribbean Conference have combined immediate humanitarian aid with long-term, sustainable development initiatives that are environmentally friendly, inclusive, and empowering. These efforts embody Jesus’ compassion and service. Guided by its vision, ADRA of the NCC sets clear goals to meet basic needs—such as food, health, education, and shelter—while building local partnerships and creating lasting positive change across ten islands.

Through collective action, advocacy, government grants for workplace safety, and environmental protection with community support, ADRA's work leads to lasting improvements in individual and community well-being.

This report will address the following:

- ADRA NCC's Structure, Governance, and Compliance
- Education, Training, and Community-Based Disaster Resilience
- Ministries of Compassion, Service, and Love to Humanity
- Key Community Development Projects and Their Impact on the Region
- Partnerships and Collaborations with Non-governmental Organizations (NGOs) and Government Agencies

ADRA NCC's Structure, Governance, and Compliance

As a faith-based organization with a clear structure, transparent governance, and strict adherence to regulations, ADRA has developed the capacity over the past four years to provide practical, trustworthy, and sustainable humanitarian services. Through comprehensive outreach, targeted training programs, and coordinated relief efforts, ADRA of the NCC has made a significant impact in disaster zones and among immigrants, consistently maintaining its mission and values while positively influencing the lives of those it helps.

The islands of the North Caribbean Conference comprise three separate government districts — British, Dutch, and U.S., each with its distinct legal system. This unique setup requires the ADRA of the North Caribbean Conference (ADRA NCC) to fully comply with each government's specific policies and guidelines, ensuring that all services adhere to local regulations. To effectively support these diverse communities, ADRA Caribbean Union Country offices (Councils) have been established on seven islands within the NCC. Six of these offices are registered as non-governmental organizations (NGOs) with their respective local governments, and they work closely with social services and government agencies to support disaster preparedness, mitigation, recovery, sustainability, and development initiatives. Each council office is led by a dedicated volunteer leadership team that includes a director, secretary, treasurer, logistics officer, public relations officer, information technology officer, crisis coordinator, advocacy officer, and an independent auditing firm.

This relief agency within the North Caribbean Conference and six of its country offices now operate under the official license of ADRA, which is managed by the ADRA Caribbean Union Conference (CARU) office in Maraval, Trinidad. The purpose of this license is to ensure that all ADRA-related activities within the North Caribbean Conference align with the global standards and mission of ADRA International. (Figure 2).



Figure 2: ADRA Caribbean Union License Certificate

Education, Training, and Community-Based Disaster Resilience

ADRA NCC has prioritized education as a tool to strengthen the resilience and empowerment of communities. On June 16, 2022, at St. Peter's Episcopal Church in St. Croix, the North Caribbean Conference delegation of ADRA NCC participants engaged in the Federal Emergency Management Agency (FEMA) and Virgin Islands Territorial Emergency Management Agency (VITEMA) community education program for St. Croix (Figure 3). Our participants acquired basic knowledge and practical skills in disaster preparedness under the theme "You are the Help Until Help Arrives."



Figure 3: Disaster Preparedness Education Training

The North Caribbean Conference (ADRA NCC), in collaboration with the Federal Emergency Management Agency (FEMA), the American Red Cross, and the Virgin Islands Territorial Emergency Management Agency (VITEMA), successfully organized and coordinated financial preparedness training across all islands in the North Caribbean Conference region (Figure 4). This effort was led by Mr. Race Hodges of the United States Department of Homeland Security's Federal Emergency Management Agency in Washington, D.C., Ms. Delia Richardson of St. Croix Voluntary Organizations Active in Disaster (VOAD), and Pastor Wilmoth James of the Adventist Development and Relief Agency.



Figure 4: Financial Preparedness Training for Disaster

The training, which occurred on August 29, 2023, via the North Caribbean Conference Zoom platform, featured interactive discussions and engaging activities designed to improve participants' financial literacy. Attendees from various faith-based organizations, staff from community advocates, social services officers from the Virgin Islands government, and more than 130 members of the Seventh-day Adventist Church in the North Caribbean Conference gained fundamental knowledge and skills in personal finance during disasters, including budgeting, emergency fund management, and strategies for managing credit and debt in times of crisis. This free training, sponsored by ADRA,

was open to anyone interested in enhancing their financial skills. It was also designed to be accessible to people with disabilities, demonstrating ADRA-NCC's and its partners' commitment to inclusion and community well-being. An array of collaborators is shown in Figures 5, 6, 7, 8 and 9.



Figures 5, 6, 7, 8, and 9: ADRA-NCC Partners

Grant Writing Workshops

Another beneficial initiative was grant writing training. Related workshops were held from September 11 to 13, 2023, on the campus of the University of the Southern Caribbean. Expert presenters led an ADRA CARU Grant & Proposal Writing Workshop from Loma Linda University (Figure 10): Dr. David P. Harris, Vice President for Information Systems at Loma Linda University (Figure 11), and Dr. Albin Grohar, Senior Advisor for Foundations and Grants. This notable initiative for the Caribbean, which attracted hundreds had the following main objectives:

- To teach fundamental proposal writing skills.
- To obtain funding for projects and initiatives.
- To enhance understanding of proposal writing, including identifying funding sources and developing compelling proposals.
- To help nonprofit and community organizations in the Caribbean strengthen their impact through successful funding applications.
- To improve collaboration among Adventist organizations and missions in the Caribbean in areas such as community development, healthcare, education, and humanitarian efforts.



Figures 10: Grant Writing Workshops in Trinidad



Dr. David P. Harris, Vice President for Information Systems Loma Linda University

Figures 11: Grant Writing Workshops in Trinidad by Loma Linda University's Professor

The workshops featured interactive sessions and practical activities that allowed participants to use grant proposal writing techniques in practical situations, practice identifying suitable funding sources, develop and improve concrete proposals, and create a strategic proposal. Additionally, participants focused on customizing proposals to match the specific missions and priorities of potential funders, thereby enhancing their chances of securing funding.

The presence of a four-person delegation from the North Caribbean Conference underscored ADRA NCC's commitment to lifelong learning and regional development. The workshops were widely seen as a success because they provided participants with practical tools and knowledge to help their organizations achieve their missions and secure essential funding for impactful projects in the Caribbean. They support the NCC ADRA strategic initiative of promoting regional growth and empowerment.

ADRA -Anguilla in ADRA Caribbean Union Child Protection Training

The Adventist Development and Relief Agency in Anguilla held child protection training in 2024 to address the urgent need for child safety and abuse prevention within the Church and community. The program highlighted the importance of awareness among leaders and members, encouraging open discussion to break the silence around abuse and to create a safe environment for children. A key part of the training was implementing a proactive child protection plan, which involved establishing clear policies, setting up reporting procedures, and requiring background checks for all adults working with children. There are ongoing education sessions for both adults and youth emphasizing supervision, open-door policies, and accountability, with clear procedures for reporting and addressing allegations. These actions aimed to prevent abuse and to reassure parents of ADRA's commitment to safety.



Figures 12: ADRA -Anguilla in ADRA Caribbean Union Child Protection Training

First Aid and Mental Health Classes for Communities

In September 2024, ADRA Anguilla, in collaboration with the British Red Cross in Anguilla, launched a comprehensive first aid and mental health training initiative to strengthen community preparedness for emergencies and disasters, particularly considering the annual hurricane season. The main component of the training was emergency preparedness. This program emphasized the importance of having a structured emergency plan and a well-stocked first aid kit, enabling individuals, families, religious and charitable organizations to respond effectively to various crises, from natural disasters to personal accidents.

Participants received hands-on training in Cardiopulmonary Resuscitation (CPR), the use of the Automated External Defibrillator (AED), techniques for assisting with choking, dressing wounds, applying bandages, and stopping bleeding. These skills are essential for immediate care, especially if professional medical help is not available.



Figures 13: ADRA -Anguilla in ADRA Caribbean Union First Aid and Mental Health

Building a Culture of Safety and Excellence in Food Handling

The ADRA training programs for food handlers on the island of Anguilla, held on September 11, 2024, were crucial for maintaining public health, ensuring regulatory compliance, and promoting sustainable business success on the island. Four main objectives were achieved through this workshop: the prevention of foodborne illnesses, compliance with food safety regulations, promotion of personal hygiene and sanitary practices, and maintenance of food quality and business reputation.

The presenters at the workshop equipped participants with the essential knowledge and skills necessary for preventing foodborne illnesses. Food handlers learned effective ways to avoid contamination from harmful bacteria, viruses, and other pathogens. Also, safe food preparation, cooking, and storage practices were strongly emphasized to reduce the risk of foodborne illness and support overall public health. One key focus of the workshop was compliance with food safety regulations. Attendees were trained to understand and comply with local, national, and international food safety regulations. The program also encouraged the adoption of recognized

standards, such as Hazard Analysis and Critical Control Point (HACCP), to help organizations meet legal requirements and uphold their business licenses.

Personal hygiene and sanitary practices were also at the core of the training. The workshop emphasized the importance of proper handwashing, the use of protective clothing, and attention to personal cleanliness at all stages of food preparation and handling. By teaching effective sanitation methods, the training aimed to prevent cross-contamination and ensure a safe food environment.

Mental Health and Psychological First Aid (PFA)

Recognizing the challenges that disasters pose to mental health, the program included two days of mental health training with a focus on Psychological First Aid (PFA). Key PFA principles taught to attendees included ensuring the safety and comfort of survivors, providing practical assistance to meet immediate needs (food, water, shelter, medical care), dispensing information about available resources and support services, and creating a safe environment where those affected feel both physically and emotionally protected.



Figures 14: Mental Health First Aid Training, Food Handlers' Permit Training

Emergency Support Team Training Conducted in St. Maarten with ADRA

The ADRA Emergency Support Team training in St. Maarten provided community members, key staff, and representatives of faith-based organizations with essential skills, competence, and confidence to deal with disaster emergencies. By integrating first aid and psychological support, the initiative promoted a holistic approach to disaster preparedness and response in the Dutch part of Sint Maarten.

Training And Capacity Building

The ADRA NCC has actively conducted and participated in several training programs aimed at strengthening management capacity and improving effectiveness in disaster management, disaster relief coordination, and community development project management. Recognizing that project management is an essential skill in all modern industries, these programs focused on managing projects from initiation to completion, optimizing the use of time, funds, and resources, and achieving successful outcomes in line with organizational goals (GAMA Learning Institute Investment Inc., 2025). In 2023, the director of the ADRA North Caribbean Conference in the ADRA Caribbean Union, along with two pastors and two local ADRA directors, completed a special online project management training course offered by the GAMA Learning Institute in St. Lucia, West Indies. This initiative was designed to enhance the project management expertise of ADRA staff and enable them to serve their communities more effectively by applying standard industry practices. Empowering volunteers and staff to contribute meaningfully to ADRA's mission and goals, ensuring consistent and high-quality service, promoting professional growth, and preparing participants to tackle complex challenges while accepting new responsibilities and maintaining the highest standards of safety and accountability were the key objectives.

During the course, each participant developed and planned their project. The North Caribbean Conference's team concluded the course with a final presentation of an agricultural hydroponic water system, which the participants evaluated with the course instructor (Figure 15). The system promoted faster plant growth, efficient resource utilization, precise control of pH and nutrients, increased yields, and a reduction in soil-borne pests and diseases. All NCC participants who completed the training received certificates from the GAMA Learning Institute (Figure 16). These capacity-building activities underscore the ADRA North Caribbean Conference's ongoing commitment to organizational excellence, sustainable development, and effective humanitarian response.



Figures 15: Hydroponic Agriculture: Training and Capacity Building



Figures 16: Capacity Building in Project Management

Ministries of Compassion, Service, and Love for Humanity

Disaster Relief Operations

The primary goals of ADRA of the North Caribbean Conference's relief efforts in areas declared national or regional disaster zones are to rapidly provide lifesaving assistance, to support community resilience, and to restore dignity and hope to affected homes and families. As part of a disaster response, the ADRA North Caribbean Conference in ADRA Caribbean Union country offices, are prepared to provide emergency assistance, including food, water, shelter, and medical care, to those most affected. We also offer coordinated humanitarian aid that meets urgent needs while promoting safety, protection, and equity for vulnerable populations, thereby strengthening disaster preparedness and risk reduction to help communities recover more quickly and prepare for future hazards.

ADRA North Caribbean Conference in ADRA Caribbean Union: Disaster Response Financial Plan Framework

The ADRA North Caribbean Conference Disaster Response Financial Plan framework consists of the following components:

- A disaster response budget that is based on assessments conducted.
- Ten percent of the annual surplus from the local Church's Ingathering overflow is allocated to the local Church's ADRA budget to fund ADRA at the local level.
- A request for an emergency allocation of \$15,000 from the local coordinating council's budget if the government declares a state of emergency due to a disaster.
- Submission of a detailed budget from the ADRA country office to the North Caribbean Conference ADRA office. This budget should list all anticipated expenses related to the immediate disaster response. The submitted budget will support the full range of ADRA activities based on a comprehensive assessment of the damage and needs in the affected area.
- Provision for \$10,000.00 from ADRA International to NCC, when a government declares a state of emergency due to a disaster within the NCC.

Financial Preparation Plan - Steps of the ADRA North Caribbean Conference

During the period under review, the structured financial preparation approach implemented by ADRA North Caribbean Conference ensured that this agency could respond to disasters in an efficient, transparent, and collaborative manner, ultimately maximizing relief to affected communities.

This agency has established a precise sequence of steps to ensure adequate financial and logistical coordination during post-disaster recovery. The plan is designed to streamline resource allocation, coordinate volunteer assistance, engage local and international partners, and provide accountability through comprehensive documentation.

Key steps of the Financial Preparedness Plan

1. Allocate funding for recovery to support immediate and ongoing recovery efforts in the disaster area.
2. Coordinate volunteer immigration procedures to manage and facilitate entry and legal requirements for volunteers arriving to support relief efforts.
3. Mobilize local coordination councils to organize and implement relief work on the ground.
4. Assist in the preparation of the local ADRA budget. Assist the local ADRA office in preparing a detailed, responsive budget tailored to the specific needs and scale of the disaster.
5. Network with regional and international teams to expand partnerships and pool resources for greater impact.
6. Prepare a financial spreadsheet, including all supporting documentation, to ensure transparency for an independent audit.

Disasters of the Regions and ADRA North Caribbean Conference Response

The staff of ADRA North Caribbean Conference office is grateful to God for His continued protection of the islands in our territory. By God's grace, our communities have been spared from devastating hurricanes over the past four years. We are deeply grateful for His mercy and faithfulness, which have protected our homes and families and enabled us to fulfill our mission in an environment of peace and safety. With sincere humility, we acknowledge these blessings and pray for continued favor and protection in the years to come.



Figures 17: ADRA North Caribbean Conference Headquarters of the NCC Office

While the islands that comprise the North Caribbean Conference were fortunate to be spared from hurricanes for the four consecutive years of this reporting period, ADRA NCC continued to be active in disaster relief efforts. NCC ADRA was active in coordinating relief efforts following the major volcanic eruption on St. Vincent in 2021 and Hurricane Beryl in 2024, which caused severe damage on Carriacou, Union Island, the Grenadines, and Grenada.

In 2024, the ADRA NCC office coordinated the delivery of four 20-foot containers of essential supplies (food, water, medical equipment, hygiene items, tools, and power solutions) worth \$60,000 to communities in Carriacou, Union Island, the Grenadines, and Grenada following Hurricane Beryl.



DISASTER RELIEF FOR ST. VINCENT & THE GRENADINES

DONATION ITEMS NEEDED

- Food and Non-Perishable Items
- First Aid and medical Supplies
- Tools and equipment
- Sanitation and Hygiene Items
- Solar powered lanterns/lights
- Batteries and battery-powered charger
- Portable power banks for charging devices
- Personal Protective Gear
- Flashlights
- Battery powered radio
- Extra batteries for radios and flashlights
- Cell phone with chargers and backup power sources
- Family and emergency contact information kit
- Sleeping bags and blankets
- Trash bags
- Fire extinguisher
- Multi-tool or pocket knife
- Rope or twine
- GPS devices

DROP OFF SITE

YOUR CONGREGATION & THE SDA CHURCH DISTRICT OFFICE

JULY 6TH- 13TH







Dear Members and Volunteers

We are thankful for the support received thus far in our drive to provide relief support for those territories that were affected by Hurricane Beryl. The items have been packed, however, ***we are requesting the help of our men to assist us with palletization tomorrow morning at 10:00am at the Red Cross Building in The Valley next to Anglec*** This process is important to ensure that the items are properly consolidated on top of the pallets for transporting. We thank you again for your continued support.

ADRA

Figures 18: ADRA Anguilla in ADRA Caribbean Union: Response to Hurricane Beryl in St. Vincent and the Grenadines, Carriacou Union Island, and Grenada



Tortola

ADRA Caribbean Union Country Office Branch - NCC/British Virgin islands

ADRA in Partnership with Community NGOs





Virgin Gorda









Figures 19: ADRA British Virgin Islands in the Caribbean: Response to Hurricane Beryl in St. Vincent and the Grenadines, Carriacou Union Island, and Grenada



Figures 20: ADRA St. Thomas, USVI in the Caribbean: Response to Hurricane Beryl in St. Vincent and the Grenadines, Carriacou Union Island, and Grenada



Figures 21: ADRA St. Croix, USVI in the Caribbean: Response to Hurricane Beryl in St. Vincent and the Grenadines, Carriacou Union Island, and Grenada



Figures 22: ADRA St. Maarten in the Caribbean: Response to Hurricane Beryl in St. Vincent and the Grenadines, Carriacou Union Island, and Grenada



Figures 23: Video: ADRA North Caribbean Conference in ADRA Caribbean Union: Response to Volcanic Eruption in St. Vincent and the Grenadines

In April 2021, the La Soufriere volcano on St. Vincent erupted explosively for the first time in more than four decades, sending huge clouds of ash up to 10 kilometers into the sky and covering much of the island with volcanic debris. The eruptions led to the evacuation of more than 20,000 inhabitants from the affected areas and disrupted daily life, including agriculture and the water supply. Despite the scale of the disaster, ADRA NCC coordinated the local ADRA offices of the conference to assist the people and government of St. Vincent and the Grenadines.

Key Community Development Projects and Their Impact on the Region

In 2024, ADRA of the North Caribbean Conference launched two significant community development projects, both reflecting a commitment to safety, resilience, and environmental stewardship through strategic partnerships.

Project I: Nonprofit Security Grant Program (NSGP):

St. John, USVIADRA North Caribbean Conference, in partnership with the Federal Emergency Management Agency (FEMA), launched the Nonprofit Security Grant Program (NSGP) in the U.S. Virgin Islands in 2024. FEMA is a U.S. government agency responsible for national disaster response, recovery, preparedness, and mitigation. Under this program, nonprofit churches and educational institutions of the conference in the USVI territory (considered high-risk for terrorist activity) received funding to enhance physical security and protect their communities from potential terrorist threats. The objective was to integrate emergency

preparedness into North Caribbean Conference houses of worship and gathering places, as part of broader initiatives in the U.S. Virgin Islands region of our conference, to strengthen the territory's resilience to security threats ultimately. The Cruz Bay Seventh-day Adventist Church on St. John, USVI, received a \$150,000 NSGP grant to improve its physical security infrastructure, which was the key outcome of this project. (Figure 24)

Project II: Retrofitting Fountain National Park to Protect Iguanas

In collaboration with the Anguilla Department of Natural Resources, the Foreign Commonwealth and Development Office (UK), the British Development Assistance in Anguilla, and the United States Agency for International Development (USAID), ADRA North Caribbean Conference initiated a project to retrofit the fence at Fountain National Park. The goal was to improve conservation measures for the endangered Lesser Antillean Iguanas by upgrading the existing fencing to ensure that the species is kept safe within the designated area.

ADRA GRANT APPROVAL

Nonprofit Security Grant Program (NSGP):

In partnership with FEMA, the NCC secured a \$150,000 grant to improve physical security and strengthen emergency preparedness at the Cruz Bay Seventh-day Adventist Church on St. John, USVI.



Figures 24: Non-profit Security Grant Awarded to St. John SDA Church



Figures 25: ADRA Conservation Partnership

ADRA NORTH CARIBBEAN LAUNCHES' COMMUNITY DEVELOPMENT PROJECTS



Figures 26: Conservation of the Endangered Lesser Antillean Iguana – Anguilla W.I.

This initiative addressed a vital conservation need and underscored Anguilla's commitment to preserving its unique wildlife and natural heritage. Notably, the ADRA Anguilla country office, with the support of the ADRA North Caribbean Conference, provided seed funding of US\$3,000 for this urgent conservation project.

These two projects demonstrate ADRA North Caribbean Conference's ongoing commitment to community safety and environmental protection through effective partnerships and targeted funding.

The ADRA North Caribbean Conference in ADRA Caribbean Union, as a nonprofit organization on the islands of the conference and has achieved significant results by collaborating with government agencies, non-governmental organizations, and humanitarian organizations in its mission work. These collaborations enhanced access to critical resources, including funding, technical expertise, and logistical support, that strengthened our ability to deliver services effectively.

ADRA Partnerships and Collaborations

Role	Listing	Explanation
KEY PARTNERS	American Red Cross	recovery across the US and US territories
	FEMA	Federal Emergency Management Agency
	Local Government Agencies	Anguilla Conservation, Anguilla Natural Trust, British Development Agency, FEMA, Foreign Commonwealth and Development Office in the UK, US Federal Government
	VITEMA	Virgin Islands Territorial Emergency Management Agency
	VOAD	Voluntary Organizations Active in Disaster in the USVI
NGO COLLABORATIONS	Catholic Charities (USVI)	Charity Organization found in the three US Virgin Islands
	Latter-day Saint (St. Maarten and British Virgin Islands)	Charity organization
	Lutheran Services (USVI)	Charity organization
	Methodist Homeless Services (USVI)	Charity organization
	My Brother's Table (USVI)	a community-based nonprofit organization that provides support to individuals and families experiencing food insecurity or economic hardship
PROFESSIONAL TEAMS	Advocacy Groups for Basic Human Rights and Disaster Relief	Community Partners
	Red Cross (NCC islands)	International Charity organization
	CARU	ADRA Caribbean Union
	GAMA Seventh-day Adventist community	Training Institutions for Human Development
	Local leaders	ADRA Church Leaders

Table 1: ADRA Partnerships and Collaborations

These partnerships improved the reach and effectiveness of our programs and initiatives by leveraging shared networks and expertise, enabling more comprehensive and integrated solutions to community needs. In addition, ADRA North Caribbean Conference's collaboration with established organizations fostered credibility and public trust, increasing community engagement and donor confidence. See Table 1. Ultimately, these alliances promoted sustainable development by empowering local communities through shared knowledge and long-term strategic planning and improving the outcomes of ADRA NCC's charitable work. The following is a list of the agencies, organizations, and local government entities with which ADRA North Caribbean Conference has partnered and networked to achieve its goals for the 2021-2024 period.

Conclusion

With sincere appreciation and deep gratitude, I acknowledge the ADRA Directors, Pastors, Conference administration, and ADRA Council members throughout the North Caribbean Conference for their tireless dedication and outstanding service to the work and mission of ADRA over the past four years. I am also extending special thanks to President Desmond F. James and Treasurer Sanida McKenzie for their steadfast leadership, visionary guidance, and continued support in strengthening ADRA's reach and impact throughout our territory. Their collective commitment to compassion, service, and excellence played a critical role in advancing ADRA's humanitarian efforts and improving the lives of countless people in our communities.

In addition, I give special honor to Mrs. Linda G. James, my faithful and devoted wife and steadfast companion in ministry. Her love, encouragement, and unwavering partnership have been a continuous source of strength, inspiration, and joy. I thank her—my joy and my love.

Most importantly, with a grateful heart, I also pause to sincerely thank Almighty God for His steadfast guidance, presence, and commitment to my ministry over the past four years. Throughout this journey, His wisdom has illuminated my path, His strength has sustained me in times of challenge, and His love has nourished my spirit and inspired my work. Every success, every lesson, and every opportunity for growth has been a testament to His grace. I thank Him for guidance in moments of uncertainty. I thank Him for the doors that have opened and the hearts that have been touched. I thank Him for sustaining me and giving me new purpose and compassion. All glory and praise are due to God, whose faithfulness is unwavering. I look forward to continuing this ministry with faith and trust in His perfect guidance. Thank You!

Maranatha!

Wilmoth James

Director

ADRA North Caribbean Conference in ADRA Caribbean Union

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CHILDREN & ADOLESCENTS' MINISTRIES REPORT 2021-2024

Linda Ambrose
Director



Mr. Chairman, officers of the wider organization, Administrators of the North Caribbean Conference (NCC), and esteemed delegates, I am honored to bring you this report. As I look back over my tenure, I am deeply grateful for having been given the opportunity to serve in the capacity of Children's Ministries Director. It has been a humbling, yet enriching experience.

Over the past four years, Children's Ministries leaders in the North Caribbean Conference (NCC) have shown their commitment to nurturing the spiritual growth of our youngest members (ages 0–14). Our dedicated volunteers have poured their hearts into crafting enriching experiences, from dynamic Children's Church to spirited Vacation Bible Schools, leaving lasting impressions of Jesus upon these young ones.

Together, we overcame challenges, including Covid-19, and adapted to changing circumstances, always placing the needs of our children at the forefront. As we reflect on the past four years, we are filled with gratitude for all that was accomplished and are excited for the future ahead. This report encapsulates the beauty of our journey, and the amazing ways God moved in Children's Ministries!

Child Protection Training

The Children's Ministries Department of the Caribbean Union Conference (CARU) faithfully provided child protection training, annually. However, by mid-year 2022, our department saw the need for training to be available year-round—to ensure the safety and well-being of our children, which remains our topmost priority. So, we harnessed videos and information from the Adventist Risk Management (ARM) website and programs such as Darkness2Light; then, we compiled a three-module online protection training program that culminated in a certificate at each level.

Volunteers taking part in the three-module training were required to name two

character witnesses, along with contact information. This list, together with the information on the NCC Volunteer form, enabled us to establish a database of those who minister to children. By April 2023, all pastors on the field received an email with a list of trained individuals on their island. In that same email, they were supplied with the following:

1. **ARM sample Child Protection Plan/Policy**

2. **ARM sample Child Protection Plan/Policy**

3. **Instructions for electing volunteers to work with children:**

“The names of the persons selected to work with children should be presented to the church ‘En bloc.’ After the names are presented, the following statement should be read: ‘If anyone knows of any just cause why any one of these persons should not work with children, kindly notify the Pastor.’ (CARU Child Protection Policy, 2019)

By understanding the importance of safeguarding practices, recognizing signs of abuse, and learning appropriate response protocols, we instilled a culture of vigilance and care while fostering confidence among families.

Our commitment to ongoing education in this area not only protects our children but also reinforces our collective responsibility to support their growth in a safe and nurturing atmosphere, aligning with our mission to nurture them into a loving, serving relationship with Jesus.

Child Protection Training




 Dates	 Training Description	 No. of Persons Attended
Feb. 13, 2022	CP Training: Effective Supervision	78
Jan. 27-28, 2023	CARU CP Training	72
Feb. 8, 2023 - Dec.3, 2024	CP Training Module 1: Screening, Policies & Predators	170
Feb. 8, 2023 - Dec.3, 2024	CP Training Module 2: The Cost of Abuse, & Your Church Check-up	130
Feb. 8, 2023 - Dec.3, 2024	CP Training Module 3: The Right Fence, Reference Checking	155
Jan. 28, 2024	CARU CP Training	73

Table 1: Since 2022, almost 700 people across the NCC have participated in periodic Child Protection Training workshops.

Nurturing their Faith

Studying the Bible is crucial for children because it lays a solid foundation for their spiritual development. Children are impressionable and eager to learn, making it an ideal time to instill values such as love, kindness, honesty, and empathy found in biblical teachings.

As they learn about biblical characters like Samuel, David, the three Hebrew boys, Esther, and the little maid, they can identify with their struggles, and triumphs, and see examples of resilience and faith that inspire them to navigate their own challenges with courage and hope.

Learning the truths of the Bible also helps children develop a sense of purpose and cultivate a relationship with God. This is crucial because studies show that children who are grounded in their faith before the age of thirteen are more likely to accept Jesus as their personal savior and request baptism.

Armed with the above information, the North Caribbean Conference Children's Ministries Department challenged our children through the Three Angels & You Bible study and Creation Sabbath projects. Vacation Bible School (VBS) also played a part in introducing children, in the community, to the truths of the Bible.



Figure 1: The Junior Journal, May 2024 Issue 1

Three Angels & You Bible Study Challenges

The eight (8) Three Angels & You Bible studies (Figures 1 and 2) lessons, created by Randy Fishell, focus on Revelation, chapters 12-14. Director Ambrose used these lessons to develop the Kahoot Challenges as a way of encouraging our children to learn these truths while looking forward to an engaging encounter with others who have studied.

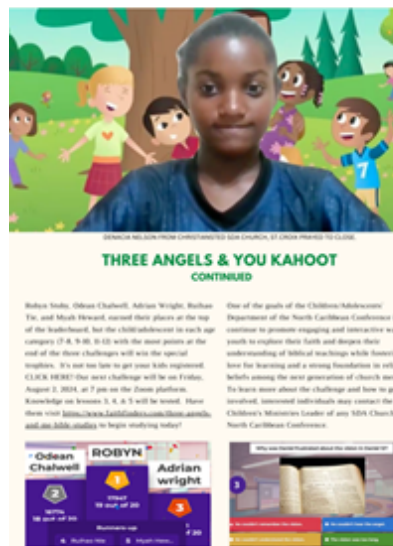


Figure 2: Three Angels & You Kahoot

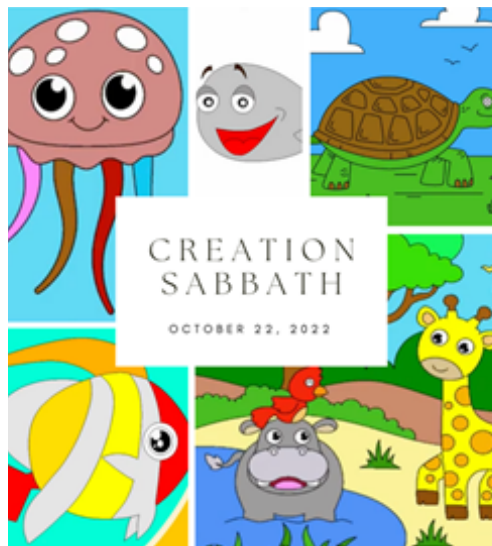


Figure 3: The Bible study challenges provide tactile and social engagement when children follow instructions to read Genesis 1:20-24 and then draw, make, color, or sculpt using digital crayons to color animals created on Days 5 and 6.



Figure 4: Children can get creative by choosing something that God created, setting up an Art Gallery at church and inviting friends & family to view their work.

Vacation Bible School

Vacation Bible School (VBS) serves as a dynamic platform for teaching Bible truths to children through engaging activities, stories, and crafts. With a structured curriculum centered around biblical themes, VBS immerses participants in fun and interactive lessons that emphasize fundamental principles found in God's Word. Each day typically features Bible stories that highlight God's character and His teachings, complemented by music, games, and hands-on projects that reinforce the messages learned. This immersive experience not only fosters a deeper understanding of scripture but also encourages spiritual growth and the application of biblical truths in everyday life, creating lasting memories and a strong foundation of faith for children.

After attending VBS, a number of participants were baptized and/or joined the Adventurer and Pathfinder clubs. For example, District 3, St. Croix (Bethel and Faith SDA Churches) reported 12 baptisms following a nightly VBS during one evangelistic campaign. In addition, quarterly reports indicated that a total of 46 children from non-SDA homes, across NCC, who had been in VBS also attended Children's Sabbath School and other child-friendly programs. Although we had hoped that number would be higher, we recognize that post-COVID routines have shifted, and we are exploring ways to re-engage families and encourage renewed participation.



Figure 5: Children learned how to make interesting designs with the foods God made in Genesis 1 and to share their creation with others.

Figure 6:



Figure 7:



Vacation Bible Schools 2021 - 2024 in Anguilla, St. Croix, St. Eustatius, St. Maarten, & St. Thomas

Figure 8:



Figure 9:



Faith in Action

One of our strategic goals for the quadrennium was to affirm 100% of our children and adolescents as part of the church family, and involve them in the life of the church and its witnessing mission. Why? Affirmation and inclusion are important because when God commanded us in Matthew 28: 19 to “go and make disciples of all nations...” (New International Version, 2011), He wasn’t speaking just to adults. Children must be given the opportunity to witness also. Involving them has many advantages, including helping them to build a strong foundation of faith. When we give children an opportunity to participate in worship, and engage in prayer and service projects, we are in fact nurturing their spiritual development. This involvement allows them to understand their beliefs more deeply and develop a personal relationship with Jesus. How wonderful it is to be on the right side of Mark 10: 14, “. . . Let the little children come to me, and do not hinder them, for the kingdom of God belongs to such as these.” (New International Version, 2011)

Some of the initiatives put in place to accomplish the goal were Global Children’s Day, Children’s Campaigns, Children’s Sabbath, World Day of Prayer for Children at Risk, and Vulnerable Children’s Day. The images below are a sample of the children’s involvement in these endeavors.

Figure 10: Global Children & Youth Day 2022 & 2023



Figure 11: Global Children & Youth Day 2024 (The Junior Journal, Issue 1, 2024)





Adventist Children Devote One Day to Prayer for Other At-Risk Children

• NEWS

ROYSTON PHILBERT AND INTER-AMERICAN DIVISION NEWS •

Across the North Caribbean Conference, families write encouraging notes.

3 Min Read



A cheerful card made by Anika from Anguilla for a child in St. Vincent. (Photo: North Caribbean Conference)

Published on: 06-14-2021

Children across the North Caribbean Conference (NCC) recently participated in the World Day of Prayer for Children at Risk. The May 22, 2021, event placed special emphasis on praying for the children of St. Vincent, many of whom had their lives challenged by the volcanic eruption of La Soufrière in April.

"Children at risk need to be protected and helped so that they can use their God-given talents to the fullest," Linda Ambrose, children's ministries director for the church in North Caribbean and main organizer of the activity, said. At-risk children are those who are exposed to some kind of harm or danger. "They need our prayers," she emphasized.

Ambrose shared that the department she leads decided for 2021 to focus on the children at risk in St. Vincent. "Many of these children are at risk for displacement and homelessness; at risk for increased health issues; at risk for malnutrition; at risk for dehydration; and so much more," Ambrose said. The special day of prayer is an initiative of the Seventh-day Adventist Church that they decided to support. "We love it!" she said.

Ambrose reached out to Alene Thomas, the children's ministries director in St. Vincent and the Grenadines, for 250 names of local children. "We wanted families in the North Caribbean Conference to adopt a child before [the special day], so they can keep them in their prayers, and later when things settle down and the trailers stop coming, these same families may be a blessing to them in another way," she explained. Thomas said she was "truly touched" by the initiative.

Figure 12: Adventist Review, 15 June 2021 - Children at-risk for displacement and homelessness in St. Vincent and the Grenadines were the subject of special prayers following hurricane events in 2021.

Conclusion

I conclude with the same quotation I used in the previous quadrennium's report from Ministry of Healing, "Too much importance cannot be placed upon the early training of children. The lessons learned, the habits formed, during the years of infancy and childhood, have more to do with the formation of the character and the direction of the life than have all the instruction and training of after years." (White, 1905, p. 380)

Considering this insightful reminder, we recognize the profound responsibility we have in shaping the lives of our children. Our commitment to nurturing their spiritual development must remain unwavering. Together, we can ensure that the lessons learned during these formative years will resonate throughout their lives—guiding them on their journey of faith.

Gratitude

I take this opportunity to express my heartfelt gratitude to several incredible individuals who have been instrumental in our journey together. First, thank you to Pastor Desmond James for your open-door policy and for stepping out of your office, walking the hall regularly to ask how we all were doing. Pastor Wilmoth James, your innovative ideas have truly made me think further outside the box at times, and I appreciate your guidance. A special thank you to Sister Sanida McKenzie for consistently asking the crucial question, "What are we doing to reach out into the community?" Sister McKenzie helped us to keep our mission at the forefront.

I am grateful to my fellow directors for their unwavering support and collaborative spirit. Thank you, Brother Henry Titre, for bringing a smile to my office in the mornings. And a special thanks goes out to my amazing Administrative Assistant, Jacinta Matthew, whose keen attention to detail and willingness to go above and beyond, even outside office hours, make our work so much smoother.

To my family, thank you for your patience with my early mornings and late nights; your understanding means the world to me. I extend my appreciation to the Children's Ministries Coordinators and leaders from each island and church, as well as to the pastors on the field who recognize my strengths and graciously overlook my weaknesses. Your cooperation is invaluable. Most importantly, I thank God for the incredible opportunity to work in partnership with Him in molding young minds for eternity.

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WOMEN'S MINISTRIES REPORT 2021-2024

Linda Ambrose
Director



Within the hearts of many devoted women lies a profound commitment to God's work, a fervent desire to serve, and a genuine willingness to uplift those around them. Often, they choose to prioritize the needs of their families and communities above their own, embodying Christ's self-giving love in tangible ways. Through acts of kindness, nurturing, and unwavering support, these women reflect the light of Christ, helping to advance His mission on Earth. Their tireless dedication reminds us that the strength of church ministry often depends on the quiet, steadfast contributions of those who work behind the scenes. With faith and purpose, these women exemplify the power of selflessness, showing that in giving, they receive the joy of God's blessings in return. God has blessed the North Caribbean Conference (NCC) with these selfless women and today, I salute them as they in turn uphold, encourage, and challenge other women.

Uphold

Each year, we celebrate Women's International Day of Prayer on the first Sabbath in March. This celebration provides opportunities for women on every island in the North Caribbean Conference to coalesce in prayer, supporting each other spiritually. As we gather at prayer breakfasts, prayer walks, or in our congregations, the value of praying with and for each other is reinforced, creating a powerful sense of unity and solidarity across diverse cultures and communities. By focusing on prayer as a means of spiritual strength and support, we are encouraged to rely on God's power in our own lives and to embrace the importance of intercessory prayer and communal worship.



Figure 1: International Women's Day of Prayer 2022 & 2024



Figure 2: Prayer Breakfast 2024 – St. Thomas



Figure 3: Prayer Breakfast with an Attitude 2024

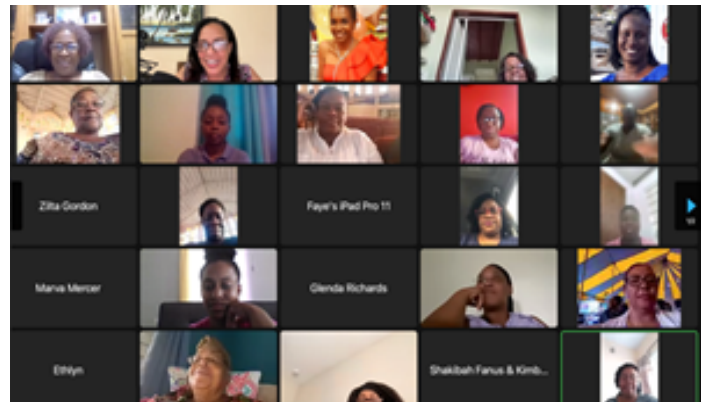


Figure 4: Prayer Pal Phenomenon 2024

Encourage

The second Sabbath of June is designated as Women's Ministries Emphasis Day. Women lead out in church services, taking time to remind the church of the purpose and mission of Women's Ministries. As their roles in the church are highlighted, many women are encouraged on their Christian journey. Additionally, women in the community who have been beacons of hope, courage, and hospitality are recognized and affirmed for the vital role they play in God's work.

Another opportunity to encourage women arises during Breast Cancer Awareness Month. Survivors of this disease need to know that they are not alone. Therefore, every October, Women's Ministries in many of our churches either lead the charge or partner with the community to raise awareness, support those affected, and promote the importance of early detection and prevention.



Figure 5: Honoring women over 75 at Bethel & Faith, STX and eldest woman in Carrot Bay Church, Tortola



Figure 7: Women's Ministries Emphasis Day Across NCC



Figure 6: Designer, Women's Ministries Emphasis and Day Banner, St. Maarten, 2023



Figure 8: Breast Cancer Awareness Day, Carrot Bay Church

Challenge

We challenge women to become better versions of themselves through various certification programs. The knowledge acquired at each level empowers women with the tools and insights needed to accept leadership roles and advance both their spiritual and personal growth. Some of the certification



Figure 9: Level 3 Certification, St. Maarten, June 2023



Figure 10: Level 3 Certification, Tortola, August 2023



Figure 11: Chosen & Loved Spiritual Health Certification, 2021

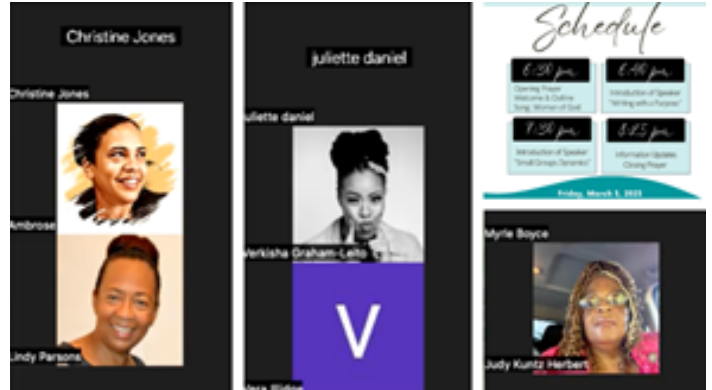


Figure 12: Level 3 Certification Part I, Virtual, March 2023

The annual **enditnow** campaign is a global initiative aimed at raising awareness and advocating for the end of violence worldwide. Seventh-day Adventists in the North Caribbean Conference (and around the world) are challenged to take a firm stand against violence. This is often accomplished by collaborating with other groups to advocate for change in our communities.



Figure 13: President D.F. James declaring the 2021 enditnow Campaign OPEN!



Figure 14: After Abuse, What? How do you forgive, heal, move on?



Figure 15: Spanish Church in St. Maarten says End it Now!



Figure 16: Anguilla says NO to violence, 2023

Retreats

Retreats tend to focus on all three goals: Uphold, Encourage, and Challenge. Over the past four years, women have gathered in local get-away spaces to accomplish these goals. These assemblies have provided opportunities for women to deepen their relationship with God, strengthen connections with other women, and deviate from their daily responsibilities to recharge mentally, emotionally, and spiritually.

In 2024, Women, Children, and Health ministries' leaders from St. Eustatius, St. Maarten, St. Croix, St. John, St. Thomas, Tortola and Virgin Gorda, as well as some from Trinidad, Holland, and the United States mainland convened on the Carnival Horizon, under the theme NCC Wellness Cruise. This retreat focused on spiritual, mental, financial and physical health for all.

Powerful presentations were delivered by five dynamic speakers. Pastor Jennifer Hernandez inspired everyone as she shared her own faith journey. Tanya Young, certified Anti-Money Laundering Specialist captivated attendees with expert advice on understanding interest rates, pension, and retirement planning, and credit management. Pastor Danny Philip addressed the deep and hidden effects of trauma on mental health. His presentations explored how the body processes trauma and how individuals can overcome such experiences to develop a positive and healthy outlook on life. Director Debra Henry went through the steps of planning and executing the signature program, "CELEBRATIONS", a health seminar for kids and challenged participants to implement the program in their various congregations. Finally, Dr. Louis Jeffrey, from St. Maarten, gave a special eye-opening presentation on women's health.



Figure 17: Presenters (Tanya Young, Pastor Jennifer Hernandez, & Pastor Danny Philip)



The highlight of this retreat was our Children and Adolescents Project in La Romana, Dominican Republic. Participants felt immense joy as they shared presents with 31 girls and 37 boys (ages 4-14) from the Fundación Criscrenide, a foundation that supports children from marginalized communities in that city. The Children's Ministries Department of NCC, together with the Wellness Retreat participants, accomplished the following:

- **Provided lunch for 70 children and staff - US\$545.00**
- **Donated school items for 65 children - US\$868.00**
- **Purchased chairs for the foundations - US\$500.00**
- **Gave cash donation to the foundation - US\$500.00**
- **Contributed to the Villa Paraiso Church - US\$150.00**



Figure 18: The Beautiful Children of the Fundación Criscrenide in La Romana, Dominican Republic



Figure 19: Directors Linda Ambrose & Debra Henry with foundation founder, Elder Louise Fedinor

In closing, I take this opportunity to remind the audience of two very important quotes from the book, *Evangelism*:

“[Women] can do in families a work that men cannot do, a work that reaches the inner life. They can come close to the hearts of those whom men cannot reach” (White, 1946, p. 464).

“There certainly should be a larger number of women engaged in the work of ministering to suffering humanity, uplifting, educating them how to believe—simply to believe—in Jesus Christ our Savior” (White, 1946, p. 465).

Gratitude

I extend a special thank you to the administrators of the North Caribbean Conference. I truly appreciate the strengths each of you brought to the team. I also express my sincere gratitude to my fellow directors for their steadfast support and teamwork. A heartfelt thank you is also reserved for Brother Henry Titre for brightening our mornings at the office. I also acknowledge my exceptional Administrative Assistant, Jacinta Matthew, whose meticulous work and dedication- even beyond office hours- make everything run smoothly. I am so grateful for the Women's Ministries coordinators and leaders in the field; they are phenomenal. Additionally, I thank the pastors across the islands for their collaboration. To my dear family, thank you for your endless patience and quiet strength—I couldn't have done this without you. Above all, I thank God for the wonderful blessing of meeting so many wonderful ladies and their families across these islands

References

White, E. G. (1946). Evangelism (p. 464). Review and Herald Publishing Association.

White, E. G. (1946). Evangelism (p. 465). Review and Herald Publishing Association.

EDUCATION REPORT 2021-2024

Gerene Joseph
Director



Scope, Overview and Strategic Issues

The Office of Education within the North Caribbean Conference (NCC) serves as the administrative branch overseeing the largest group of professional employees within the organization dedicated to delivering educational services. Led by a director, the office collaborates closely with the local Board of Education and the NCC Executive Committee to develop and implement policies that guide the department's operations and ensure its overall effectiveness.

“ **The most essential, enduring education is that which will develop the nobler qualities, which will encourage a spirit of universal kindliness, leading the youth to think no evil of any one lest they shall misjudge motives and misinterpret words and actions. The time devoted to this kind of instruction will yield fruit to everlasting life.** ”

- E.G. White

The NCC's educational system includes three secondary schools, and five primary schools located on the islands of St. Eustatius, St. Maarten, Tortola (British Virgin Islands), St. Croix, and St. Thomas, (United States Virgin Islands). All these institutions are accredited by the Adventist Accrediting Association (AAA), ensuring that they meet high standards of educational quality and excellence. Historically, the St. Maarten and St. Eustatius Schools were evaluated in November 2024 and both schools were awarded a five-year term, the highest number of years an institution can be accredited. We celebrate this significant achievement of these schools! Additionally, the NCC operates two early childhood development centers, one on St. Croix and another on St. Eustatius.

Schools	Number of Years	Expires
British Virgin Islands	4	2027
St. Croix	3	2025
St. Thomas	4	2025
St. Eustatius	5	2029
St. Maarten	5	2029

Table 1: Accreditation Data

The landscape of education is increasingly shaped by a convergence of strategic issues that influence both the day-to-day functioning and long-term sustainability of schools. For the period under review, the NCC office of education focused on five (5) strategic issues. These were: Spiritual ethos of our schools, academic excellence, student enrollment and finance, functional and safe physical facilities, and teaching staff. This report will provide a comprehensive overview of the status of our educational institutions through the lens of these strategic issues.

At the commencement of the quadrennium, the following strategic goals were identified:

1. All primary students on completion of primary school should be ready to enter high school; and all secondary students should be career or college ready on completion of high school.
2. School environments should be safe and welcoming places that foster learning.

3. Schools should have the financial support needed to operate effectively.
4. Schools should provide spiritual services for students in keeping with our SDA Philosophy of Education.
5. All students should have the opportunity to learn from effective teachers and leaders.

Bearing in mind the philosophy of Adventist Education as well as the five strategic goals cited above, the NCC Office of Education, together with the management of our schools, endeavored to fulfill this mandate through various activities.

This report presents an overview of the major activities which took place in our schools throughout the four-year period under review. The areas highlighted will be:

- Spiritual Emphasis
- Teaching Personnel
- Academic Performance
- Conference-Wide Education Initiatives
- Capital Improvement
- Student Enrollment
- Finance

Spiritual Emphasis

The spiritual fervor in our schools was kept at a maximum through several spiritual activities which included weekly chapel services, weeks of prayer, Adventist Heritage Week, community outreach, Purity Conference, Creation Week, cross-cultural mission trip, and many more. In addition, all our schools participated in the Inter-American Division Day of Prayer which was held annually. On this day, all academic work ceased, and the focus was on prayer. Schools found innovative ways to celebrate this day and made it impactful, not only to students but to the community.



Figure 1: Adventist Heritage Week



Figure 2: Schools Day of Prayer

During the period under review 65 students accepted Jesus as their Lord and Savior and were baptized.

Year	No. of Baptisms
2021	4
2022	15
2023	8
2024	38
Total	65

Table 2: Baptisms 2021-2024

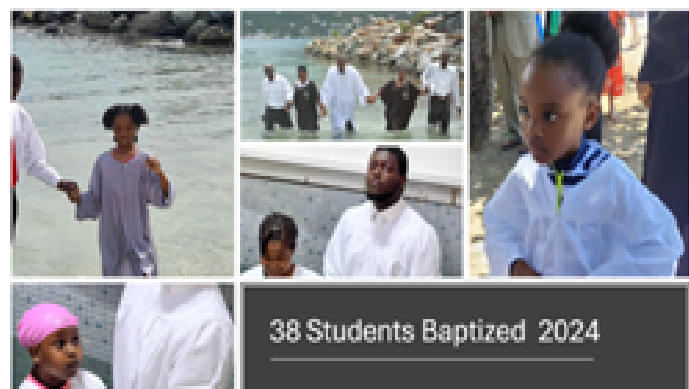


Figure 3: Thirty-eight Students Baptized, 2024

Teaching Personnel

A cadre of qualified, competent Christian teachers serve in our educational system. There are 32 secondary/high school teachers and 54 primary school teachers. In addition, there are several substitute teachers and volunteers who complement the regular/full-time staff. A total of 78 (91%) of our teachers possess at least a first degree. The other teachers are in the process of upgrading. Our objective is that all teachers in our employ possess, at least, a first degree.

PhD.	Master's	Bachelor's	Associate's	Teacher Assistance Certified
1	22	55	5	3

Table 3: Teacher Qualification

Three teachers from the British Virgin Islands SDA School retired during the quadrennium, Mr. Elvis John, Mrs. Ann Marie John and Mrs. Monica Prendergast-McDonald. We register profound thanks to these educators for their dedicated and invaluable service to Adventist Education.

Sadly, the icy hands of death snatched two of our teachers. Mrs. Shelly-Ann Menzie of the St. Maarten SDA School, and Ms. Rholda Joseph of the British Virgin Islands SDA School were laid to rest. Through their selfless service they left indelible marks on the institutions and on the hundreds of students whom they taught. May they rest in peace until the Life-Giver returns.

Professional Development

Professional Development (PD) of its educational personnel is key to the Office of Education. Consequently, several professional development activities were organized by the department. Most notable were the conference-wide Teacher PD Workshop on November 14, 2023, under the theme, Equipping Christian Teachers for Success, and a School Leadership Workshop on January 16, 2024, titled Forging Pathways for Success in Adventist Education: A Creative and Innovative Approach. In addition, the department hosted a School Board of Governance Training on February 25, 2024, under the theme, A Strategic Approach to Adventist School Governance.

Notably, ten teachers from four of our schools completed the Inter-American Division Principals' Certification Program.

The number of SDA Certified Teachers moved from 6 to 38. We are encouraging all our teachers to become SDA certified. The Caribbean Union Conference sponsors the SDA Teacher Certification Program as part of its on-going drive for the professional development of our teachers. At the end of the quadrennium, thirty-nine (39) teachers from the NCC were enrolled in the program which is offered online by Montemorelos University.

Figure 4
Teacher Qualification

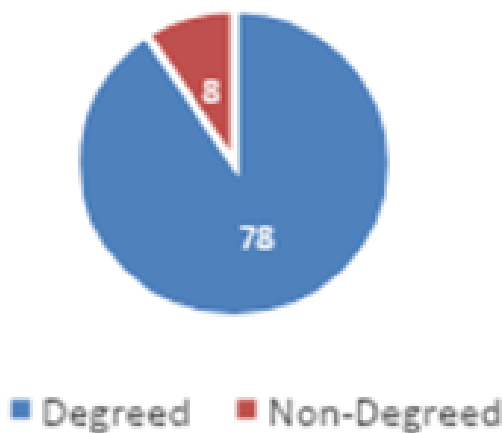


Figure 4: Teacher Qualification

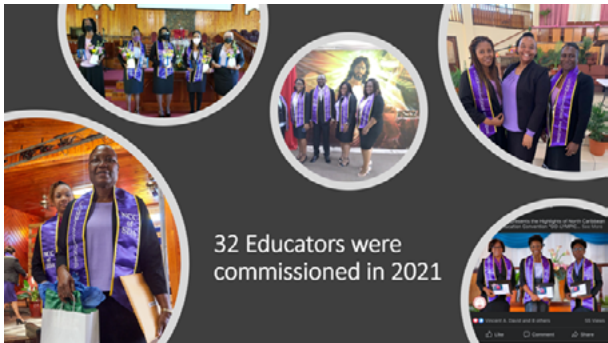


Figure 5: Thirty-two Educators Commissioned in 2021

Teacher Recognition/Appreciation

The office of education included on its Master Calendar a date for Teacher and Principal Appreciation. School boards and Home and School Associations ensured that teachers were shown appreciation in tangible and memorable ways. In April 2023, the department hosted its Teacher of the Year Award Ceremony. The objective of the initiative was to recognize and reward outstanding teachers at both the Primary (Elementary) and Secondary (High) School levels. Mrs. Josephine Thomas-Lewis of the St. Croix SDA Primary School was awarded the Primary



Figure 6: Josephine Thomas-Lewis



Figure 7: Kiene-Ann Philip

School Teacher of the Year and Mrs. Kiene-Ann Philip was awarded High School Teacher of the Year. Congratulations to both outstanding educators!

Curriculum and Academic Performance

Within the North Caribbean Conference (NCC) territory, there are three unique educational systems – U.S., British and Dutch. The NCC Board of Education voted that schools in which the students write an exit exam should utilize the state/national curriculum to adequately prepare students to successfully negotiate the exams. It also voted that the U.S. Schools should adopt the North American Division (NAD) Curriculum.

The British Virgin Islands School operates under the British System in which the Form V (equivalent to Grade 12) students write the CSEC exams as their school leaving examinations.

In St. Maarten, Grade Six students write the Foundation Based Education (FBE) exams, along with all other primary schools on the island. The results of the St. Maarten School showed continued improvement; and the Ministry of Education in St. Maarten noted that the school continues to perform above the national average. St. Eustatius students write an exam prepared by Holland. During the quadrennium, their performance was consistently high.



Early Admission Students 2024 (St. Croix And St. Thomas/St. John)

Figure 8: Early Admission Students 2024 (St. Croix and St. Thomas/ St. John)

The St. Thomas/St. John and St. Croix schools operate under the American Educational System, and Grade 12 students write several standardized tests including PSAT and SAT. Each year, during the past four years, at least one student from both the St. Croix and the St. Thomas/St. John Schools has qualified for early admission into the University of the Virgin Islands. In 2024, there were three (3) early admission students. Our students often distinguished themselves as the top performing students in their first year at the University of the Virgin Islands.

The British Virgin Islands School performed creditably in the CSEC exams, over the period under review. The school recorded an average pass rate of 87.5 % over the past four (4) years.

In 2023, the BVI SDA School snatched the top two places in the BVI territory in the CSEC exams. Aniyah Williams placed first in territory, and Khemoe Foye Jr. placed second in the British Virgin Islands territory.

YEAR	PASS RATE (%)	OUTSTANDING PERFORMANCE
2021	86.65	100% in 9 subject areas
2022	91.98	100% in 9 subject areas
2023	85	100% in 10 subject areas
2024	86.6	100% in 8 subject areas

Table 4: British Virgin Islands SDA School CSEC Results 2021-2024

It is noteworthy that our schools participated and performed well in national and regional educational activities. These included the Spelling Bee competition in St. Maarten and the British Virgin Islands, Big Live Nature Quiz in St Eustatius, Video Creation Competition in the BVI, and the Virgin Islands Agricultural Fair in 2022, 2023 and 2024 in St Croix, in which the St. Croix School won in several categories. Meanwhile, our U.S. high schools excelled in the Virgin Islands Bar Association Moot Court competition in 2023 and 2024, with Rosalie Faulkner of the St. Thomas/St. John SDA School, being adjudged the best speaker in the competition for the territory in 2024.

In addition, Jonecia Cardin from the St. Thomas/St. John SDA placed first in the CARU Talent Parade in 2021. At the 2024 CARU Talent Parade, all three high schools made their mark. Rosalie Faulkner placed first in the Impromptu Speech

segment, and third placed in the Prepared Speech segment; Branella Twinkle Joseph won the Talent segment, while J'Johnna John placed second in the Talent segment. Meanwhile, Anelia Graham of the St. Croix SDA School distinguished herself in the Virgin Islands Poetry Recitation Contest, for high schools in the territory, by placing second in that competition.

Notably, students from the BVI SDA School and the St. Maarten SDA School distinguished themselves as published authors. One of the strategic goals of the NCC Education Department was to promote vocational subjects as part of the curriculum. To this end, the British Virgin Islands SDA School, the St. Maarten School, the St. Eustatius School and the St. Croix SDA engaged in agricultural science. In addition, the St. Croix School offered technical education subjects – plumbing and electricity.



Figure 9



Figure 10



Figure 11



Figure 12: St. Maarten SDA School, Agriculture



Figure 13: British Virgin Islands School – Poultry



Figure 14: Technology-rich Environment

Technology Focus

Committed to integrating technology into our educational framework, the North Caribbean Conference enhances learning and prepares students for the digital age. Utilizing advanced tools in the classroom and incorporating discussions on emerging topics like Artificial Intelligence, our schools lead in educational innovation. This focus on technology equips students with the skills and knowledge needed to thrive in a rapidly evolving world, fostering creativity, critical thinking, and a passion for lifelong learning. Through strategic investments and teacher training, the North Caribbean continues to create a technologically rich learning environment in our schools. The Conference contributed

\$15,000 to the BVI SDA School to assist in procuring technological equipment. In addition, Mr. Kareem Mitchell, teacher at the St. Thomas/St. John SDA School, attended the SEED conference at Loma Linda University summer 2024. He is eager to disseminate the insights and knowledge gained from this experience with students and colleagues.

The BVI School progressed from conducting pen and paper tests to fully digitized testing, using the software, Insuperia. Our goal is that all schools will engage in digitized testing in the near future.

Conference-wide Educational Initiatives

To build camaraderie between students and to promote academic and character excellence, several inter-school activities were hosted by the Education Department. Table 5 outlines the activities, the year, and the participating schools.

Activities	Year	Participating Schools
Secondary Schools Science Fair	2024	BVI, St. Croix, St. Thomas/St. John, St. Eustatius
Cross-Cultural Mission Trip (Panama)	2024	BVI, St. Thomas/St. John
Elementary Schools Spelling Bee Championship	2021 & 2022	St. Maarten, BVI, St. Croix, St. Thomas/St. John, St. Eustatius

Table 5: Inter-School Activities 2021-2025



Figure 15



Figure 16



Figure 17

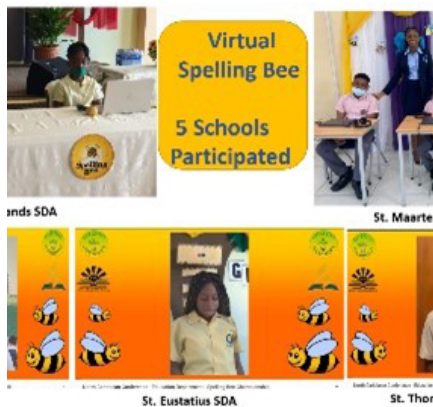


Figure 18



Figure 19



Figure 20

Capital Improvement

With funding from the Dutch government, the St. Eustatius SDA School completed the construction of a block of new classrooms, and the playground. Likewise, the St. Maarten SDA School upgraded its facilities as well completing renovation from the damages sustained from hurricanes in 2017.

As part of its strategic plan, the BVI SDA School intends to expand its facilities to provide space for a music room, Home Economics Lab, Science Lab, and other study areas.



Figure 21



Figure 22

Student Enrollment

The quadrennium commenced with an enrollment of 953 students and ended with an enrollment of 923 students, a decrease of 3.14%. Whereas primary (elementary) school enrollment remained stable, secondary (high) school enrollment fluctuated during the period under review. Secondary enrollment dipped by 8.7% in 2022, increased by 6.9% in 2023, and dipped again by 7.4% in 2024. The St. Croix and the St. Thomas/St. John Schools continued to struggle with the issue of low enrollment. Several strategies were employed by the respective school boards to allocate needs-based resources to students, and to strive for a resurgence of parental interest in Adventist education.

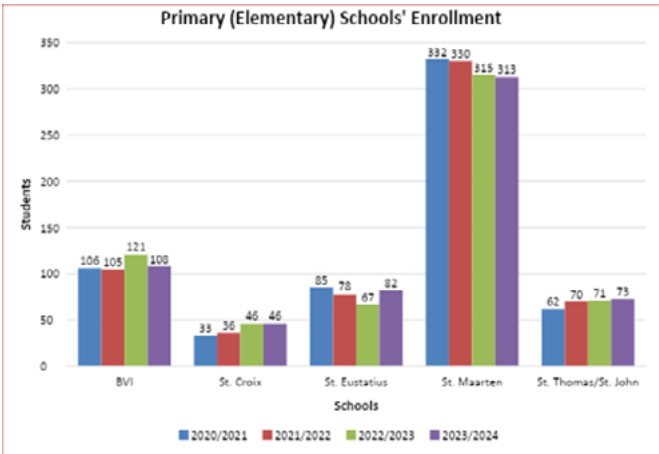


Figure 23: Primary (Elementary) Schools' Enrollment 2021-2024

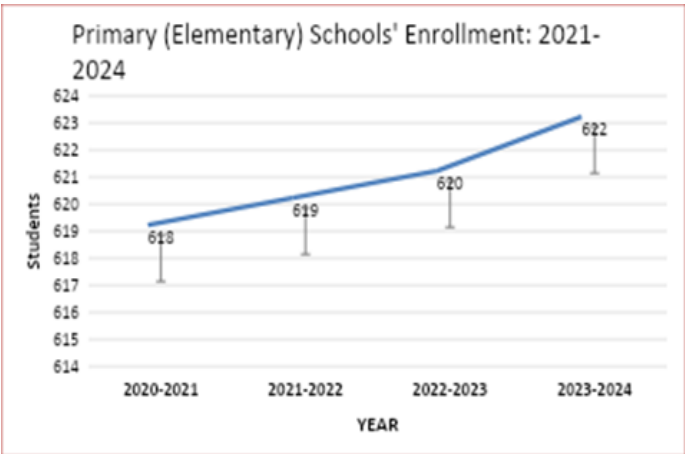


Figure 24: Primary (Elementary) Schools' Enrollment 2021-2024

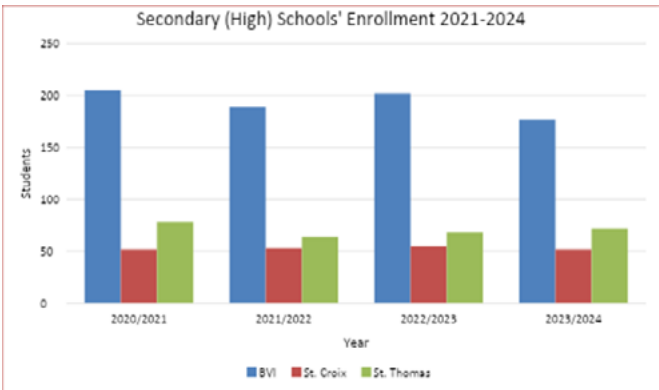


Figure 25: Secondary (High) Schools' Enrollment 2021-2024

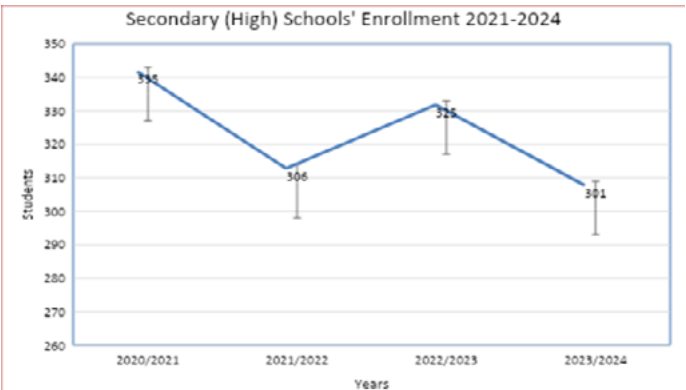


Figure 26: Secondary (High) Schools' Enrollment 2021-2024

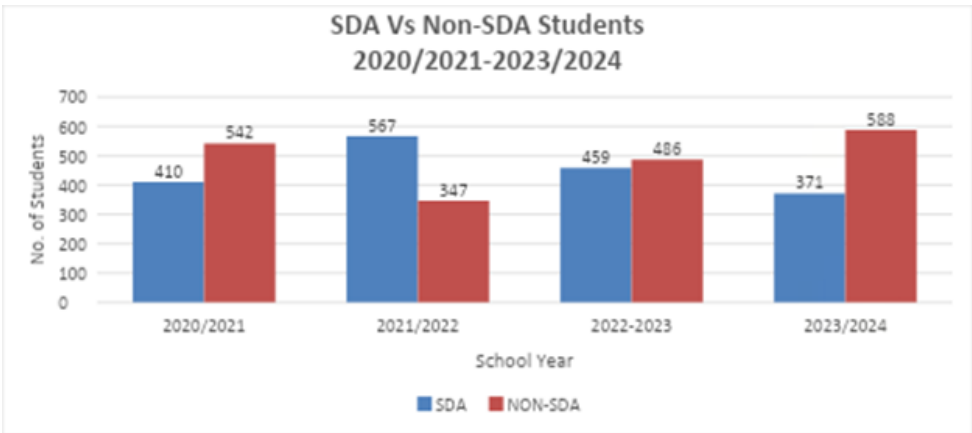


Figure 27: SDA VS Non-SDA Students 2021-2024

Figure 27 shows that except in 2022, the number of non-SDA students consistently outnumbered the SDA Students. The quadrennium started with 410 SDA versus 542 Non-SDA and by the end of the period under review the gap widened to 371 SDA versus 588 Non-SDA students.

Finance

Although the St. Maarten Seventh-day Adventist Primary School and the St. Eustatius SDA School are government-assisted schools, in keeping with organizational policy, the North Caribbean Conference (NCC) budgeted a monthly subsidy for these schools. The BVI, St. Thomas/St. John and St. Croix SDA schools were the recipients of the largest financial contributions from the North Caribbean Conference. In addition, the churches and coordinating councils, of the respective constituent churches, contributed a monthly subsidy to their local school. The St. Thomas/St. John and the St. Croix SDA Schools faced the greatest financial challenge, and this was due mainly to low enrollment. Low enrollment coupled with high tuition arrears resulted in this financial predicament at these institutions. The NCC, being one of the major stakeholders of the schools, continued to contribute significant financial support to these institutions. As of the end of the quadrennium, the NCC contributed over US\$6.7 million towards the support of our schools, as recorded in the Treasury report presented at the Fifteenth Quadrennial Session of the NCC. Despite this significant support, the schools ended the quadrennium owing to the larger organization \$166,887.33. Figure 28 gives an overview of the monies expended by the conference in support of its schools.

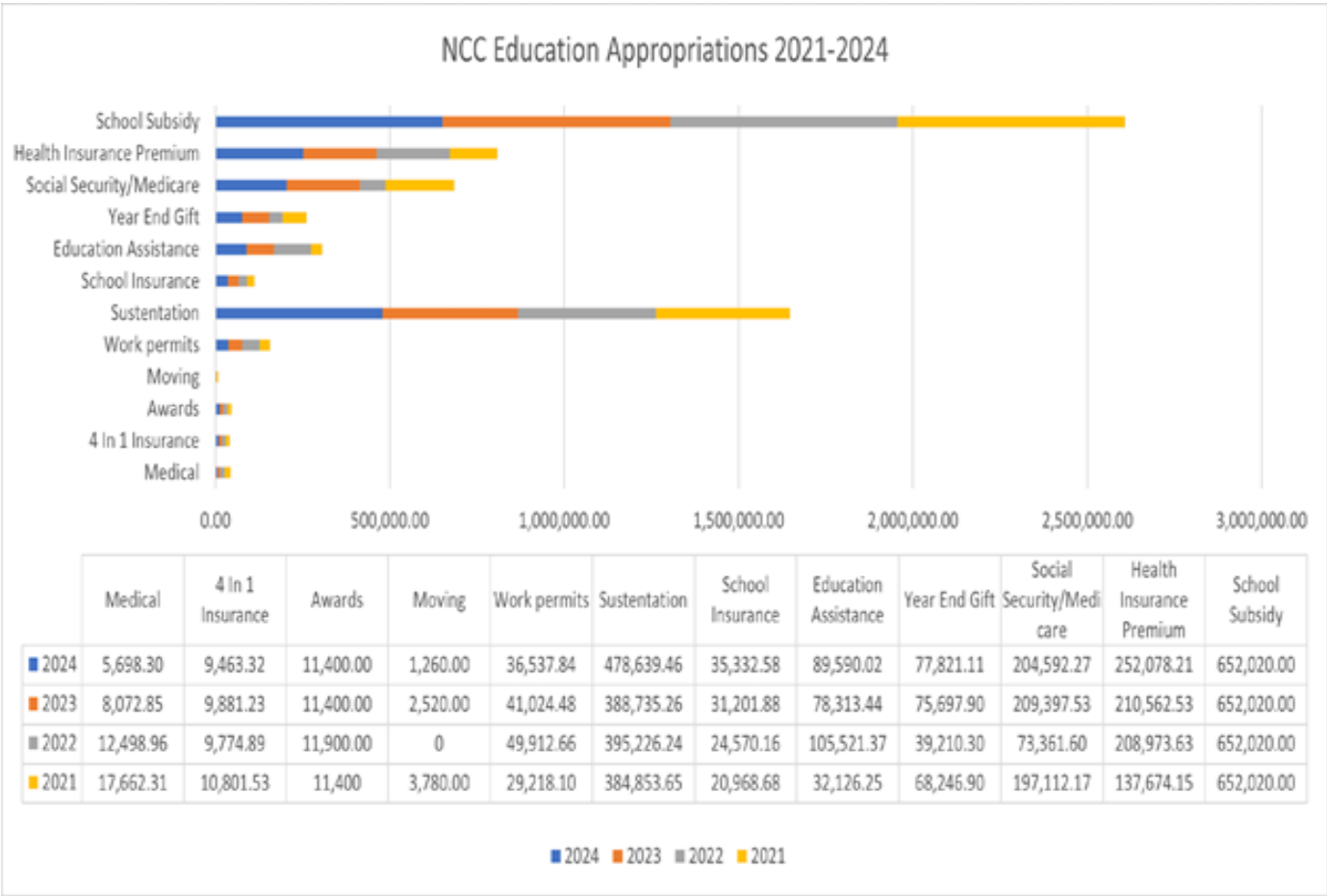


Figure 28: NCC Education Appropriations 2021-2024

Ham-Browne Needy Students Scholarship Fund

In recognition for their contribution to Adventist education in the North Caribbean Conference (NCC), a scholarship fund was created in the name of Brother William Ham (deceased) and Pastor Silton Browne (former President of the NCC). The fund provided need-based and merit based scholarships for students from the St. Croix, St. Thomas/St. John and the British Virgin Islands Seventh-day Adventist Schools. Between 2021 and 2024, a total of US\$55,805.40 was distributed to beneficiaries.

Ham-Browne Scholarship Disbursements 2021-2024

YEAR/SCHOOL	British Virgin Islands	St. Croix	St. Thomas	TOTAL
2021	1,400.00	3,900.00	4,000.00	9,300.00
2022	4,176.00	8,900.00	6,300.00	19,376.00
2023	5,500.00	1,217.00	3,100.00	9,817.00
2024	4,345.80	7,712.20	4,563.20	16,621.40

Table 6: Ham-Browne Scholarship Disbursements 2021-2024

Challenges

Amidst the myriads of successes achieved by our schools, we are cognizant of the challenges which confront our institutions. These include the following:

- 1. Low enrollment in some schools
- 2. High Teacher Attrition rate
- 3. Teacher Recruitment
- 4. Finance

These challenges are real but not insurmountable. With faith, strategic planning and community support they can be overcome.

Gratitude

I would like to sincerely acknowledge and express my profound gratitude to the administrators of the North Caribbean Conference for their generous financial and moral support of our educational institutions. Their continued support has been instrumental in the ongoing success and development of our schools.

I am especially thankful to Dr. Hilary Bowman, former Education Director of the Caribbean Union, and Dr. Daphne Magloire, the current Education Director, for their exceptional guidance, counsel, and training. Their mentorship has been essential to the smooth operation and continued success of our schools.

My heartfelt appreciation extends to the members of the North Caribbean Conference Board of Education for their invaluable contributions of time, expertise, and dedication. Their efforts have significantly advanced the mission of our schools. Similarly, I wish to thank the boards of management of our schools for their unwavering commitment, professionalism, and sacrifices, which

ensure the effective and efficient functioning of our institutions.

I also wish to express my sincere gratitude to the school administrators, faculty, and staff for their vital roles in advancing Adventist education. Their dedication to both academic excellence and spiritual development has been central to the success of our educational programs.

I am deeply appreciative of the trust and confidence placed in us by parents, who have entrusted their children to our care. Your support for Adventist Christian education is greatly valued. To the pastors and members of the constituency, we extend our heartfelt thanks for your steadfast support of our schools. Your prayers, financial contributions, physical labor, and other resources have been indispensable in sustaining our educational mission.

I would like to recognize the service of the late Sylvia O'Garro, who served as my administrative assistant during the first half of the quadrennium, and offer special thanks to Sister Jacquelyn John, who succeeded her. Sister John's continued administrative support has been essential to the success of our department.

To my children, Sylene and Sylvester, and to my husband, Elder Roosevelt Joseph, I am deeply grateful for their patience, prayers, and unwavering encouragement throughout my service to the schools of the North Caribbean Conference. Their support has been a constant source of strength.

Finally, I express my profound gratitude to God for the privilege of serving in this department. I thank Him for the wisdom, sound judgment, and protection He has granted me, for His traveling mercies, and for the many victories He has provided. I also thank Him for the trials and challenges which have contributed to my professional growth and development.

YOUTH, CHAPLAINCY & PUBLIC CAMPUS MINISTRIES REPORT 2021-2024

Ps. Leriano Webster
Director



Dear Mr. Chairman,
illustrious administrators, distinguished
leaders, dedicated delegates, cherished
guests, beloved members of the faith
community, and valued visitors, I take this
splendid moment to extend my heartfelt
greetings to each of you in the gracious
name of our Savior, Christ Jesus.

Mission

To help the youth develop their characters,
discover their fullest potential and deploy
that potential for the building of God's
kingdom.

Vision

An army of youth saved and in service for
the Lord.

The Youth Ministries Department of the
North Caribbean Conference serves
young people, ages 4 to 35, by fostering
their holistic development across four
key areas: Spiritual, physical, social,
and psychological. As Ellen G. White
(1911) aptly states in *Messages to Young
People*, "Let the youth remember that
here they are to build characters for
eternity, and that God requires them to
do their best" (p. 181). She also warns us
in her writing, *Gospel Workers*, that "the
youth are the objects of Satan's special
attacks; but kindness, courtesy, and
the sympathy which flows from a heart
filled with love to Jesus will gain their
confidence and save them from many a
snare of the enemy" (White, 1948, p. 207).
With God's guidance and the unwavering
support of our dedicated administrative
assistant, pastoral colleagues, area
coordinators, Adventist youth leaders,
and club directors, the department
made significant strides in ministry to, by
and with the youth. Together, we were
committed to ensuring that each young
person was nurtured to reach his or her
maximum potential and build a character
that lasts for eternity.

During the quadrennium, the five strategic
issues that dominated the landscape
of the Youth Ministries Department in
the North Caribbean Conference and
captured our focus were:

1. Holistic Youth Development:

Emphasizing the growth of young people
across spiritual, physical, social, and
psychological dimensions through
programs like camps, community service
projects, skill-building workshops, and
mental health education.

2. Re-invigorating and Growing Youth and Club Ministries:

Revitalizing existing clubs and societies,
establishing new clubs, and increasing
youth participation and investment,
especially post-COVID pandemic
challenges.

3. Spiritual Nurturing and Biblical Engagement:

Strengthening biblical knowledge and
spiritual commitment through initiatives
like Bible Connection finals, Bible
memorization competitions, evangelistic
series, Youth Week of Prayer, and social
media outreach.

4. Community Engagement and Evangelism:

Active involvement in community service,
evangelistic campaigns, Global Youth
Day activities, and public witness events
to demonstrate Christ's love and expand
the church's reach.

5. Training, Leadership Development, and Capacity Building:

Conducting training workshops for club
and youth leaders, Master Guides, and
other volunteers to equip them with
effective ministry, leadership, and digital
outreach, ensuring sustainability and
growth of youth ministries.

Year	Theme	Director
2021	I will Go: God Restores to Save and to Serve	Dr. Vincent A. David
2022	I will GO: Build Characters for Eternity	Pastor Leriano Webster
2023	5G Youth (God, Growth, Greatness, Generosity & Go)	Pastor Leriano Webster
2024	5G Youth (God, Growth, Greatness, Generosity & Go)	Pastor Leriano Webster

Table 1: Youth Ministry Themes for the Quadrennium

During this quadrennium, aligned with our strategic focus areas, the Youth Ministries Department implemented numerous initiatives and programs designed to positively influence the lives of both the youth and youth leaders within the North Caribbean Conference.



Figure 1: Pastor Marvyn Smith and The Christiansted Pathfinder Club at the IAD Pathfinder Camporee in Jamaica.



Figure 2: Pathfinder from US Virgin Islands at the IAD Pathfinder Camporee in Jamaica



Figure 3: BVI Pathfinder Delegation at the IAD Camporee in Jamaica

IAD Pathfinder Camporee in Jamaica

The North Caribbean Conference delegation made a remarkable impact at the Inter-American Division Camporee themed, “Pathfinder in Mission,” held in the vibrant surroundings of Jamaica from April 4-8, 2023. Leading the charge, our delegation of 400 (80% of our goal) passionate pathfinders and leaders showcased the spirit of unity and purpose.

Among our six dynamic zones, St. Maarten shone brightly with an impressive representation of 145 individuals, closely followed by the British Virgin Islands, which brought along 130 enthusiastic youth and youth leaders. Despite encountering some great challenges, our experience was filled with uplifting spiritual fellowship, enriching social interactions, incredible drumming displays, fun-filled sporting activities and various attractive booths that sparked joy and camaraderie.

Our youth from NCC stepped up to the challenge, proudly representing CARU and making us proud by capturing medals in several sporting activities! The excitement didn’t stop there; a truly unforgettable highlight was the exhilarating trip to the stunning Dunns River Falls. Their excitement was palpable as they soaked in the breathtaking natural beauty of cascading water and lush greenery.

Most importantly, the camporee was a transformative experience for many that culminated in a powerful moment of faith. We celebrated the incredible decision of five of our youth who chose to publicly commit their lives to Christ through baptism. Overall, the Inter-American Division Camporee was an extraordinary journey of growth, fun, and faith that we will cherish forever!

Senior Youth Camp

In 2021 and 2022, physical activities for senior youth were hindered by the COVID-19 pandemic. In response, Youth Director Dr. Vincent A. David organized the NCC Virtual Youth Camp in 2021 that featured the dynamic Dr. Clive Dottin. The following year, the NCC Youth Impact Summer Convention was held with Pastor Kevin E. Rogers from the Lake Region Conference in the North American Division as the guest speaker. These events included a prayer avalanche, AY Bible Connection, exercise sessions, a music festival, and a convention celebration. Both events were a significant blessing to Adventist Youth across our terrain.



Figure 4: Senior Youth Camp "iConnect." (Female Campers Praying at Line Call)

In 2023, the Senior Youth Camp was held at the Gwendoline van Putten School on the picturesque island of St. Eustatius from July 21-31 under the theme #iConnect. During this enriching experience, 86 young individuals (57% of our goal) forged deeper connections with Christ, their companions, and the local community. The event featured a vibrant youth revival filled with uplifting seasonal singing, heartfelt prayers, and a captivating drama performance.

Our guest speaker, Dr. David McKenzie, the Youth Director of the Atlantic Union Conference, delivered powerful, thought-provoking and relevant sermonic presentations that inspired two youngsters to surrender their lives to Jesus through baptism.



Figure 5: Dr. David McKenzie powerfully presents God's Word at Youth Camp



Figure 6: Caden Fahie gives his life to Jesus at Youth Camp in St. Eustatius



Figure 7: Darahnai Bryan gets baptized at Youth Camp in St. Eustatius



Figure 8: Sister Verkisha Leito conducts seminar with the female campers in St. Eustatius

Participants engaged in various community service projects: painting the GVP School, cleaning up the Botanical Gardens, and creating vibrant murals at the St. Eustatius Seventh-day Adventist School. We collaborated with the Children's Ministries Department to host a Vacation Bible School that impacted 28 children from both Adventist and non-Adventist backgrounds. A vibrant March of Witness to share the incredible news of salvation was held, and it was met with overwhelming enthusiasm from both the youth and the community!

In addition to our service work, we took time to explore the island's rich history and natural beauty, enjoying activities such as hiking the Quill, visiting the White Wall, and enjoying the beach. On July 27, we made a special trip to Saba, where we visited a home for the elderly, cleaned a trail, painted a school, and conducted another Vacation Bible School that reached over 50 children with more than 75 percent coming from the community. We also hosted an incredible social event with the youth that sparked amazing fellowship and built unbreakable friendships!

To enhance their personal development, the youth participated in skill-building workshop sessions that covered topics such as nutrition, video editing, evangelistic preaching, and mechanics. We also hosted gender-specific breakout sessions and an engaging 'Straight Talk' with the President. The youth were also educated on mental health and were given valuable tips on maintaining positive mental wellbeing in this fast-paced and challenging world.

Senior Youth Camp culminated with an elegant and exquisite banquet at the Golden Rock Resort, attended by over 110 youth and leaders. Caden Fahie from the British Virgin Islands and Philipa Cummings from St. Maarten were crowned Camp King and Queen, respectively, while Andre Berg from St. Thomas and Esmaily Mercedes-Hodge from Anguilla were honored as Prince and Princess, respectively. The attendees captioned the name of the Camp as Camp Bread (Blessed, Restored, Equipped, Active and Dedicated). This unforgettable experience fostered lasting connections, forged a closer walk with God and empowered the youth to make a positive impact in their local communities.

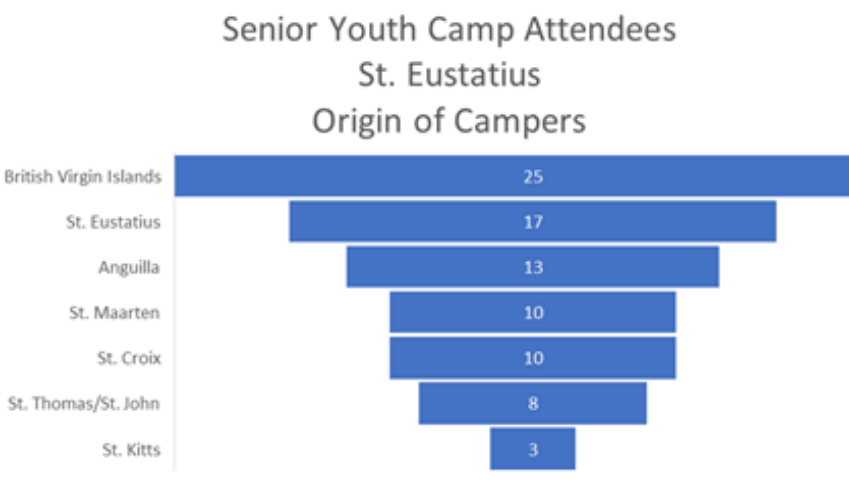


Table 2: Youth Attendance at Senior Youth Camp in Statia



Figure 9: CARU Senior Youth Fellowship -YUTCAH (Youth United to Christ Aiming Heavenwards): North Caribbean Conference Delegation at Yutcah

The North Caribbean Conference proudly took the third largest contingent of 126 (84% of our goal) youth and youth leaders to Trinidad for one of the most exhilarating senior youth events to ever transpire in the Caribbean Union themed, “Unleash Your Potential”! The atmosphere was electric and elevating as our youth dove into a spectacular cultural night, staged an incredible concert filled with a kaleidoscope of talent, and were explosively blessed by the amazing gospel singer, B’jon Pierre.

The excitement at YUTCAH was filled with sporting activities that brought out our competitive spirits while maintaining good sportsmanship. Sensational praise and worship sessions, soul stirring singing and fervent prayer sessions permeated the atmosphere, uplifting hearts heavenward. The sermonic and devotional presentations by the guest speakers were spiritually invigorating, convicting and life-transforming. The youth were also challenged and inspired by engaging in thought-provoking seminars on leadership, media, career choices and wise decision making. We were moved by life-changing testimonies during the testimonial night and heartfelt communion service. The grand banquet, a breathtaking spectacle, teemed with a spectrum of colors that dazzled the senses. Our youth, adorned in their finest attire, transformed the ballroom into a vibrant tapestry of elegance and energy.

We were able to assist in meeting the needs of the community by distributing 100 food hampers, spreading joy and hope to the less fortunate. We also joined in a massive march of witnesses that culminated with an open-air service where the gospel was boldly preached. Our youth were also given the opportunity to share the amazing events they conducted within the North Caribbean Conference. One of the most thrilling experiences for our youth at YUTCAH was undoubtedly the Five Island Water Park. The sheer joy and exhilaration it brought were unbeatable. Remarkably, YUTCAH culminated into an unforgettable concert filled with uplifting praise and stirring music. The atmosphere was electric as performers took to the stage, igniting the crowd with their passion and artistry. This unforgettable event truly enkindled our spiritual lives and unleashed the potential within each of us.



Figure 10: North Caribbean Conference Youth Delegation at Yutcah Sabbath Service

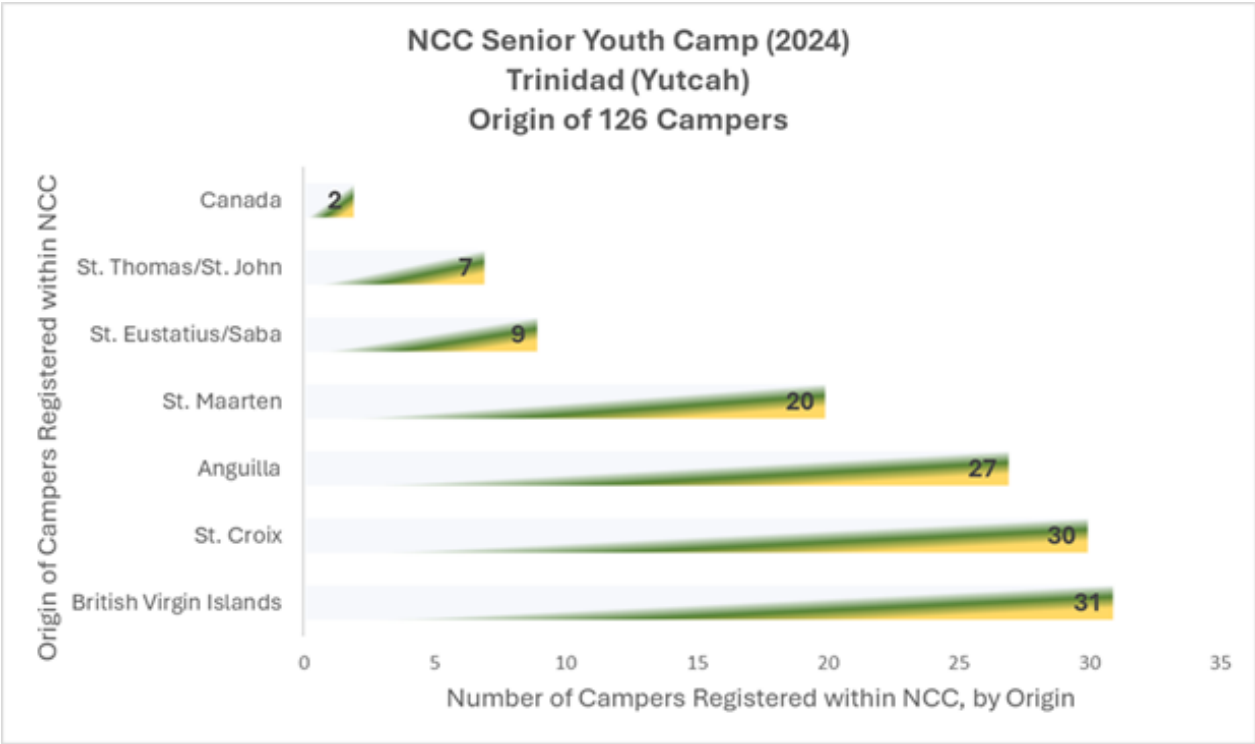


Table 3: Youth Attendance at YUTCAH in Trinidad

YACTION (Youth Advancing Christ Together In Our Nations)

The Youth Advancing Christ Together In Our Nations (YACTION), our bi-monthly panel discussion forum, has been a remarkable initiative, fostering a sense of community and connection among senior youth across the islands. The concept of YACTION emerged from the goal of creating a platform for youth to voice their concerns, share perspectives on relevant topics, deepen their understanding of biblical truths, and inspire faith. As part of this initiative, we re-branded Bible Café into what we now refer to as YACTION.



Figure 11: The panelists for one of the Yaction episodes titled, "Chained, It's Time to Break Free"



Figure 12: TPanelists on Yaction discussing the importance of prayer

Indubitably, YACTION has provided a platform for vibrant dialogue and has encouraged young people to explore their faith in relation to real-world challenges. The diverse range of topics covered—from the significance of why you are still in church to navigating the complexities of relationships—has catered to the unique experiences and concerns of today's youth. The focus on mental health, gratitude, and social media's impact reflected a holistic approach to youth development, ensuring that the youth emerge not only informed but also spiritually enriched. The candid conversations around relationships and premarital sex provided a safe space for youth to express their thoughts and seek guidance from a biblical perspective. The blending of praise and worship and dynamic musical performances with pertinent discussions has resonated deeply, allowing youth to reflect on their spiritual journeys while addressing contemporary issues.

Overall, the various episodes of YACTION have not only inspired the senior youth to deepen their faith but have also empowered them to tackle pressing social and personal issues with more confidence.

Bible Connection

To deepen our youth's understanding of biblical truths, we have conducted annual NCC Bible Connection Finals. In preparation for these events, the youth were expected to study a specific number of chapters based on the biblical book chosen and the supplementary material from Ellen G. White's Writings. Throughout this quadrennium, we have successfully conducted NCC Bible Connection each year for Pathfinders and senior youth (AY). We are absolutely thrilled to announce that in 2023 and 2024, we successfully held the NCC Bible Connection Finals for all three levels of our youth ministries: Adventurers, Pathfinders, and Senior Youth (AY). Despite these successes, we recognized areas for improvement, particularly in ensuring consistent participation from each island in having local Bible Connection run-offs and having a representative at the NCC Bible Connection Finals.

Year	Island/ Territory	Name of Winner
2021	British Virgin Islands	Keshawn Carey
2022	British Virgin Islands	Keshawn Carey
2023	British Virgin Islands	Keshawn Carey
2024	St. Croix	Tamia Acosta

Table 4: Adventist Youth Bible Connection Finals

Year	Island/Territory	Names of Winners
2021	St. Maarten	
2022	St. Croix	
2023	St. Maarten	Adio Williams, Kemanick Herbert & Simeon Elgin
2024 (May)	British Virgin Islands- ENTER Congressoree	Syl-kaysha Williams & Zenelly Olliverre
2024 (June)	St. Maarten – RISE Congressoree	Jailene Lake, Kimanick Herbert & Gabriella Paulette

Table 5: Pathfinders' Bible Connection Finals

Year	Island/ Territory	Name of Winners
2021	None	None
2022	None	None
2023	St. Croix	Ayarah Lee, Melvin Barley & Nathan Rogers
2024	St. Maarten	Ismeal Cannonier, Kedwin Baptiste and Everdynne Peter

Table 6: Adventurers' Bible Connection Finals

Year	Theme
2021	I Will Go
2022	Little Lights
2023	A Wonderful Journey
2024	Jesus knows. He takes care of you.

Table 7: Adventurers' Weekend Celebration

Adventurer Club Ministry



Figure 13: Adventurer Congressoree in St. Thomas, at the Shiloh SDA Church

The Adventurers' Ministry serves as a vibrant platform for fostering the spiritual and social growth of children aged four to nine. Throughout this tenure, all Adventurer clubs celebrated Adventurer Weekend. The Adventurers were able to demonstrate their knowledge of God's word through Bible Connection, use their talents and gifts to conduct World Adventurer Day, and showcased their skills, creativity and potential through the So You Think You Can talent explosion. Adventurers engaged in various community impact initiatives such as distributing food baskets and water, visiting the elderly, and taking to the streets in marches of witness. Importantly, Adventurers were also able to complete their age-appropriate requirements of the Adventurer program and were invested in various classes. During this quadrennium, we had a total of 1,421 investitures in the Adventurer Club Ministry.

Pathfinder Congressoree

Virtual Pathfinder Congressorees

In the wake of the COVID-19 pandemic and due to its lingering impacts, the years 2021 and 2022 saw us embark on a thrilling journey through virtual conference-wide Pathfinder Congressorees. While navigating this uncharted digital domain was certainly a departure from our beloved physical gatherings, it opened a vibrant and exhilarating realm for our youth to dive into.

With a splash of innovation, these events transformed into a dynamic digital playground where Pathfinders showcased their talents in a variety of captivating competitions. From the intense trials of Bible memorization to the fast-paced excitement of Bible Swords, engaging Bible Connection competition and the soul-stirring art of profound preaching proclamation, these activities not only sparked enthusiasm but also ignited a passion for spiritual growth.

Engaging in drills, participants experienced not just competition, but a genuine connection, weaving vibrant bonds of friendship and faith across screens. This unique confluence of technology and spirituality created moments of mentorship and mastery, fostering a profound sense of discipleship. In 2021, we were blessed with the powerful preaching of our President Pastor Desmond James and then in 2022, we were spiritually fed by the profound sermonic delivery of Pastor Marvyn Smith, the Youth, Chaplaincy and Public Campus Ministries Director of the Caribbean Union Conference.

At these unforgettable virtual pathfinder congressorees, we celebrated the resilience and creativity of Pathfinders and Youth leaders, who transformed challenges into triumphant opportunities to connect, inspire, and grow together in faith.



Figure 14: BVI Adventurer Area Coordinator, Jerrilyn King Reports to NCC Youth Director, Pastor Leriano Webster.

BVI-USVI Pathfinder Congressoree Was Themed “ENTER”

In 2023, we joyfully journeyed back to the physical realm, stimulating an exhilarating explosion of energy and excitement among pathfinders, adventurers and youth leaders. From 24 to 26 May, we proudly hosted the unforgettable BVI-USVI Congressoree in Tortola, British Virgin Islands themed “ENTER” — a celebration inspired by the story of Noah and The Ark. Over 900 enthusiastic youth leaders, fervent Adventist Youth, adventurous Pathfinders, and spirited Adventurers and church members gathered for this grand event, diving deep into the depths of God's word, stepping into His glorious presence, and embarking on a thrilling adventure of discovery.



Figure 15: Pathfinders March into the New Testament Church (Tortola) to commence the Congressoree Sabbath Service



Figure 16: Pastor Marvyn Smith delivers a powerful sermonic presentation in Tortola, BVI

During our soul-stirring Sabbath, we entered an atmosphere alive with sensational music renditions, uplifting praise worship, spirited Bible swords, vibrant Bible connection, and powerful preaching carried out by our talented Pathfinders and Adventurers. It was truly awe-inspiring to witness Pathfinder Denacia Nelson from St. Croix not only recite the selected scripture passage with outstanding gesticulation, diction, and intonation but also claim a perfect score, dazzling us as the champion of Bible Memorization!

We were spiritually rejuvenated by the dynamic and dedicated Pastor Marvyn Smith, whose compelling message resonated deeply within our hearts. The event also featured a grand march of witness, where all uniformed bodies proudly paraded with their brilliantly designed banners, passionately advocating proactive strategies to curb gun violence and crime within our communities.



Figure 17: Sweet Redemptive Pathfinder Club doing their drills on Competition Day

To cap off this exhilarating experience, our Sunday Funday was filled with uniform inspection, a spectacular drum exhibition, and an array of exciting sporting activities that left everyone cheering and celebrating the spirit of teamwork. At this ENTER Congressoree, we witnessed 318 investitures (127.2 % of our goal). Amazingly, the Pathfinders from the British Virgin Islands and the United States Virgin Islands performed outstandingly. ENTER Congressoree was an unforgettable weekend of spiritual growth, camaraderie, and community impact!

RISE: AXA-DUTCH Pathfinder Congressoree

From October 11-13, 2025, over 700 youth leaders, Adventist youth, Pathfinders, Adventurers, supporters, and church members embraced the opportunity to participate in the AXA-DUTCH Pathfinder Congressoree held in Anguilla, centered

on the theme “RISE.” This theme drew inspiration from the biblical story of the lame man at the pool of Bethesda. The weekend was filled with vibrant youth-led singing, preaching, praise dancing, and fervent praying. The weekend was deeply inspirational, revitalizing and impactful. It was particularly remarkable to witness the all-male Pathfinders participating in the Bible Memorization Competition, showcasing their dedication and perseverance. The Preaching Proclamation competition reached exceptional heights with Yazel Simon from Anguilla winning the title for her dynamic and innovative sermonic presentation, which incorporated props to captivate the audience.



Figure 18: Pathfinders engage in Bible Competitions at RISE Congressoree in Anguilla



Figure 19: Pathfinders conduct a March Pass on Ronald Webster Park in Anguilla

During this event, we had 288 investitures (115.2% of our goal). It was inspiring to see 18 individuals from Anguilla being amongst the first in the conference to be invested in this Senior Youth Leadership curriculum. Special recognition goes to Pastor Brent St. Jean, the Youth, Chaplaincy, and Public Campus Ministries Director from St. Vincent and the Grenadines, whose spirit-filled preaching stirred the congregation and inspired them to RISE.

For the first time, the march of witness for a Pathfinder Congressoree was held on the eastern side of Anguilla, the area of the island with the strongest Adventist presence, culminating in an uplifting open-air service. It was exciting to see church members and residents of the community show their support as we marched through the streets declaring our stance against gun violence and crime in our communities. Saturday evening featured the drum fest, while Sunday brought a day full of fun that included thorough uniform inspections and thrilling sporting activities. Both the Anguilla and St. Eustatius Pathfinder delegations performed admirably, but St. Maarten truly shone at most of the competitions. It was indeed a fulfilling event.

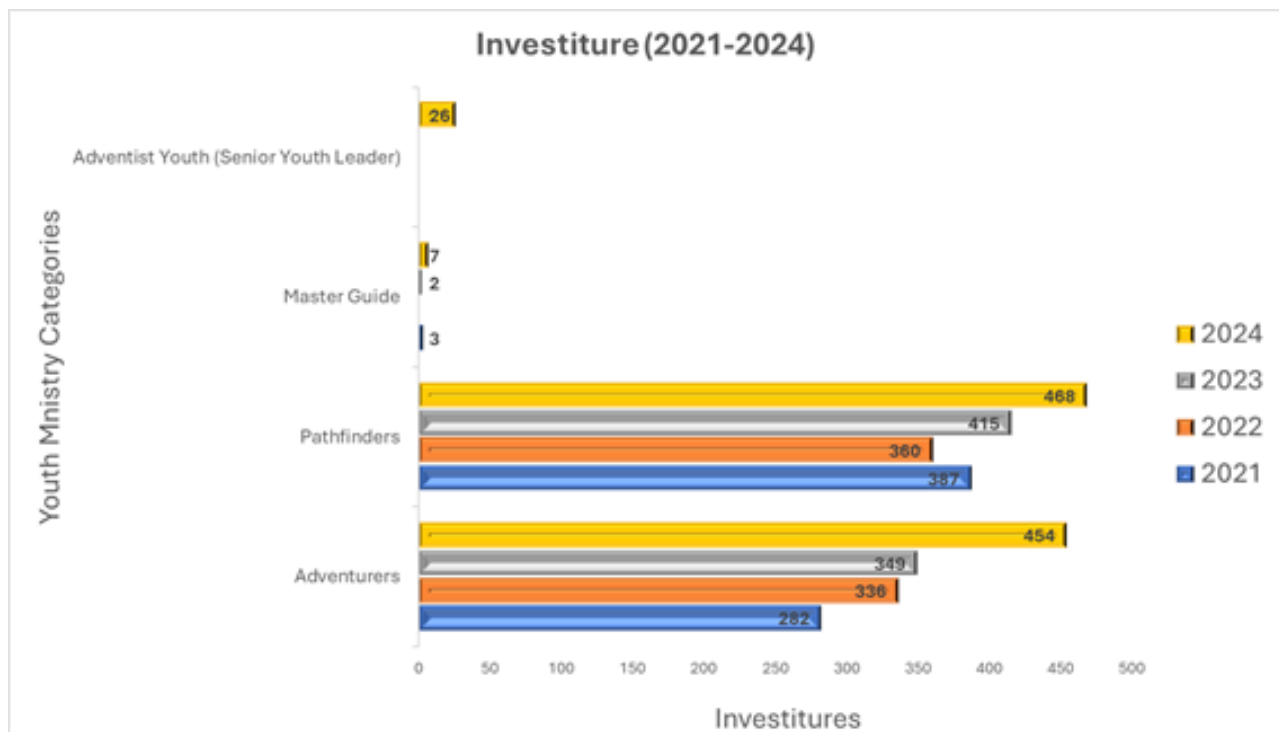


Figure 20: Number of Investitures Annually

Investitures

The figure above illustrates the number of investitures by year along with the totals for each level of Youth Ministry. It is important to recognize that although the number of investitures has not reached the levels seen prior to the onslaught of the COVID-19 pandemic, there has been a notable upward trend over the past four years. The Pathfinder Club Ministry accounted for the highest number of investitures – 1,630 – among the various levels of Youth Ministry. In total, there were 3,089 investitures for youth ministry during this quadrennium.

Year	Island/Territory	Name of Winners
2021	British Virgin Islands	Khemoe Fahie
2022	St. Maarten	Magdalena Dorlis
2023	None (Due to IAD Camporee)	None (Due to IAD Camporee)
2024	British Virgin Islands	Mary Joseph
	Anguilla	Yazel Simon

Table 8: Preaching Proclamation Winners

Year	Island	Name of Winners(s)
2021	St. Thomas/St. John	Daniela Patterson
2022	British Virgin Islands	
2023	-	-
2024	St. Croix (ENTER Congressoree)	Denacia Nelson
	St. Maarten (RISE Congressoree)	Seon Elgin
	St. Croix- NCC Overall Winner	Denacia Nelson

Table 9: Pathfinder Bible Memorization

Drills	Island	Winners
2021	-	-
2022	St. Maarten	St. Maarten
2023	None (Due to IAD Camporee)	None (Due to IAD Camporee)
2024	British Virgin Islands	Sweet Redemptive
	St. Maarten	Cole Bay Rangers

Table 10: Pathfinder Drills Competition

Global Youth Day

Year	GYD Theme
2021	Reaching Out: Colors, Cultures and Communities
2022	Loving the Forgotten
2023	Love is a verb
2024	Show up in the cities

Table 11: GYD Themes for the Past Four Years



Figure 21: Carrot Bay Adventist Youth Society shows up in the city by giving out free meals to residents



Figure 22: St. Eustatius Adventist Youth Ministry gives out free soup to persons in the community

Global Youth Day (GYD) is an initiative by the Youth Ministries Department of the Seventh-day Adventist Church, aimed at inspiring young people to engage in community service. The youth department consistently embraced this initiative from 2021-2024. Through various acts of service and ministry, we focused on transforming communities and sharing the gospel. Annually, over 1,000 youth, youth leaders, and church members actively participated in GYD to meet the needs of others through the distribution of hundreds of resources.

In observance of GYD over this four-year period, our youth and youth leaders within our 10-island territory took part in a range of activities that included distributing breakfasts and other meals, water, food, and clothing; conducting free health screenings; offering free massages and free detoxing; showcasing drum corps performances; hosting spiritually uplifting concerts; organizing open-air gospel events; and arranging motorcades. They also distributed literature, offered prayers, provided chairs crafted by Pathfinders, gave free counseling, shared spiritual insights, and offered nutritional advice. Their efforts have made a significant impact on various groups of people, including residents of elderly homes, government officials, inmates at prisons, patients in hospitals, people of other groups, the forgotten, the less fortunate, and many more.

Interesting Statistics on Global Youth Day 2024

On GYD 2024, 1,548 individuals were united in a mission of service and compassion. Six hundred and seventy-three of them wore GYD shirts, embodying a spirit of unity and purpose. Throughout this remarkable event, the youth visited 601 cherished seniors, bringing joy and connection to those who often feel isolated, and prayed with 2,522 individuals, offering comfort and support in times of need. The distribution of 1,090 copies of The Great Controversy to the community, the conducting of 225 health screenings, the donation of 8,000 wipes to a hospital, and the supplying of 66 cases of water were

provided to quench the thirst of those in need were also a major part of the GYD 2024 campaign. In addition, we engaged in the delivery of an incredible 2,454 food hampers in an effort to alleviate the plight of numerous families that are experiencing hunger during challenging times. Together, the youth and youth leaders made a remarkable difference, shining a light of hope and generosity that will resonate far beyond GYD 2024.

Drum Corp Ministry

Island	Number of Drum Corps	Name of Drum Corp
Anguilla	1	Ambassadors
Tortola, BVI	1	Advent Heartbeatz
Virgin Gorda, BVI	1	Virgin Gorda
St. Eustatius	1	St. Eustatius
St. Maarten	2	Amazona
		Cole Bay Rangers
St. Thomas	1	Rock Rythm
St. Croix	2	VI Pulse
		Sunny Acres (Spanish)
Total	9	

Table 12: Number of Drum Corps within NCC

Drumming has truly become an integral part of the fabric of Youth Ministry in the North Caribbean Conference. In 2023, we witnessed the remarkable revival of the VI Pulse Drum Corps on St. Croix, thanks to the dedicated efforts of AY Area Coordinator Vernell McSween and Director Andrew Jackson. Similarly, the St. Thomas Drum Corps has been restarted and rebranded as Rock Rhythm under the passionate leadership of AY Area Coordinator Angela Petty and Director Natasha Baker. Excitingly, the Sunny Acres Church on St. Croix launched its very first pathfinder drum corps this year, and Director Kya Huggins has successfully resurrected the Virgin Gorda Drum Corps. We now have a total of nine vibrant drum corps throughout our conference, each leaving an unforgettable mark in their communities.



Figure 23: The VI Pulse Drum Corps at the Drum Fest Exhibition during ENTER Congressoree in Tortola, British Virgin Islands.



Figure 24: The Advent Heart Beatz Drum Corps doing their display at the ENTER Congressoree in Tortola, BVI

Throughout this quadrennium, these drum corps have seized countless witnessing opportunities. They have participated in congressorees, Global Youth Day initiatives, youth camps, exhilarating parades, dynamic rallies, and intervention and prevention activities addressing social ills. Their remarkable performances have graced business events, government-sponsored occasions, the opening of National Games, schools' sports days, funerals, hotels' Easter events, banquets, programs at non-Adventist churches, and commemorative occasions like Veterans Day, Martin Luther King Jr. Day in the USVI, Anguilla Day, St. Eustatius Day, St. Maarten Day. Drumming has not only enabled our young people to connect and build community but also allowed them to sharpen their musical talents and forge lifelong friendships. The energy and excitement are palpable, and we are absolutely thrilled to see what the future holds for these extraordinary young drum corps.

Training Workshops

Training was conducted virtually across the conference for club directors, youth leaders, and staff involved in two levels of youth ministries: Pathfinders and Senior Youth (AY). The sessions for Pathfinder club leaders and staff were designed to be informative, innovative, interactive, and inspiring, encouraging club leaders to remain highly relevant while staying true to the content. Included in the eight topics covered were the purpose and history of club ministry, outreach strategies, programming and planning, and an introduction to teaching. Over 150 participants successfully completed the Pathfinder Club training requirements.

For the senior youth, we convened a comprehensive ten-hour seminar that addressed topics such as creative youth ministry, digital ministry, contemporary issues, and youth development, among others. We ensured that there was a diverse range of presenters by inviting youth directors from across the Caribbean Union Conference (CARU) as well as local leaders. A total of 169 participants completed the ten-hour seminar training, which is part of the Senior Youth Leadership curriculum. We are thankful that 26 of these participants have been invested as senior youth leaders, while 12 have been trained and invested as Master Guides.

Current State of Youth Ministry

Essentially, the Youth Ministries Department has made some significant strides within the North Caribbean Conference. While our clubs have not recovered fully to pre-COVID-19 numbers, we are thrilled to announce that we have reached an amazing milestone of 510 Pathfinders at the end of 2024! That's an impressive increase of 60 Pathfinders compared to 2023. On the other hand, the Adventurer Club ministry recorded a total of 417 enrollees at the end of 2024. We are excited to share that St. Maarten has the highest number of Adventurers and

Pathfinders, closely followed by the British Virgin Islands. The three largest clubs for both Adventurers and Pathfinders are Pioneer (Philipsburg), Garfield (St. Eustatius) and Cole Bay Rangers (Cole Bay).

But that's not all — there's more to celebrate! We are particularly grateful for the successful revival of two previously inactive clubs: the Spanish Pathfinder Club on St. Croix and the Conquerors Pathfinder Club on Anguilla, both re-energized in 2022! This resurgence is a testament to our collective commitment and determination to nurture the next generation of leaders in our communities. The momentum is building, and we can't wait to see what the future holds for our Pathfinders!

Over this quadrennium, deliberate efforts were made to revitalize AY societies across our field. While there has been a slight improvement since the COVID-19 pandemic, our AY societies continue to struggle. At present we have 23 active AY societies with low youth attendance. We were also able to re-ignite the Orion Master Guide Club in Anguilla and the Master Guide Club in St. Eustatius that have produced leaders to serve in club ministry and within the church. At present, we have five 5 master guide clubs within the North Caribbean Conference.

Island	Number of Clubs
Anguilla	2
St. Maarten	5
St. Eustatius	1
Saba	0
Tortola	6
Virgin Gorda	1
St. Thomas	6
St. John	0
St. Croix	5
Total	26

Table 13: Number of Pathfinder Clubs Per Island

Island	Number of Clubs
Anguilla	2
St. Maarten	5
St. Eustatius	1
Saba	0
Tortola	6
Virgin Gorda	1
St. Thomas	6
St. John	0
St. Croix	4
Total	25

Table 14: Number of Adventurer Clubs Per Island

Island/Territory	Number of Active AY Societies
Anguilla	3
British Virgin Islands	6
St. Eustatius/Saba	1
St. Maarten	6
St. Thomas/St. John	3
St. Croix	4

Table 15: Number of Active AY Societies Per Island

Island/Territory	Number of Master Guide Clubs
Anguilla	1
British Virgin Islands	1
St. Eustatius	1
St. Maarten	1
St. Thomas/ St. John	0
St. Croix	1
Total	5

Table 16: Number of Master Guide Clubs

Youth Week of Prayer

Youth Week of Prayer has been conducted consistently and creatively across the North Caribbean Conference. It has been an opportunity for the youth and youth leaders to plan and execute a program that was spiritually invigorating. From praise and worship to powerful preaching, profound truths have resonated in the minds of the youth. The sermonic presentations were delivered by youth, local pastors, the director and many guest speakers from across the Caribbean Union such as Pastor Terry John and Pastor Marvyn Smith. We are thankful for the many lives that have been touched and the souls that have been won for the Kingdom of Heaven. Indeed, Youth Week of Prayer has empowered young people, helping them to navigate their faith journey while fostering a vibrant, supportive church community.

Evangelism

In November 2021 under the leadership of Dr. Vincent A. David, the youth department hosted its second annual virtual youth revival themed, "I Will Go, Will You?" We were blessed with the powerful sermonic presentations done by Curtis Carino (St. Croix), Jonicia Cardin (St. Thomas/St. John), Esmaily Mercedes-Hodge (Anguilla), Michael Leslie (St. Maarten), Jasiel Hinckson (St. Eustatius/Saba), and Marcus Joseph (British Virgin Islands). We also had a special segment called "Let's Talk," a conversation with NCC President Pastor Desmond James and Youth Director Dr. Vincent A. David.



Figure 25: Three individuals are baptized at the conclusion of Sweet Redemptive Pathfinder Club Evangelistic Series.

From 2022 to 2024, club ministry continued to be a great platform for the youth to engage in evangelism. Commendations must be given to the City Pathfinder Club, the Peter's Rest Pathfinder Club, the Sweet Redemptive Pathfinder Club, and the St. Thomas Pathfinders in collaboration with Pastor Brent St. Jean for conducting evangelistic series. We give God the glory and praise for the souls that were added to the kingdom. Thanks to the pastors and club leaders who made these evangelistic campaigns possible.

Social Media

In our ongoing efforts to engage and connect with the youth, we have successfully established vibrant social media presences on Facebook and Instagram. These platforms serve as dynamic channels to foster community and interaction among our young members. Each week, we introduce a series of engaging themes designed to inspire and motivate:

- **Mental Monday** encourages positive mental health practices and thoughtful discussions.
- **Trivia Tuesday** invites friendly competition through fun quizzes and challenges that spark curiosity and learning.
- **Worship Wednesday** provides a moment of reflection and spiritual upliftment, fostering a deeper connection with faith.
- **Testimony Thursday** highlights inspiring personal stories, allowing our youth to share their experiences and uplift one another.

Additionally, our social media pages keep our youth informed about current happenings and forthcoming activities within the youth department. Through these engaging initiatives, we aim to strengthen our sense of community and encourage active participation among our youth.

Musical Experience

Owing to the variety of activities that commanded our attention and compelled our participation, we were unable to organize a musical experience during this quadrennial period. However, the department plans to host this event in the next term.

Public Campus Ministry

We have been unable to devote as much attention to the Public Campus Ministry as we would have liked, primarily because of conflicting activities and our emphasis on revitalizing club ministry and the Adventist Youth Societies. The department seeks to place more focus on public campus ministry during the next season.

Gratitude

First and foremost, I extend my deepest and most heartfelt gratitude to God, whose divine grace and guidance have empowered me to serve in this role. I am profoundly thankful for the strength, wisdom, and provision bestowed upon me, which have made every accomplishment possible. To God be all the glory and honor.

I also wish to express my sincere and profound appreciation to the NCC Administration, my esteemed fellow directors, the dedicated executive committee, and the unwavering, hardworking staff of NCC. Your steadfast guidance, support, and unfaltering commitment have been invaluable in advancing our youth ministry. It is through your collective efforts and steadfast dedication that we were able to inspire and uplift the next generation.

I would like to extend heartfelt commendations to Dr. Vincent A. David, the distinguished former Youth, Chaplaincy, and Public Campus Ministry leader. Your dogged devotion and visionary leadership laid a robust foundation in youth ministry upon which we were proud to build. We deeply appreciate your encouragement, resolute support, and heartfelt prayers, which greatly contributed to a smooth transition. Your impactful service has left an enduring legacy, and we thank you sincerely for your significant contributions.

To my immediate supervisor in the Caribbean Union, Pastor Marvyn Smith – your steadfast support, sacrificial service, and sincere spirit have served as a shining beacon of strength and stability throughout this entire journey. Your unwavering guidance, gracious gestures, and genuine kindness have not only uplifted my spirits but also inspired perseverance amid challenges. Your exceptional example of service and steadfast support elevated and inspired me, making this journey truly remarkable and memorable.

A heartfelt and profound thank you to our dedicated Pastors, Area Coordinators, Adventist Youth Leaders, Club Directors, Counselors, Staff, Parents, Volunteers, Members, and Sponsors. Your unwavering commitment and passionate contributions have been the driving force behind our youth ministry. While this journey was filled with challenges, your sacrifices, intentional efforts, innovative ideas, and steadfast support truly illuminated the path forward. Your dedication was instrumental in fostering the holistic development of our youth, and for that, we are deeply grateful. Together with God, you have helped shape a brighter future for the youth, grounded in love, purpose, and faith.

I would like to wholeheartedly express my deepest gratitude to Antonia Matthew, our social media manager, for your exceptional dedication, creativity, and professionalism in managing our youth ministries' social media platforms. Your unwavering commitment and innovative approach have truly transformed our digital outreach, inspiring and engaging the youth in meaningful ways. Your passion and efforts have made a lasting positive impact, and we are profoundly grateful for your invaluable contributions. Thank you for going above and beyond to elevate our ministry and connect with our youth in such a powerful and authentic manner.

I am truly grateful for the exceptional support and dedication from Raphael and Michelle Dowe regarding media efforts for Youth Ministries. Their unwavering commitment, creativity, and professionalism have made a remarkable difference, elevating our outreach and inspiring countless young lives. We commend them for their invaluable assistance and for being such vital partners in this mission. Their generosity and passion are deeply appreciated, and we are incredibly blessed to have had them on this journey.

I cannot forget to extend my heartfelt gratitude to all the 5G Youth of the North Caribbean Conference. I am overwhelmed with joy when I ponder on the unwavering support, inspiring ideas, active involvement, boundless creativity, and commitment to excellence that I have seen throughout this tenure. You have truly been the trailblazers and innovators driving youth ministry forward. Your passion and dedication have not only made a remarkable impact on the church and community but have also set a new standard of excellence. Thank you for being the dynamic force that continues to shape the future of the church. Remember this: whether you are in Rome or at home, you will always be my special sons and daughters.

I am also profoundly grateful to my extraordinary administrative assistant, Sister A. Jacinta Matthew, whose unparalleled professionalism, impeccable organization, unwavering dedication, and steadfast support have been truly inspiring. Your relentless encouragement, grace, and commitment have made an indelible impact, and your exceptional contributions have elevated youth ministries in the North Caribbean Conference. Your brilliance and perseverance are genuinely remarkable, and I am endlessly appreciative of your outstanding service.

I would also like to wholeheartedly express my deepest gratitude to my beloved princess, my precious daughter, Lurnyah Webster. Your unwavering support, heartfelt prayers, boundless patience,

and profound understanding have been a guiding light through countless meetings, events, and journeys afar. Lurnyah, your melodious voice has woven a luminous sparkle into my ministry, infusing it with grace and warmth beyond measure. I am eternally grateful for your indelible contributions, which continue to inspire and uplift me every day. Always remember, my darling, that your daddy will always love you.

I am continually in awe of the unwavering support and heartfelt prayers of my extraordinary wife, Jeriece Webster. You are undeniably my number one supporter, my greatest inspiration, and my steadfast partner. I firmly believe that behind every successful man stands a remarkable woman, and you embodied that truth in every sense. Your boundless creativity, sharp intellect, and unwavering faith have been a divine blessing—fueling everything God has accomplished through me. Your love, dedication, and partnership have elevated my journey beyond what I could have ever imagined. You are truly the most incredible partner in this ministry and in life, and I am endlessly grateful to have walked this path with you by my side.

Lastly, I want to extend my thanks to you, the constituency, for your confidence in me and your support in allowing me to serve as the Youth, Chaplaincy, and Public Campus Ministries Director for the North Caribbean Conference. This opportunity was not just a role, but a divine calling—a responsibility I cherished deeply.

As we move forward by faith, I am reminded of the words of Ellen G. White: "If the youth are rightly trained, they will be earnest, true, and loyal to God and His truth" (1876, p. 14). I also reflect on Ecclesiastes 12:1 that urges, "Remember now your Creator in the days of your youth, before the difficult days come and the years draw near when you say, 'I have no pleasure in them'" (New Century Version, 2011). Thank you and may God continue to bless the North Caribbean Conference.

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COMMUNICATION REPORT 2021-2024

Ps. Leriano Webster
Director



The Communication Department of the North Caribbean Conference of Seventh-day Adventists (NCC) diligently and dynamically manages, mediates, and multiplies messages across all departments and entities within the Conference. Its primary purpose is to precisely promote, project, and publish pertinent messages to both internal members and external audiences.

During the quadrennium under review, 2021 to 2024, the department incorporated available technology to produce and distribute demographic-sensitive content, on behalf of all NCC entities.

MISSION: "Building Bridges of Hope."

PURPOSE: Our purpose is to aggressively, yet lovingly and humbly share the message of the Three Angels of Revelation 14 in a way that souls will be favorably attracted to Jesus Christ, and elect to follow Him

We are thankful to God, the Seventh-Day Adventist (SDA) churches and their leadership for the progress the Communication Department has achieved this quadrennium, as we focused on five strategic issues:

1. Corporate Identity
2. Share News & Radio Station
3. Communication Day
4. Digital Engagement
5. Training and Capacity Building

Corporate identity

Our churches are committed to cultivating a strong and cohesive corporate identity, and we have seen deliberate efforts to align with the global identity standards in flyers, videos and social media content. We are pleased to observe positive progress, particularly in the design and presentation of flyers, which now reflects a more unified and professional appearance. However, we recognize that there is still significant potential for growth, especially when it comes to our signage.

Redesign of our Website

In 2022, the administration recognized the importance of updating and revitalizing our website to better align with our organizational goals and branding efforts. Accordingly, in 2023, our Information Technology Manager, Nin Lee, undertook a comprehensive redesign of the website. This overhaul aimed to enhance user experience, improve functionality, and ensure strict compliance with our global identity system. The updated website now reflects a more cohesive and professional online presence, effectively representing our organization's values and global branding standards.



Figure 1: NCC Website (Re-designed)

Communication Day/Weekend

To raise awareness about the crucial role of communication and media within the church community, it is important to highlight the ongoing efforts and commitment demonstrated by various congregations. We are thankful that churches observed Communication Day or hosted Communication Week events, throughout the quadrennium, to emphasize the significance of effective communication in fostering unity, evangelism, and community engagement. Special recognition must be given to the churches that were consistent and dedicated about observing Communication Day. These churches include Central SDA Church, St. Eustatius SDA Church, Bethel SDA Church, Philipsburg SDA Church, East End SDA Church, and Road Town SDA Church.

Digital Engagement

Twenty-four of our churches engaged in weekly streaming programs on YouTube/Facebook providing messages of hope to the virtual audience. We commend Pastor Timothy Leito and the St. Eustatius SDA Church for their commitment to enhancing their technological capabilities for weekly streaming of their services on YouTube and Facebook. Thankfully, 26 of our 33 congregations were actively involved in the use of

social media, providing hope to the members and external audiences. The North Caribbean Conference YouTube and Facebook pages have been active platforms in proclaiming the good news of salvation. Our following on Facebook increased by 800 followers, totaling 8244 followers. We also have 5.34K subscribers on our YouTube page. We created an Instagram page which was a platform to engage Millennials and Generation Z, and to increase our visibility in our ten-island territory. The Communication Department assisted the Youth Department with the creation of a Facebook account and Instagram page. During the “Your Journey to Joy” Campaign, 50 youth from the St. Croix SDA constituency were inspired by and educated on the transformative power of Artificial Intelligence. Additionally, 16 young individuals received specialized training on becoming effective social media influencers which equipped them to positively impact their communities online. The initiative also included comprehensive training in digital pastoral care for members across St. Croix, fostering meaningful engagement in the digital age.

Furthermore, the NCC Communication Department extended its support by providing training at the Bethel Seventh-day Adventist Church Communication Weekend. We also offered video editing sessions with Sister Linda Ambrose to over 25 young people at the Senior Youth Camp in St. Eustatius.



Figure 2: St. Croix: One General Conference representative teaching the Youth about Artificial Intelligence



Figure 3: The Youth listens attentively as they learn about the power of artificial intelligence



Figure 4: Richard Dorsey educates four staff members on the use of the mediamedia equipment



Figure 4: Richard Dorsey shows Pastor Leriano Webster and Nin Li how to utilize the media equipment

We were pleased to invite Brother Richard Dorsey of Island Analytics and Marketing to lead a training session at the NCC headquarters. He provided hands-on, practical instruction on the effective use of media equipment, engaging four NCC staff members in an enriching learning experience. Communication leaders and passionate volunteers, across our field, also participated in these empowering sessions, offered by the Caribbean Union (CARU) Communication Department and the wider organization, which enhanced skills and effectiveness in ministry and outreach.

NCC News

Through collaboration with volunteers around the North Caribbean Conference, we have successfully shared inspiring stories via email (to 806 active recipients), as well as through our website and Facebook page. We commend the former Communications Director, Pastor Royston Philbert, for his outstanding work in managing the journalistic component of the department from 2021 to August 2022. Building on this momentum, we continued to deliver weekly stories into 2023; however, maintaining this consistency became challenging due to limited human resources.



Figure 6: Dr. Danny Philip conducts Forgiveness Series in Tortola, BVI



Figure 7: The first episode of NCC News Broadcast

To better engage visually inclined individuals and the youth, we relaunched a new NCC News Video Broadcasting via our YouTube channel. Unfortunately, we were able to produce three episodes only, before having to pause the project, again due to limited human resources within the department.

Radio Station- WGod

Our mission is to share the Gospel of Jesus Christ across the Virgin Islands and throughout the Caribbean. Our dedicated team works tirelessly to make this vision a reality, including Station Manager, Pastor Danhugh Gordon, Studio Engineer and Sales Representative, Brother Ronnie Greenaway, and volunteer Radio Coordinator, Patrice Williams-Gordon. We are immensely grateful to have launched our own radio station, WGod, in December 2022 – a powerful platform that radiates hope to a world in need.

With the generous support of Adventist World Radio, we received essential equipment such as a new generator, antenna, tower, and other vital tools—all designed to keep our broadcasts strong and vibrant. Our programs, like “Rise & Shine” with Pastor G and “Chit Chat” with Auntie Pattie Pat, have become beloved by many, drawing in listeners from near and far. Daily morning devotionals and prayers delivered by our dedicated pastors further enrich the programming, offering spiritual nourishment and encouragement.

While we faced challenges, primarily limited funding and the ongoing effort to launch our new tower, which is crucial for expanding our outreach, we remain undeterred. Currently, WGod’s reach extends across the US Virgin Islands and the British Virgin Islands. Importantly, through the power of the internet, our programs are accessible worldwide, connecting more souls to the hope and love of Christ. Despite the obstacles we face, our passion and commitment to spreading hope in the North Caribbean Conference remains unwavering.



Figure 8: Sister Patrice Williams Gordon and two guests at the WGod Radio Station

Special Assistance

The department provided support to churches and their leaders by designing flyers and posters to promote upcoming events, producing engaging promotional videos to increase community outreach, and developing video reports to document and share various activities and initiatives. Additionally, we facilitated live streaming of services and events to reach a broader audience beyond physical reality. We also managed social media campaigns by designing eye-catching posters and content tailored for various platforms, ensuring effective communication and increased engagement within the church and the community. Our team aimed to enhance visibility, foster community involvement, and support the overall mission of the churches and their directors.



Figure 9: Sharnilla Berk receives the award from CARU President Dr. Kern Tobias on behalf of N'kili Gumbs who was awarded first place at the CARU Film Festival

Celebration

We are delighted to share exciting news from the CARU Film Festival, held in Trinidad in July 2024. N'kili Gumbs, a talented filmmaker from the St. Eustatius Seventh-day Adventist Church, made a remarkable impact by winning top honors at the inaugural event. Her compelling film, titled "The Chair" not only captivated audiences but also earned her the prestigious awards for Best Film, Best Director, and Best Story.

This achievement highlights N'kili's exceptional storytelling abilities, creative vision, and dedication to her craft. Her success at the first-ever CARU Film Festival marked a significant milestone for

emerging filmmakers in the region and showcased the incredible talent emerging from the North Caribbean Conference. We congratulate N'kili Gumbs on her outstanding accomplishments and look forward to her continued success in filmmaking.

Recommendations

As our world rapidly evolves and technology continues to advance at an unprecedented pace, it is imperative that the Church adapt swiftly to remain both relevant and impactful. The time to act is now. Enhancing our communication department with employed skilled professionals in visual communication, photography, videography, social media management, and journalism is not just beneficial, it is essential. Without these dedicated resources, we risk falling behind, missing vital opportunities to connect, inspire, and serve our church and community effectively. Investing in additional human resources will empower the Church to respond with agility, precision, professionalism and compassion, ensuring our message reaches further and deeper than ever before. This is a crucial moment for us to expand our outreach and amplify our impact, our future depends on it.

Gratitude

First and foremost, I thank God for choosing me to serve and for His wisdom and guidance throughout this quadrennium. I am deeply grateful to the NCC administrators for their passion in fulfilling the mission of the SDA Church and for their encouragement to persevere.

To my fellow directors and office staff, thank you for creating an encouraging work environment and exemplifying the spirit of teamwork. I especially want to express my appreciation to my union supervisor, Pastor Royston Philbert, for his mentorship, accessibility, innovation, leadership, prayers, and unwavering support.

I cannot forget to mention Raphael Dowe, Michelle Dowe, Giddel Beresford, Antonia Matthew and Jamoi Watson, who dedicated their time and efforts as volunteers in the Communication Department. Thanks also to Nin Li, our Information Technology Manager, for excellently collaborating on various events and projects, and improving organizational efficiencies.

My gratitude extends to the administrative assistants, Mrs. Ann Williams and Mrs. Jacinta Matthew, for their organizational skills, proactiveness, meticulousness, sacrifices, and for fostering excellent working relationships.

A special thank you to Director Linda Ambrose, whose creative insights and tremendous support have been invaluable. I also appreciate the pastors and communication secretaries for their leadership, sacrifice, and dedication which boosted their communication prowess.

To my wonderful wife, Jerriecce Webster, and my daughter, Lurnyah Webster, thank you for your prayers, understanding and unwavering support. Furthermore, I am grateful to the constituency of the North Caribbean Conference for the honor of serving during this quadrennium; it was indeed a challenging but rewarding experience.

With God's guidance and the collective effort of our church family, we are confident that the Communication Department will continue to inspire, inform, and transform lives across the North Caribbean Conference territory and beyond. Let us move forward with faith, purpose, and a shared vision to build bridges of hope for generations to come. Let us remember the words of an obscure sage, "Effective communication is the bridge that connects confusion to clarity, and messages to meaningful action. Finally, the energizing force of the Communication Department is Matthew 24: 14, "And this gospel of the kingdom shall be preached in all the world for witness unto all nations; and then shall the end come" (King James Version)

EVANGELISM REPORT 2021-2024

Ps. Hesketh N. Matthew
Director



Mr. Chairman, distinguished delegates from the wider organization, delegates to this session, special guests, ladies and gentlemen—the honor is mine to report to you, for the period under review, on behalf of these North Caribbean Conference (NCC) ministries: Assistant to the President for Evangelism, Personal Ministries, Sabbath School, Community Services, and Prison Ministry.

In his article, *Does Evangelism Still Work?* Alan Parker (2017) asserts, “The heart of Seventh-day Adventist (SDA) mission is evangelism. The church “was organized for service, and its mission is to carry the gospel to the world”” (para. 1). The office of the Assistant to the President for Evangelism exists to provide evangelism education/ training, hone pastoral evangelistic skills, and develop a strategic plan for pastoral leadership in evangelism. Intentional pastoral leadership and personal involvement in evangelism are critical steps to creating and sustaining a culture of evangelism. Romans 10:14 says, “How then shall they call on Him in whom they have not believed? And how shall they believe in Him of whom they have not heard? And how shall they

hear without a preacher?” (New King James Version). The information in this section of the report captures pastoral-led evangelistic events from the strategic code P1A15 “Develop and Implement Reaping Initiatives” (NCC Strategic Plan, 2023-2027).

Year 2021

The quadrennium under review opened in 2021 with a climate rife with threats and instability stemming from COVID-19. Sensitive to the limitations for mass gathering, yet still committed to fulfilling the great commission, the North Caribbean Conference evangelistic methods morphed into mostly online and semi-hybrid reaping events. To begin the year’s evangelistic pursuits, the NCC participated in the Caribbean Union Conference (CARU) Good News Gospel Explosion, an online, semi-hybrid evangelistic initiative which included all conferences and missions in the Caribbean Union from February 26 to March 27, 2021. A total of 3,480 souls were baptized; from that total, 98 were added to NCC.



Figure 1: Good News Gospel Experience with Dr. Claudius Morgan

Other major events for 2021 and efforts to reach people in the privacy of their homes with the gospel were:

- **The Revelation of Hope Series** (May 14 to June 5, 2021) by Pastor Kendrick Glasgow on the island of St. Thomas; this hybrid crusade yielded three baptisms.
- Pastor Timothy Leito's **Evolution Gospel Series** (October 9-23, 2021) on St. Croix. This had a peculiar and refreshing aged-focused thrust and culminated with three persons giving their hearts to Jesus in baptism.
- **The Shocking Bible Prophecies Seminar** led by Pastor Ray Edwards was streamed via Facebook and YouTube (August 8-September 11, 2021) and yielded three baptisms.
- **The Living Hope Gospel Explosion** (October 1-23, 2021) with Evangelist Henry Peters attracted viewers online and gained some in-person presence. The seventeen baptisms secured by the moving of the Holy Spirit were the highest gained in 2021 for a single campaign.

The lesson evinced from our almost exclusive online evangelistic thrusts is that evangelism in a digital world requires no less preparation than in-person crusades. The reality of high algorithms cannot substitute for the engagement of online attendees and proper follow-up with guests to confirm decisions.



Figure 2: The Living Hope Gospel Explosion, Pastor Henry Peters

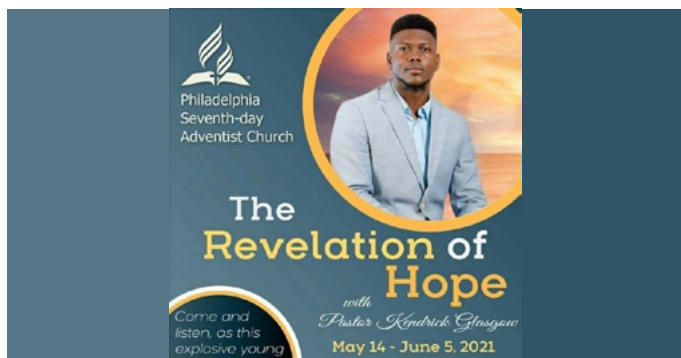


Figure 3: The Revelation of Hope, Pastor Kendrick Glasgow

Year 2022

In 2022, while still enduring the setback of COVID-19, the NCC embarked upon the evangelistic stratagem coined Breaking the Evangelism Glass Ceiling: 'Footprints of Hope Virtual Crusade, an Inter-American Division (IAD) initiative hosted in Jamaica with Pastor Glenn Samuels. Five English-speaking Unions within the IAD coalesced around this campaign from January 14 to February 12, 2022. Over 4,000 people were baptized, and in the end, 51 new members were added to the membership of the North Caribbean Conference. Other major, virtual/ hybrid evangelistic outreach events executed in 2022 were The Hope Beyond Evangelistic Series by Samuel Telemaque, Sabbath School Director of the Inter-American Division was held on Tortola, British Virgin Islands (BVI), April 15 to May 14, 2022. This event yielded a harvest of 17 souls. In addition, The Optimize Health Evangelistic Series by Evangelist J. Wilmoth James yielded seven souls. Fourteen (14) people were baptized during the final major hybrid crusade, Encounter with Jesus Series, held from June 12 to July 9, 2022, by Pastor Lester Jules in District 2, Anguilla.

As we utilize the avenue of the digital space to spread the gospel and recruit disciples for Christ, there is still a great need for education relative to best practice. Person-to-person evangelism still trumps the digital space to influence people for Christ. The church must see these virtual or digital opportunities as assets, not replacements for the method of people meeting people and building relationships or giving Bible studies before these hybrid events.

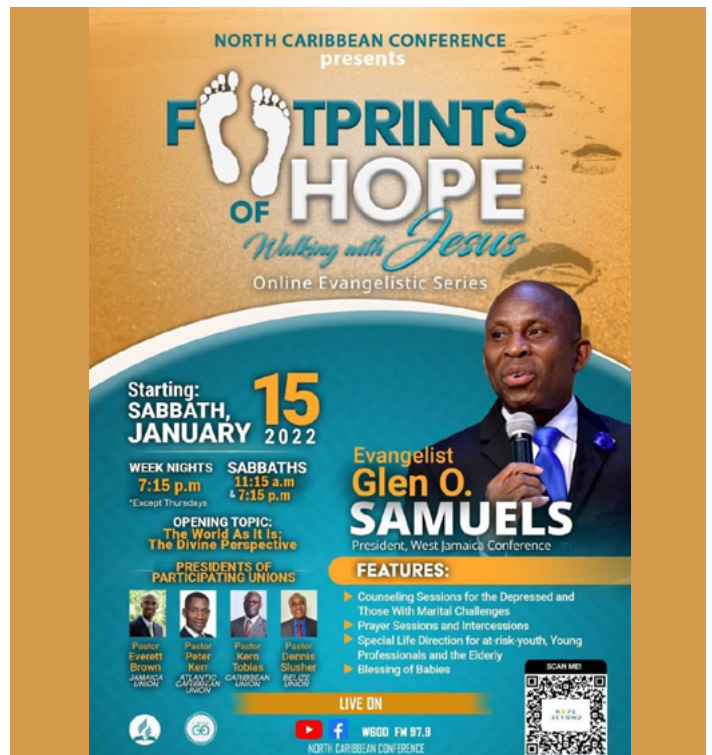


Figure 4: Footprints of Hope, Pastor Glenn Samuel



Figure 5: Hope Beyond Series by Dr. Samuel Telemaque

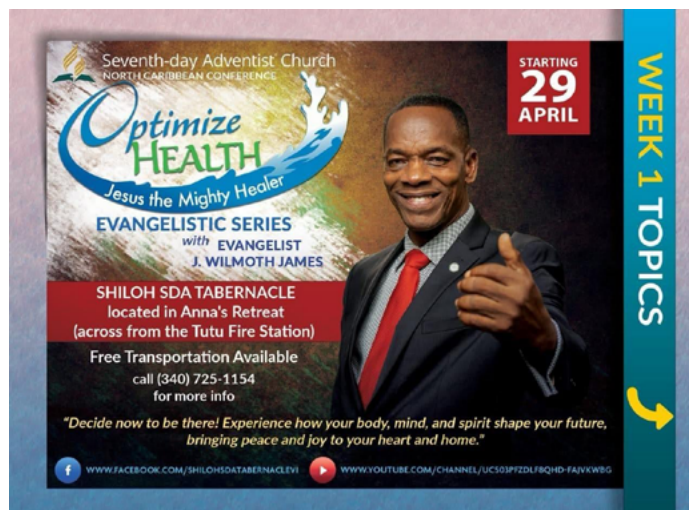


Figure 6: Optimize Health Series by Wilmoth James

Year 2023

The year 2023 witnessed a greater number of pastoral-led traditional crusades with some measure of creativity. The Excellent Way Transformational Experience Crusade (April 9-29, 2023) with Dr. Howard Simon yielded fifteen souls. The Panorama of Hope Series led by Pastor Jerome Bevans in District 3, Tortola, was held from April 30 to May 10, 2023, and yielded 32 baptisms. The Health and Hope Gospel Extravaganza with Evangelist Trent Berg was held from May 28 to June 17, 2023, in Virgin Gorda, and yielded 3 baptisms. The Campana Evangelistica Encuentros was conducted from August 5 to 12, 2023; The Victory in Jesus Bible Festival was led by Pastor Ray Edwards and yielded 9 baptisms. These were some of the major pastoral-led reaping events conducted in 2023.



Figure 7: Crusade, Dr. Howard Simon, Anguilla



Figure 8: Health and Hope Crusade, Pastor Trent Berg

Year 2024

Year 2024 distinguished itself as the most saturated year of organized, in-person evangelistic activities for the period. The island of St. Thomas experienced the impact of the church through The Living Hope Gospel Explosion with Evangelist Henry Peters and 47 persons joined the church as a result. The Journey to Joy Impact 2024 made a major impression on the lives of the residents of St. Croix. The Treasury Department of the General Conference of SDA, in collaboration with the NCC, organized and executed a reaping event from March 30 to April 13, 2024. Being led by the Holy Spirit, ten Bible workers from outside the territory, along with

local lay Bible workers, and district pastors combined efforts with guest evangelists (Dr. James Doggette Jr., Pastor Luis Soto, Dr. Ramone Griffith, and Dr. Ainsworth Keith Morris) across the districts on St. Croix to see over 85 persons accept Christ and join the remnant church

The island of St. Eustatius received five weeks of Biblical preaching under the ministry of the Good News Gospel Explosion with Evangelist Claudius Morgan from March 29 to April 29, 2024. The objective was to recruit new disciples for Christ and provide a forum for field school whereby pastors and Bible workers received firsthand, practical tutelage in conducting public evangelism. Two pastors and three lay Bible Workers participated in this effort. The series culminated with 47 persons added to the church through baptism. The NCC leadership expressed gratitude for the sacrifice and contributions of Pastor Timothy Leito and the members of St. Eustatius.

All the family in Mission Evangelism Impact 2024 invited all churches to focus on four areas of implementation with a schedule designed for growing the faith, serving in the community, sharing the gospel, and reaping God's harvest. To reap the harvest, the NCC conducted an evangelism impact on nine islands during the period June 2-22, 2024. A compact deployment of district pastors, administrators, lay preachers and conference directors preached the Advent message. At the end of the campaign, 131 people were added to the church. Other major reaping events during 2024 were Unlock the Secrets of Revelation Prophecy Seminar with Pastor Ray Edwards (October 6 to November 2, 2024) and The Revelation of Hope Evangelistic Series with Pastor Virgil Sams (November 17 to December 7, 2024).



Figure 9: The Journey to Joy Preachers



Figure 10: Crusade, St. Eustatius



Figure 12: All the Family in Mission Pastor Jerome Bevans & Elder Alberto Mieses



Figure 13: Pastor Virgil Sams Revelation of Hope

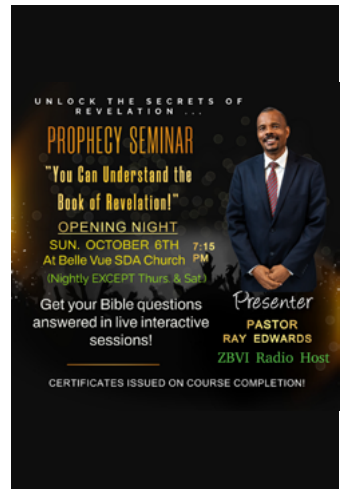


Figure 14: Pastor Ray Edwards Unlock the Secrets

Figure 15 is a comparison of the baptisms between 2017-2020 and 2021-2024. This shows that there was an increase in baptisms by 16.11 percent over the last period, which meets the projected increase of 8 percent.

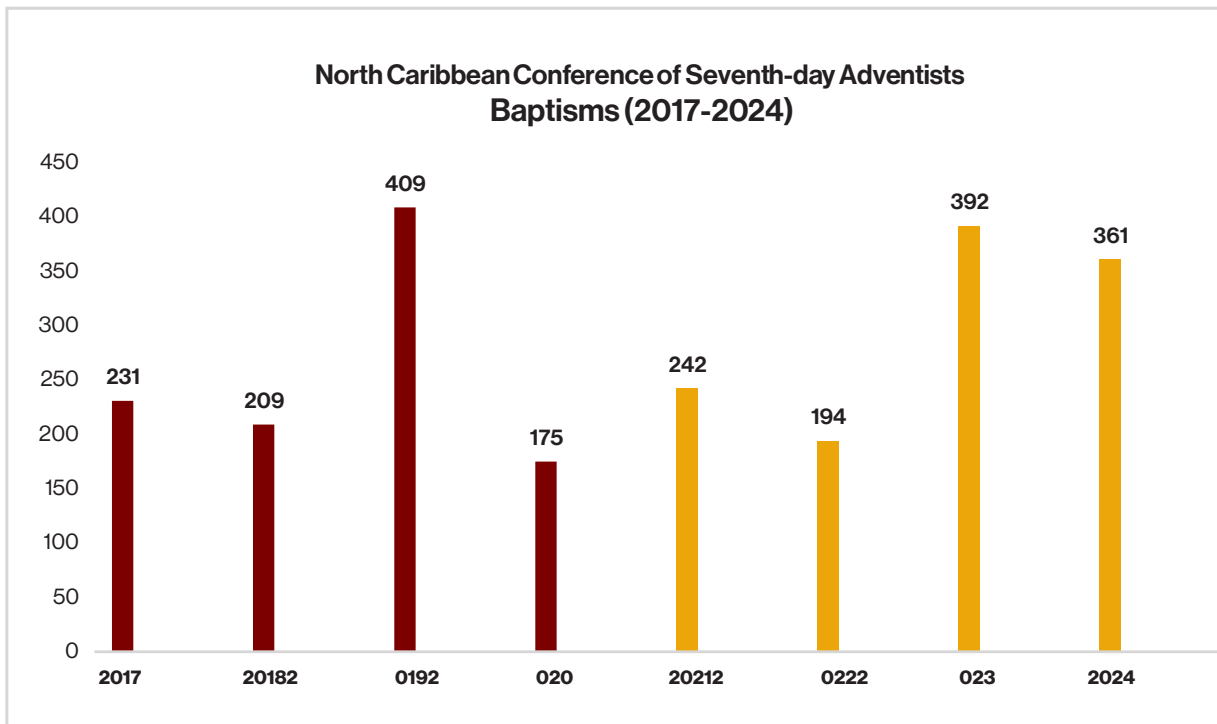


Figure 15: Comparison of baptisms between 2017-2024

The following activities emanated from strategic code P1A16 “Develop and Implement Pastoral Evangelism Empowerment Program/ Plan” (NCC Strategic Plan, 2023-2027).

- **Caribbean Union Virtual Evangelism Summit:** held January 22-24 feature the following presenters: Pastor James Howard, Associate Director of Sabbath School and Personal Ministries of the General Conference of SDA; Dr. Balvin Braham, Assistant to the President for Evangelism in the Inter-American Division; and Dr. Samuel Telemaque Sabbath School Director of the Inter-American Division. All pastors, Personal Ministries officers, Lay preachers, Bible workers, Sabbath School officers and Small Group leaders were invited to participate in this summit.
- The NCC Department of Evangelism conducted a **Virtual Evangelism Symposium** on March 15, 2022, under the theme, Rebooting Our Mission for Relevant Ministry. The guest presenters were Pastor Exton Clark, Dr. Joseph Smith, Dr. Balvin Braham, Dr. Claudius Morgan, and Elder Wayne Morgan. They delivered passionately on the following topics: Organizing Your Church for Success, The Pastor’s Role in Personal Evangelism, and Technology in Evangelism. The pastors, Bible worker, and administrators were beneficiaries of this continuing education.
- **Writing Evangelistic Sermons** with Dr. Claudius Morgan as instructor was an online training forum available to pastors of the NCC, along with pastors from across the Caribbean.



Figure 16: CARU Virtual Evangelism Summit



Figure 17: NCC Evangelism Symposium



Figure 18: Dr. C. Morgan, Writing Evangelistic Sermons

- A **Field Training Forum** for leaders was sponsored by the Inter-American Division.
- **Writing Evangelistic Sermons In-person training** with Dr. Claudius Morgan at NCC Ministerial Workers' Meeting (December 14, 2023).

Two Field School activities were hosted:

1. The Living Hope Gospel Explosion with Dr. Henry Peters as instructor.
2. The Good News Gospel Explosion, St. Eustatius with Dr. Claudius Morgan as instructor.

Other educational resources (articles and a video) were distributed:

- 7 Signs Your Church May be in Maintenance Mode
- Abuse in Your Church -10 Guidelines
- Outreach and Evangelism: What Works Today?
- The 3 Reasons You're Losing Church Members (video)
- 10 Ways Pastors Can Foster Love for Church Attendance within the Congregation
- Wish You had a Stronger Social Media Presence? Try This
- 5 Important Ways Evangelism is Shifting in Our Post-Christian
- 5 Ways to Restore Attendance
- What Attracts People to Your Church?
- 10 Reasons Small Churches Tend to Stay Small

Gratitude

Appreciation is extended to all our pastors and our Bible worker, Mrs. Margaret Peters, for contributing to the evangelistic thrust and growth of the church in the NCC. Special mention must be made of Pastor Jerome Bevans who served the church in District 3, Tortola. He demonstrated an unswerving passion for growing the church through his personal engagement and leadership. We wish him continued and abundant success as he carries ministry to another field. Let us keep the priority in its elevated place: making disciples for Christ is our mission. Let us work the process: God will provide the product.

PERSONAL MINISTRIES REPORT 2021-2024

Ps. Hesketh N. Matthew
Director



According to the Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists, the Personal Ministries Department of the Seventh-day Adventist (SDA) Church was established “to communicate the good news with the objective to win, hold, train and motivate all members to dynamic Christian service” (2023-2024, 105). Ellen White points out succinctly the mandate of this department, “Every church should be a training school for Christian workers...” (White, 1925, p. 115.) White (1905) asserts further, “Every son and daughter of God is called to be a missionary; we are called to the service of God and our fellow men” (White, 1905, p. 395).

In accordance with directives of the North Caribbean Conference (NCC) Strategic Plan (2023-2027), the following initiatives were undertaken during the period under review. These are the related codes: P1A7 “Guest Relations Strategy”, P1A11 “Recruit In-person and Digital Bible Workers”, P1A15 “Develop and Implement Reaping Initiatives”, P1A3 “Personal Evangelism”, and P1A2 “Inclusive Evangelism”.

1. Guest Follow-up Colloquy

Is an educational initiative designed to inform and challenge churches to intentionally increase their guest attendance and encourage first-time guests to return a second time and eventually regular attendees. The presenters were Pastor Hesketh Matthew and Mrs. Denise M. Fontenelle-Holder of the Caribbean Union Conference (CARU); the seminars were held October 6-8, 2023, and from August 30 to 31, 2024.

The purpose of these strategic activities was to develop and implement guest relations strategy through many books, one manual, and various presentations. Performance measured a 5% increase in guest returning and several guests attending church activities. To date, we have successfully communicated a strategy, trained leaders in guest follow-up, and seen increased intentionality to have non-Adventist guests present at non-worship activities of the church and an average of 1.96% of guests attended. If evangelism is to move from being an event to a process, church leadership and members must become conscious and desirous of a non-Adventist presence at all church-sponsored events, except business meetings. We must offer them community and a sense of belonging before they are ready to receive our doctrines.



Figure 1: Guest Follow-up Colloquy

2. Lay Bible Workers Recruitment and Education

In spite of the surge in online church productions and services, the need for a personal visit and follow-up of guests is still of great value to the advancement of the mission. The department has been encouraging local church leadership to recruit two to four volunteers who will commit to the ministry of guest follow-up and home Bible studies, as interests become evident. The potential of this ministry is incalculable since it permits for continuous field work and allows our non-Adventist friends opportunities for Bible study and exposure to our doctrines before crusades and other forms of reaping events. The strategic outcome is a pool of Bible workers for active ministry; performance measure recommends three (3) Bible workers for each church.

By the end of the quadrennium, we successfully recruited Bible Workers and persons desirous of becoming Bible workers (St. Maarten: 33, St. Croix: 12, St. Eustatius: 8, and St. Thomas: 12). The goal is to form Lay Bible Workers associations or reactivate an association on each island. A major training occurred in St. Maarten in April 2024. Subsequent trainings have been held online through the Inter-American Division Discipleship Program. Thanks to Pastor Ashton O'Neil for his contribution in facilitating some of the trainings.



Figure 2: Bible Workers' Training, St. Maarten

3. Lay Crusades

The development of lay evangelists is a necessity to sustain lay contribution and ownership of the church's mission. Over the period, lay preachers, from children to adults, engaged in presenting the gospel and called for people to make decisions to follow Christ in baptism. Sixteen (16) lay reaping events were conducted in the form of revivals and crusades resulting in 58 baptisms for the period. The opportunities for lay-led evangelistic meetings need to increase. As Mrs. White (White, 1915, p. 352) aptly points out, "The work of God on this earth can never be finished until the men and women comprising our church membership rally to the work and unite their efforts with those of ministers and church officers" (Gospel Workers, p. 352).



Figure 3: Pastor Lester Jules Anguilla Lay Crusade



Figure 4: Christiansted USVI Lay Crusade

4. Lay Preachers' Conclave

The effort to improve sermon delivery among lay preachers ranks high, as the pulpit ministry in the NCC is a shared task between pastors and laity. The goal is to equip lay preachers, ministry leaders, and whoever wishes to learn the art of sermon preparation and delivery. From June 2-4, 2023, 163 participants increased their understanding in sermon preparation. This was the first of the annual, virtual lay preacher's conclave. The guest presenters were Dr. Andy Manzano, of the University of the Southern Caribbean, and Dr. Stephen Bauer, of Southern Adventist University. One of the elements of an inspiring worship service is sound, biblical, relevant preaching. It is the intention of the department to raise the quality and efficiency of lay sermonic delivery so that members may be further inspired to invite their friends to our regular Sabbath services. Sabbath services should be more than a nurturing fellowship for believers; they should become evangelistic. At the end of sermons, leaders should regularly appeal to non-members to accept Christ or begin learning about Him through follow-up Bible studies. The strategic activities were to develop and implement reaping activities with an outcome of executing varied reaping events and a performance measure of 5% annual increase in the number of conversions.



Figure 5: Lay Preachers Conclave



Figure 6: Lay Leadership Training



5. Lay Leadership Training

The ability to influence others to follow, plan, organize and execute ministry initiatives is a quality needed among lay leaders as they answer God's call to service. The department conducted eight (8) educational seminars on Leading Your Department. The five Cs of leadership were amplified (calling, competence, communication, character, and chemistry). Strategic activities included the development and implementation of programs/plans in team building and department leadership; to date an increased number of leaders are better equipped to lead their departments

6. Harvest Ingathering Evangelism Follow-up

The department educated members on the opportunities presented by Harvest Ingathering to connect with and engage donors beyond the designated Ingathering period. The goal was to sustain healthy relationships and strategically advance to the next tier of the evangelism cycle. Strategic activities included developing and implementing programs for Personal Evangelism. The outcome showed an improvement in the way personal evangelism is conducted. A key performance measure is the submission of a report to the Personal Ministries Department detailing member engagement with donors after the Ingathering period, as part of fulfilling the objectives of the evangelism cycle. To date, an increased number of members are undertaking this method of personal evangelism.



Figure 7: Harvest Ingathering Evangelism Follow-up

7. Ingathering Funds and Goals

- Caribbean Union Conference: \$106,288.67
- North Caribbean Conference Basic Goal: \$132,520.34
- North Caribbean Conference Super Goal: \$167,657.05

The report shows that 60% of churches achieved their Harvest Ingathering goal.

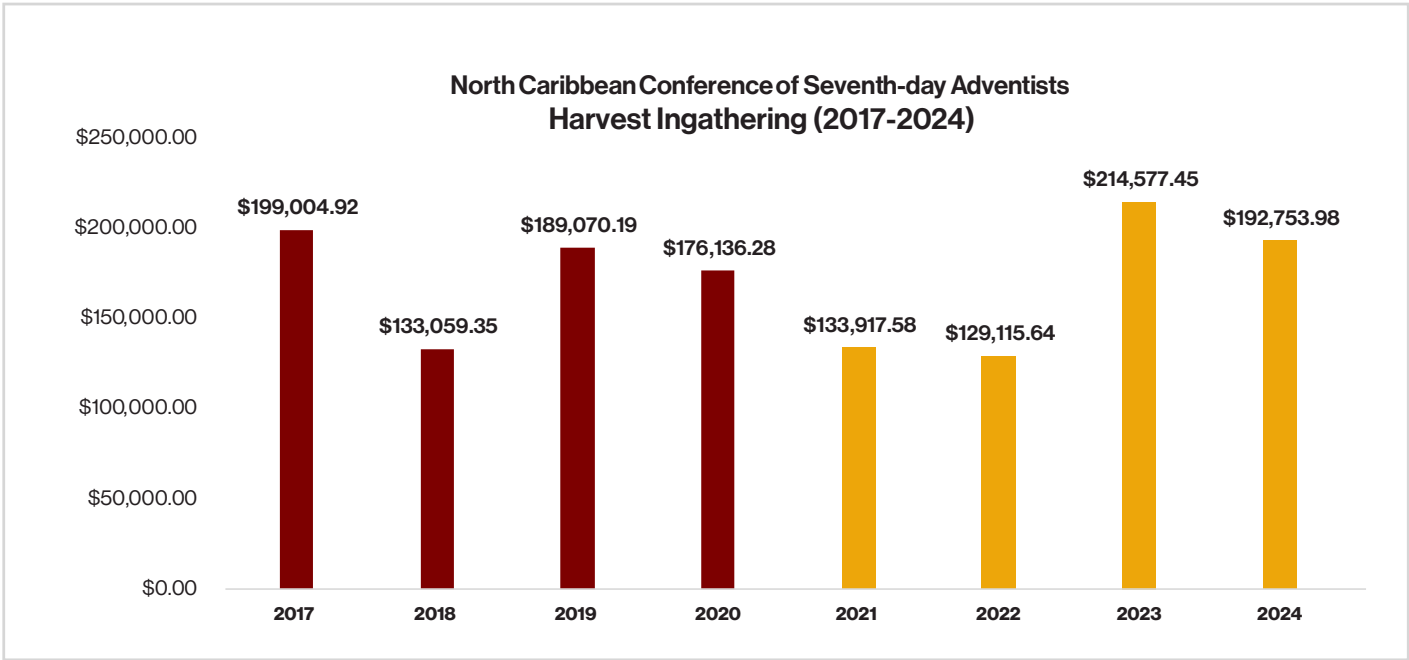


Figure 8: Comparison of Harvest Ingathering between 2017-2024

8. Inclusive Evangelism

The concept of inclusive evangelism spoke to the necessity of every ministry within the church being responsible to identify and execute, within their sphere, an initiative that promotes discipleship and church growth. The department projected strategic activities to develop and implement programs for inclusive evangelism. This department also conducted nine training sessions and as a result, an increased number of evangelistic activities focused on the evangelism cycle. The aim of the performance was to have at least 80% of the churches incorporate the evangelism cycle plan. To date, about 45% of churches are showing indications of implementing the NCC evangelism cycle plan.

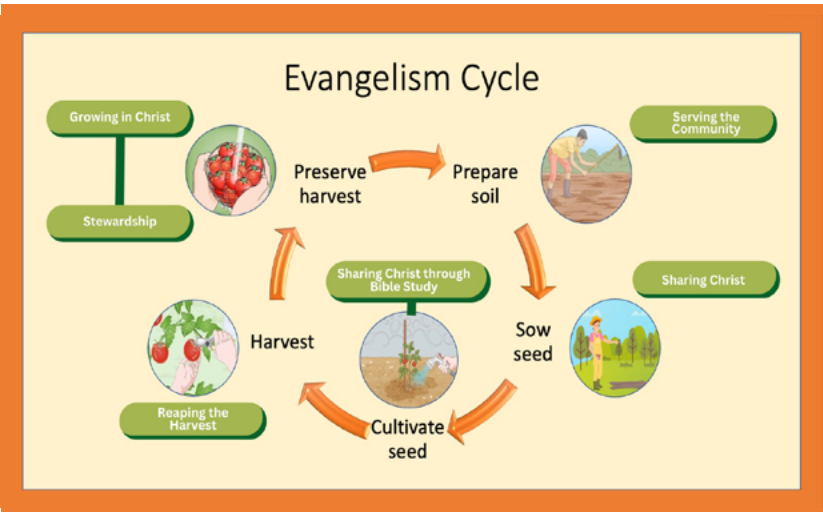


Figure 9: Evangelism Cycle

Gratitude

A special “thank you” is extended to all Personal Ministry leaders and their teams for unrelenting service and dedication to the work of making disciples for Christ. To each disciple, immense appreciation for your labor of love.

SABBATH SCHOOL REPORT 2021-2024

Ps. Hesketh N. Matthew
Director



The Sabbath occupies an unrivalled place in the journey toward mature discipleship. “The mission of the Sabbath School is to turn the minds of God’s people toward Him so that they may look into His wonderful face. The activities in the Sabbath School cannot change the human heart, but those activities can be designed to direct the minds of His people to behold His glory” (A Practical Guide to Improving Sabbath School, 2010, p. 45).).

The first two years of the quadrennium were met with limitations and trepidation engendered by COVID-19. The impact on the Sabbath School was evident in the departure of some Sabbath School personnel, low attendance among children, inactive Sabbath School action units, and an overall decline in attendance. In the North Caribbean Conference (NCC) we proceeded into the quadrennium under the theme: “Resetting for Greater Success”. The aim of the department was to reestablish the foundational pillars of Sabbath School while seeking to achieve creative relevance.

Three strategic areas were offered for ministry engagement and informed local ministries’ activities: Education, Service to Community, and Evangelism engagement.

1. Education

- Sabbath Leadership Training
- Fostering a guest culture
- Reaching Backslidden Members
- New members conservation
- Teacher Training

2. Service to the Community

- Meet the People
- Baby Dedication Follow-up
- Focus on special activities in the local community’s calendar
- Community Guest Days
- Small Groups

3. Evangelism

- Weekly Follow-up of Guests
- Community Guest Days
- Action Units Outreach Initiatives
- Discovery Classes
- Reclaiming Former Members

- Making monthly deposits or Acts of Kindness

By the end of the quadrennium, the department recorded that 100% of Sabbath Schools returned to in-person Sabbath meetings.

Educational/Training Initiatives:

- Six in-person Sabbath School leadership Training (St. Croix: 1, St. Maarten: 2, Tortola: 1, Virgin Gorda: 1, Anguilla: 1)
- Two Zoom Planning Sessions
- Sabbath School Congress in Trinidad (July 21-23, 2023)
- Virtual Sabbath School Teacher Certification
- Virtual Inverse Educational sessions

Hybrid Sabbath School Congress:

This was hosted by the Caribbean Union Conference (CARU) from July 20 to 23, 2023; ninety-three (93) participants from NCC attended online and four attended in-person. The theme was Transformed from Inside Out, and the emphases were: Bible study, Prayer, Fellowship and Mission. These elements of the Action Units were also emphasized as important for classes to engage in, outside of the Sabbath period.



Figure 1: Sabbath Congress in Trinidad

Ushering Ministry

There was a specialized 40-hour training and certification course covering four modules from March 5 to April 9, 2023; it was sponsored by Ushers for Christ Ministry Caribbean-wide. The equipping of the ushers synchronizes with the goal of having a guest-driven culture. Forty participants engaged in the certification process. The path forward is to form a NCC Ushers for Christ Hospitality Ministry—a chapter of the Caribbean-wide ministry.

Sabbath School online Certification for Teachers

This commenced on October 29, 2024. The training was conducted over eight sessions catering for teachers across the Caribbean Union. The NCC had a total of 20 participants in the program. Sabbath School certification is increasingly evident across the Conference, as new teachers have been identified to serve. However, many previously certified individuals appear to lack the foundational skills necessary for effective discussion and facilitation. As the church refocuses on discipleship in a post-Covid environment, the role of Sabbath School teachers and the effective operation of the Sabbath Action Unit as a functional holistic small group becomes a even more critical to spiritual nurturing of members and church growth.



Figure 2: CARU Online Sabbath School Teacher Certification

InVerse Training:

The InVerse Young Adult Quarterly replaced the Collegiate as a discipling method for Young Adults. This Sabbath School group is seeking a sense of belonging, depth, consistency, an outward focus and a demonstration on how to conduct the InVerse Bible Lesson for other Young Adults, ages 18 to 35.

Small Group Ministry

- 1. Tortola District 3 under the leadership of Pastor Jerome Bevans
- 2. St. Croix District 4, under the leadership of Pastor Marcos Salas
- 3. Anguilla District 2 under the leadership of Pastor Lester Jules

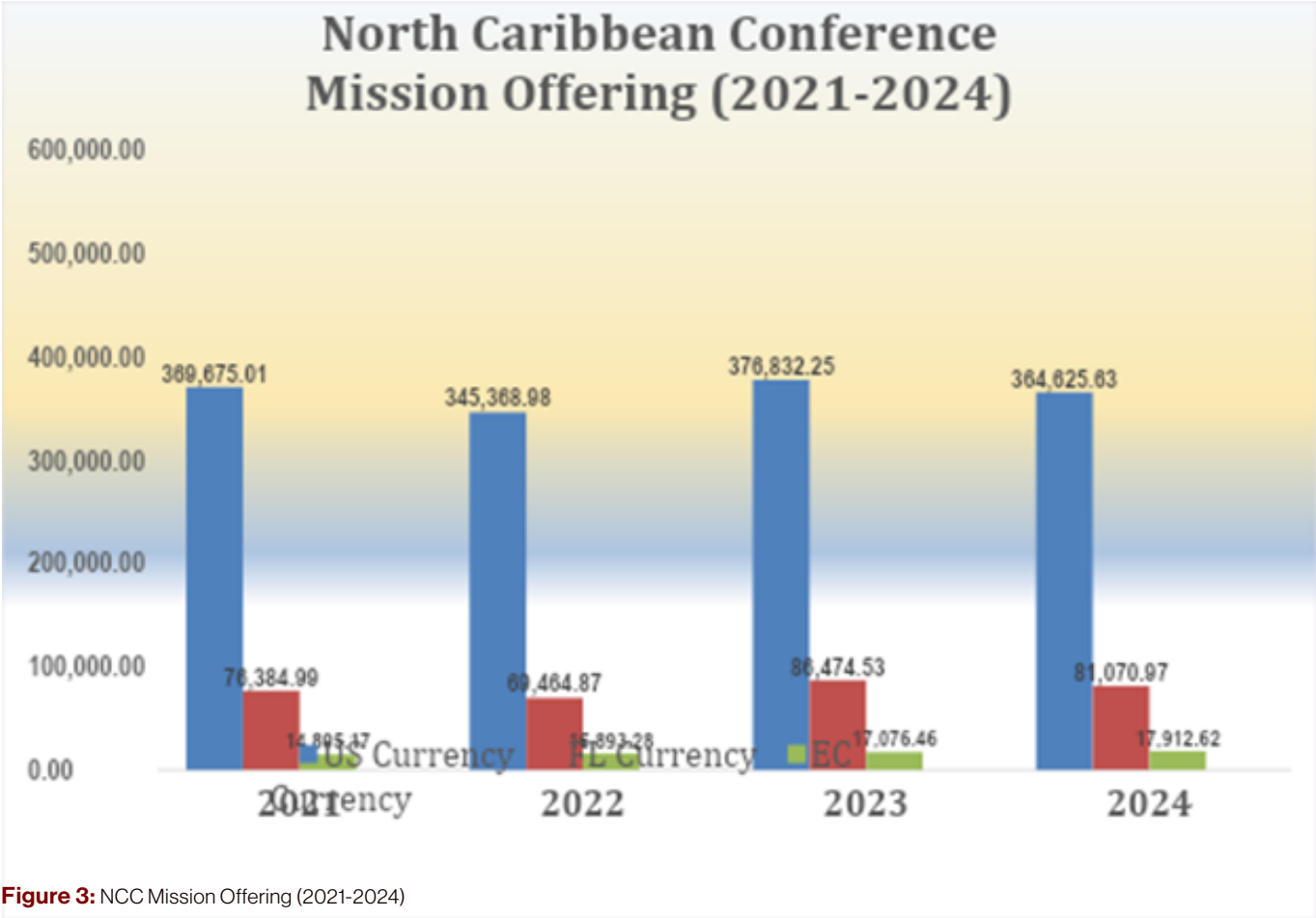
Educational Resources Articles and Books Distributed

- | | |
|--|--|
| 4. 10 Things Healthy Leaders Do Daily | 9. 5 Ways to Attract and Connect with Families on Mother's Day |
| 5. 33 Ways to Show Appreciation to Volunteers | 10. Are You Giving Everyone A Big Church Welcome? |
| 6. 7 Ways to Grow Attendance by Increasing Engagement | 11. Nine things to Do To See More People This Fall |
| 7. 7 Indicators Your Team is Dysfunctional | 12. Becoming the Welcoming Church by Thom Rainer (book) |
| 8. Top 10 Reasons Leaders Stop Leading: And How to Get Going Again | 13. Sabbath School Handbook (book) |

Challenges

- | | |
|---|----------------|
| 1. Low children and youth presence in Sabbath School | 6. Punctuality |
| 2. Departure of some leaders since COVID-19 | 7. Attendance |
| 3. Action Units functioning as holistic small groups | 8. Daily study |
| 4. A systematic plan and action for weekly guests' follow-up | |
| 5. Executing Sabbath School in alignment with Sabbath School objectives | |

The objectives of the Sabbath School (Study of the Word, Fellowship, and Mission) continue to inform the weekly emphases and programming. Figure 3 is a report of the Mission offering collected during the period under review.



Sabbath School remains a critical component in our efforts to disciple people for Christ. This old concept of having small units where members and guests can experience fellowship, grow in their understanding of the Word, and exercise their gifts has resurged as a non-negotiable for healthy and growing churches. Gratitude is extended to all Sabbath School Officers and teachers for your invaluable service; only eternity will reveal the full impact of your contributions.

COMMUNITY SERVICES REPORT 2021-2024

Ps. Hesketh N. Matthew
Director



Community Services is a ministry of genuine empathy and compassion for both believers and non-believers who suffer from economic, social, health, and emotional problems. It also includes translating that compassion into meaningful ministry that reflects Christ's love and alleviates suffering. It also holds as its objective the development of soft skills.

Community Services impacted the islands of the North Caribbean Conference (NCC) through weekly meals and welfare assistance. The unifying theme was, "I Will GO- Touching Lives; Transforming Communities".

Three emphases informed local Community Services ministries and activities:

1. Education

- Soft Skills seminars
- Cultivating interests into prospects
- Grief response
- Active Shooter training
- Disaster Response training
- Supporting the families of the mentally ill

2. Service to the Community

- Response to grief and loss
- Welfare assistance
- Disaster response
- Community environmental impact
- Back-to-School drives
- Thanksgiving community lunches
- Community health expos
- Community center

3. Evangelism

- Devotional segments during feeding
- Prayer and home visitation
- Bible studies
- Baptisms

By the end of the quadrennium, the department recorded that 100% of Sabbath Schools returned to in-person Sabbath meetings.

Educational/Training Initiatives:

- Six in-person Sabbath School leadership Training (St. Croix: 1, St. Maarten: 2, Tortola: 1, Virgin Gorda: 1, Anguilla: 1)
- Two Zoom Planning Sessions
- Sabbath School Congress in Trinidad (July 21-23, 2023)
- Virtual Sabbath School Teacher Certification
- Virtual Inverse Educational sessions

The all-encompassing reach of this NCC ministry was highlighted through the following engagements.

Soft Skills Classes (topics):

ADVENTIST COMMUNITY SERVICES
May 1st—June 30th, 2023
Adult Education Classes
PHILIPSBURG SDA CHURCH
To sign up, send a WhatsApp message to 1-721-5548334, and tell us which classes you're interested in.

- > Car oil check/change
- > Basic sewing
- > Massage
- > Computer skills
- > Cake decorating
- > Pastry/tart making

Free Classes

Figure 1: Soft Skills Classes, St. Maarten

- Income Tax Filing (On April 29, 2024, scores of guests were accommodated at the Hewey Building, Philipsburg SDA Church, St. Maarten.)

Philipsburg SDA Church Community Services Department
INCOME TAX
FREE CLASS
DUE TO HIGH DEMAND WE ARE DOING IT A SECOND TIME
Learn to file your own Income Tax
Mon April 29th, 2024
6:30pm
Hewey Building
Philipsburg SDA Church
To register call
Jacky @ 1-721-5548334

Figure 2: Income Tax Preparation, St. Maarten

- Securing Funeral Expenses (The Cole Bay Bay SDA Church hosted attendees on April 16, 2024.)
- Floral Arrangement (Participants met at May 14, 2024.)



Figure 3: Floral Arrangement and Design, St. Maarten

- Graphic Design (Content creators met at the Hewey Building Philipsburg SDA Church on June 3, 2023.)



Figure 4: Graphic Design, St. Maarten

Back-to-School Drives

Members of the ministry conducted annual back-to-school drives in Tortola. School supplies were given to children in several communities to assist with their readiness to begin the new school year.



Figure 5: Back to School Supplies Distribution, Tortola

Health Expos

Community Services personnel led and, at times, partnered with the health departments, across the NCC territory, to conduct community health expos. One expo was eagerly received by the St. Thomas community on September 24, 2023.



Figure 6: Community Health Expo, St. Thomas

Community Environmental Impact

The St. Maarten Community Services Federation held its first annual Community Environmental Impact on May 26, 2024. Tree planting, environmental cleanup, cleaning of the seniors' home at Belvedere, and distribution of lunch for seniors were done on that day. Pathfinders, civil servants, church members, members of Volunteer SXM, and VROM Heavy equipment collaborated on the massive clean-up. Annually, the Community Services Department on each island was invited to adopt a plan to assist the preservation of the environment and communicate that we are stewards of the environment.



Figure 7: Environmental Impact Cleanup Volunteers, St. Maarten



Figure 7: Environmental Impact Cleanup, St. Maarten

Grant for Community Programs:

On October 10, 2021, the Community Services groups in the United States Virgin Islands were awarded a grant through the Community Foundation of the Virgin Islands (CFVI) in the amount of \$86,366.00. The monies afforded by the Emergency Food and Shelter program served to reimburse funds that the Community Services ministries had expended for community feeding programs, at a reimbursement rate of \$3.00 per meal for the period of January 1, 2020, to October 31, 2021, and November 14, 2021, to April 23, 2023.

Community Services Relief Operation

Across the NCC, Community Services partnered with the Adventist Development and Relief Agency (ADRA) to donate and solicit relief supplies for the St. Vincent Relief Operation, after a catastrophic volcanic eruption on April 9, 2021. Five (5) 20' containers were provisioned, packed, and shipped to the island of St. Vincent to aid in the relief effort.



Figure 9: Relief Supplies from Tortola

Education, Training, and Development of Members

Training was conducted in collaboration with various organizations and individuals, across different dates and locations:

- In collaboration with the Red Cross, training began on June 9, 2022.
- In partnership with ADRA, sessions focused on disaster preparedness and response.
- Pastor Ashton O'Neil facilitated a session, captioned "Leading a Successful Ministry," in St. Maarten.
- Ms. Reece Hodge and Mrs. Shantel Bully conducted hurricane preparedness training in St. Thomas.

-
- Stop the Bleed training, in collaboration with American University of the Caribbean Medical School (AUC), was held on July 30, 2023, in St. Maarten.
 - A Disaster Preparedness webinar, in conjunction with NCC ADRA, took place on March 12, 2024.
 - Leadership and Strategic Issues training was led by Pastor Hesketh Matthew via Zoom on October 8, 2023.
 - A Leadership Training session with Pastor Ashton O'Neil was held on April 18, 2023, via Zoom.
 - A three-day training for Facilitators of Participatory Community Risk Mapping took place from January 24–26, 2023.

The work of Community Services continues to serve an indispensable tier in our evangelism cycle. We are grateful to the volunteers of this ministry and donors who communicate the love of Christ in tangible forms each day. May your souls be enriched as you make yourself vulnerable to the pain and needs of others. Thanks for your large-hearted generosity and thoughtfulness.

PRISON MINISTRY REPORT 2021-2024

Ps. Hesketh N. Matthew
Director



Theme: “Touching Lives Inside and Beyond Prison Walls”

Prison Ministry continues to impact the lives of inmates and their family members by preaching hope, offering help, and supporting the hurting. The volunteers in the ministry seek to emulate the practice of our Lord. The biblical text that inspires their unwavering commitment to this cause is Matthew 25:34-36: “Then shall the King say unto them on his right hand, Come, ye blessed of my Father, inherit the kingdom prepared for you from the foundation of the world: for I was hungry, and ye gave Me food: I was thirsty, and ye gave Me drink: I was a

stranger, and ye took Me in: Naked, and ye clothed Me: I was sick, and you visited me: I was in prison, and ye came unto Me,” (New King James Version, 1982). Four Prison Ministry chapters exist in the North Caribbean Conference and they are on St. Croix, St. Thomas, British Virgin Islands, and St. Maarten. The following are key initiatives undertaken by the ministry during the period under review.

Educational Training

Two educational events which sensitized Prison Ministry members to their roles and responsibilities were conducted on St. Croix and St. Thomas, respectively. The presenter was Mrs. Sandra Leung from the Bureau of Corrections.



Figure 1: Prison Ministry St. Croix



Figure 2: Prison Ministry Training St. Croix



Figure 3: Prison Ministry Training, St. Thomas

Bible Studies

The ministries continue to conduct group Bible studies to influence inmates to make decisions for Christ. The projected goal was five (5) baptisms annually. The British Virgin Islands (BVI) chapter reported one (1) confirmed for baptism and awaits clearance from prison management.

In-person Worship Service

The chapters conducted worship service and motivational sessions in prisons bi-weekly. The St. Thomas chapter received authorization from prison management to re-enter the prison in April 2025. We salute the members for their resilience and enduring patience after their visits were halted due to the COVID-19 pandemic.

Literature Distribution

The ministries participated collaboratively in community outreach, anti-drug, and anti-violence rallies and concerts during which copies of the Priority magazine were distributed.

Support to Children of Inmates

The St. Croix chapter conducted two (2) annual back-to-school drives, and donated 51 backpacks of school supplies (valued at US\$3,500) to children of prison inmates.

Tangible and Financial Help

Prison Ministry Federation donated toiletries at an estimated value of US\$1,500. The federation also contributed US\$450 to purchase items for inmate celebrations on memorable occasions such as Mother's Day, Father's Day, Easter, Thanksgiving, and Christmas.

Recognition and Affirmation

Several members of the Prison Ministry, along with an outstanding community activist, were publicly thanked and recognized for their invaluable contribution of ministering to inmates and their community work in crime prevention.

Recruiting New Members:

The ministry welcomed new members and actively recruited supporters each year on Prison Ministry Day. Expressions of gratitude are extended to Prison Ministry volunteers—your service of love speaks tangibly of God's unrelenting grace and goodness to humanity.

Gratitude

I register thanks to God, for health and protection during the period, then to you, the constituency, for the honor of service. To the administration and pastors, thanks for your collaboration in

propelling the mission. A special “thank you” is extended to my administrative assistants who assisted me faithfully at different periods during the quadrennium: The late Ms. Sylvia O’Garro, Ms. Monica Providence, and Mrs. Ann Williams—immense appreciation to all of you. Appreciation is also extended to my wife Jacinta, and my children, Janecia and Janaine, for their assistance and encouragement in making my ministry to God and His Church one of profound delight. MARANATHA!

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AUDIT REPORT 2021-2024

Delia King
Auditor



Introduction

Imagine the legacy of Joseph—the outstanding auditor of Egypt—whose keen insight and unwavering integrity transformed a nation during its darkest hours. Just as Joseph meticulously managed Egypt’s resources in times of crisis, ensuring that every grain was stored for a future of hope, our audit journey reflects that same dedication to truth and accountability. Like Joseph, whose divine guidance turned a looming disaster into a season of abundance, we now uncover the blessings hidden in our records and forge a path toward a brighter, more accountable future.

“Grace and peace to you from God our Father and the Lord Jesus Christ” (New International Version, 1973, Philippians 1: 2). As we gather for this significant occasion, it is with a heart full of love that I salute you, and welcome all our esteemed delegates, invitees, guests, and colleagues to the 15th Quadrennial Session of the North Caribbean Conference of Seventh-day Adventists (NCC) under the theme, “Revived and Revitalized: Aligning Action with Mission.”

Every blessing, every talent, and every opportunity is a trust from God, and we must have a record of what we have done with it, for the day will come when every soul must give an account of its stewardship, is a summary of Ellen G. White’s extensive counsel on accountability. The management of all organizations is required to adhere to the highest standards of accountability in its stewardship. The Auditing Service is by no means excluded. It is with great joy and gratitude that I present this audit report to share findings, recommendations and insights into how our internal control systems performed, and to highlight areas for improvement.

Overview

Our mission echoes Joseph’s example: To provide objective assurance and advice, ensuring that every resource entrusted

to us is managed with both precision and integrity. Just as Joseph was entrusted with the stewardship of Egypt’s granaries, we, too, are called to be diligent stewards of our organization’s resources. The core purpose of an audit can be summarized as follows:

Our Mission

To provide objective assurance and advice to management and all interested parties on the efficiency and effectiveness of internal control systems, and the verity of operations, resulting financial statements, and related reports.

Our Vision

To become a leading service that strengthens the governance, risk management, and internal controls of the organization’s entities, with a brand focused on innovation and excellence.

Our Values

Provide recommendations to continuously improve the churches’ operations through the strategic use of technology and innovation.

Our Objectives

According to the Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists, “audits should be conducted annually” (2023-2024, OA 27.2) with “the objective of providing an opinion in order to enhance the credibility of financial information to assist church administrators in their mission of proclaiming the gospel of Jesus Christ” (2023-2024, OA 05.2). The primary objective of our audits was to evaluate the financial and operational controls of our churches, coordinating councils and schools, ensuring compliance with established policies and procedures, and identifying areas for improvement.

To translate this guiding principle into measurable outcomes, we set specific objectives for our audits:

- To see 100 percent of our entities ready for the annual audit.
- To audit, annually, at least eighty (80) percent of the entities of NCC.
- To achieve greater efficiency and effectiveness in each entity's operation.
- To work effectively with the NCC's management.
- To foster better working relationships with each entity.

Audit Approach

Over the quadrennium, the audit approach evolved. During the first two years, audits were conducted remotely using desk reviews and virtual assessments due to the COVID-19 pandemic. In the final two years, field visits were made to directly evaluate operations and gather on-site evidence while others were conducted using a hybrid methodology that combined both field and desk approaches. The field approach involved on-site visits to directly observe operations, interview key personnel, and review documentation. Meanwhile, the desk approach entailed a comprehensive review of documentation and financial records, analysis of internal controls, and evaluation of policy adherence through remote examination. By integrating these two methods, the audits provided a thorough and balanced assessment of both the operational effectiveness and the underlying systems supporting the organization.

In our evolving audit approach—from remote reviews to on-site assessments—we echoed Joseph's adaptability. Despite the challenges he faced, Joseph combined both strategic vision and hands-on execution, a model that inspired our comprehensive assessment. We now turn to the key findings that formed the basis of our recommendations. The following section summarizes our key findings, highlighting both our strengths and the areas that require attention.

Audits

The number of entities to be audited yearly, during the quadrennium, was 48. Table 1 shows the breakdown.

Territory	Churches	Companies	Groups	Coordinating Councils	Schools
Anguilla	3	1	0	1	0
British Virgin Islands	8	0	0	1	1
St. Eustatius	1	0	1	0	1
St. Croix	7	1	0	1	1
St. Maarten	6	2	1	1	1
St. Thomas	6	0	1	1	1
Total	31	4	3	5	5
# of Audits: 48					

Table 1: Number of Entities to be Audited Yearly

During the quadrennium, forty-nine entities were audited in 2024, forty-nine in 2023, thirty-eight in 2022, and thirty-four in 2021. Figure 1 is the breakdown by entities.

During the quadrennium, fifty-seven percent (57%) of our entities got an unqualified report for scoring between 86%-100%; twenty-nine percent (29%) of our entities got a qualified report for scoring 76%- 85% and fourteen percent (14%) of our entities scored 75% and below. See Figure 2 for the Audit Opinions issued in the quadrennium (In Percentage).

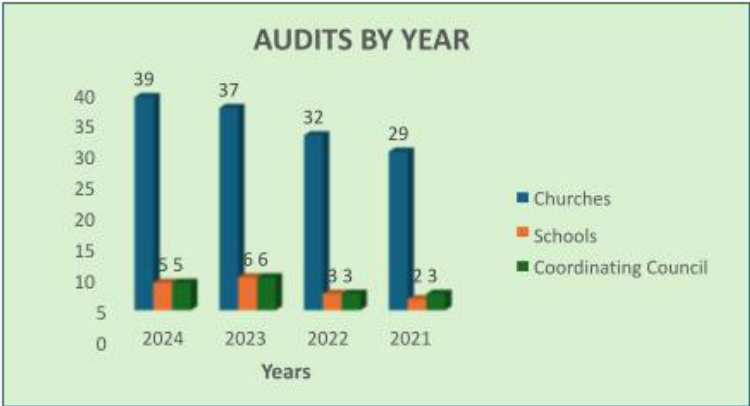


Figure 1: Number of Churches, Schools and Coordinating Councils Audited for 2021-2024

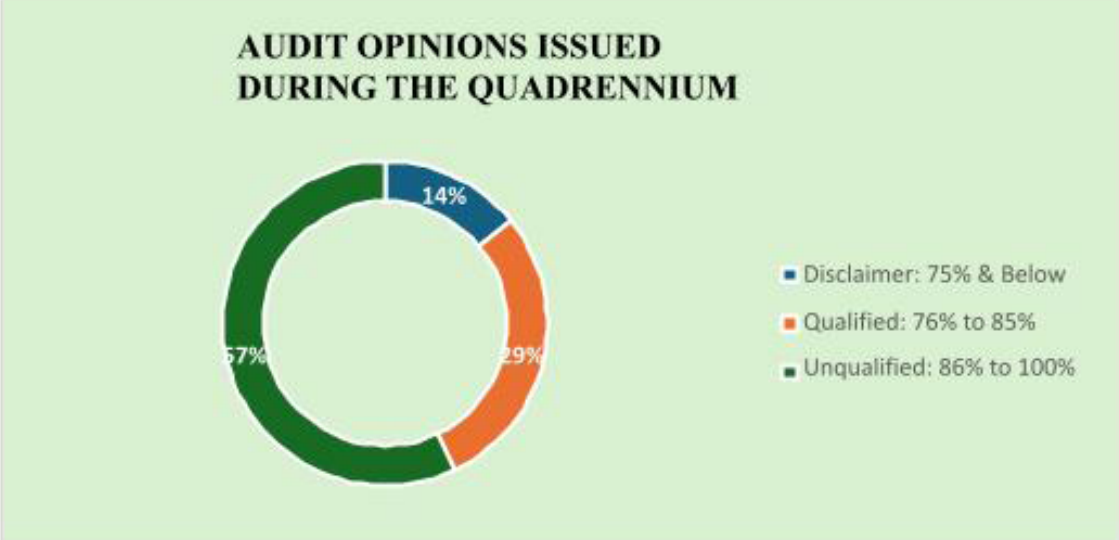


Figure 2: Audit Opinions in Percentage

The audit opinions were organized into three distinct groups—disclaimer, qualified, and unqualified—as shown in Table 2, which compares outcomes in 2024 to those from previous years in the quadrennium.

Scores	Disclaimer	Qualified	Unqualified
2024	8	13	28
2023	9	16	24
2022	6	12	20
2021	1	8	25

of Audits Completed: 170

Table 2: Audit Opinions Issued during the Quadrennium

The audit opinions issued categories are listed as:

- 75% and belowDisclaimer
- 76% to 85%Qualified
- 86% to 100%Unqualified

Summary of Findings

The audit findings showed that most entities achieved strong results with unqualified audit scores. However, it must be noted that there are areas for improvement. The following are my findings:

Churches

Strengths

Most churches demonstrated strong financial controls with accurate record-keeping and transparent reporting of donations and expenditures. The treasurers are highly motivated. Most churches performed bank reconciliations, and the number of local auditors appointed to serve has increased.

Areas for Improvement

There are five (5) different treasury management systems being used by the churches. Church management needs to comply with the Inter-American Division's recommended treasury management software. Churches need to remit their monthly reports in a timely manner. Management should make a more concerted effort to implement audit recommendations. Some churches need to enhance their documentation processes. More teams are needed in the treasury departments.

More local church auditors are needed in the churches. Trust funds accounts need to be reviewed, and balances adjusted accordingly. Business meetings were not convened, and budgeting needs to be improved as churches were not working with budgets or were re-using the previous year's budget. Budgets were not voted on by the members in a duly called business meeting, but rather by the board of management.

Schools

Strengths

All schools prepared a budget and financial reports were documented; the business offices are computerized. Within the quadrennium, all the schools were brought up to date with their audits.

Areas for Improvement

Some schools' management could benefit from additional training in financial management to optimize their resource allocations further. All requested documentation needs to be submitted for audit in a timely manner. Schools need to improve their accounts receivables and accounts payables.

Coordinating Councils

Strengths

All the coordinating councils, except one, are now current with their audits.

Areas for Improvement

Councils need to operate with a budget and within their budgets. There is a great need to incorporate more people in the treasury department to assist with segregation of duties.

Crusades

Strengths

Funds allocated to crusades were utilized effectively to support such evangelistic events, and financial accountability was maintained through detailed expenditure reports.

Areas for Improvement

There is a need for more rigorous pre-event financial planning to avoid last-minute adjustments and ensure all expenses are anticipated.

Training

Besides audits, training for church treasurers, assistant treasurers and auditors were conducted throughout the quadrennium. This was done through a combination of group sessions on different islands and virtual one-on-one sessions. See Figure 3 of a group training in St. Maarten, in 2023.



Figure 3: Training at the Philipsburg Church in St. Maarten

Based on the findings outlined in the preceding paragraphs, it is evident that while our controls are generally robust, certain areas could benefit from a little extra attention. In the subsequent texts, I have provided some recommendations to address these opportunities for improvement.

Recommendations

To address the identified gaps, I propose the following actions:

Enhanced Training: Further training for church treasurers, auditors, and school board members is required. These training workshops will enhance their decision-making capabilities and optimize the management of our financial resources. In addition, the sessions will promote consistent and timely documentation, robust reporting practices, and overall financial stewardship.

Standardized Procedures: Develop and implement standardized financial procedures across all entities to ensure consistency and compliance.

Segregation of Duties: Include more personnel in church treasury departments so volunteers are not burdened with multiple tasks.

As we look to the future, I envision that the North Caribbean Conference of Seventh-day Adventists continues to thrive through robust financial practices and unwavering commitment

to excellence. As Joseph's example shows us, it is through disciplined stewardship and careful planning that a crisis is transformed into a legacy of prosperity. Let our recommendations be the seeds that, like those stored by Joseph in Egypt, blossom into enduring organizational excellence. Let us work together to enhance our financial practices, support training initiatives, and uphold the highest standards of accountability. Your dedication and collaboration are key to our success.

Conclusion

As we close this Internal Audit Report to the delegates at 15th Quadrennial Session, let us be inspired by the life of Joseph—a man who, despite overwhelming adversity, never wavered in his commitment to integrity and accountability. Joseph's journey from the pit to the pinnacle of leadership reminds us that every challenge, when met with faith and diligence, can be transformed into a testimony of hope and redemption. His legacy teaches us that true leadership is marked not only by the ability to manage resources wisely but also by the courage to remain steadfast under pressure.

Let us, therefore, commit ourselves to follow in Joseph's footsteps—ensuring that our work not only upholds the highest standards of internal control but also reflects a heart dedicated to service and truth. Just as Joseph's foresight saved nations from famine, may our collective efforts today pave the way for a legacy of excellence, innovation, and divine purpose. In addition, let us be encouraged by the promise of Jeremiah 29:11: **“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future”** (New International Version, 1973). Amen.

Acknowledgements

Over the past two years, I have journeyed through the heart of the Auditing Service—examining the financial accounts of churches, schools, coordinating councils and crusades—with diligence, humor, and unwavering faith. As Proverbs 18:15 reminds us, “The heart of the discerning acquires knowledge” (New International Version, 1973). My work has been an expedition of discovery, a tapestry woven from divine guidance, a task of rigorous evaluation, and, yes, a few instances of unexpected moments that even brought smiles to faces.

I take this opportunity to thank God for His unwavering guidance and protection throughout my journeys by land, air, and sea. Despite the challenges and rough paths, “the Lord watched over my coming and going” and brought me safely to my destinations. To Him be all the glory and praise! I also express my sincere gratitude to the North Caribbean Conference's administration for the privilege they have offered me to serve as NCC Auditor for the past three years. I would like to thank the local churches, coordinating councils, school treasurers and auditors for their dedication to service. Their commitment has been instrumental in achieving our goals.

Additionally, I am grateful for the invaluable ministry collaboration and support received from the conference directors, and I thank the office team for its invaluable contributions offered. Special thanks to Sister Ann Williams for her excellent administrative support to the work of auditing. Her meticulous attention to detail has been a cornerstone of my success. May God abundantly bless and prosper the work of her hands.

My first year as an auditor was very challenging as I dedicated time to mastering the role's complexities while managing other difficulties. This accomplishment enabled me to develop a comprehensive understanding of diverse operational frameworks. Building on these accomplishments, I would also like to extend my heartfelt gratitude to Brother Mervin Rogers. His guidance and willingness to serve as a sounding board during this term—and especially during the challenging times—proved invaluable in my professional growth and success.

Special thanks are extended to a few persons who consistently made the auditing tasks easier: Sister Felicia Hill, Sister Camelia Berkel, Sister Cassandra Royer-Wilson, Sister Lydia Joseph, Pastor Pierre Renee Joseph, and Pastor Lester Jules. And finally, the loving memory of my dear late husband, Michael Raphie King, continues to uplift me; his steadfast love and support were my unwavering tower of strength and anchor. He stood with me every step of the journey and for this I am deeply thankful.

APPENDICES

More details of the audits are outlined in Figures 4, 5, 6, 7, 8 and Table 3.



Figure 4: Audits conducted or the Audit Status by island at end of 2024

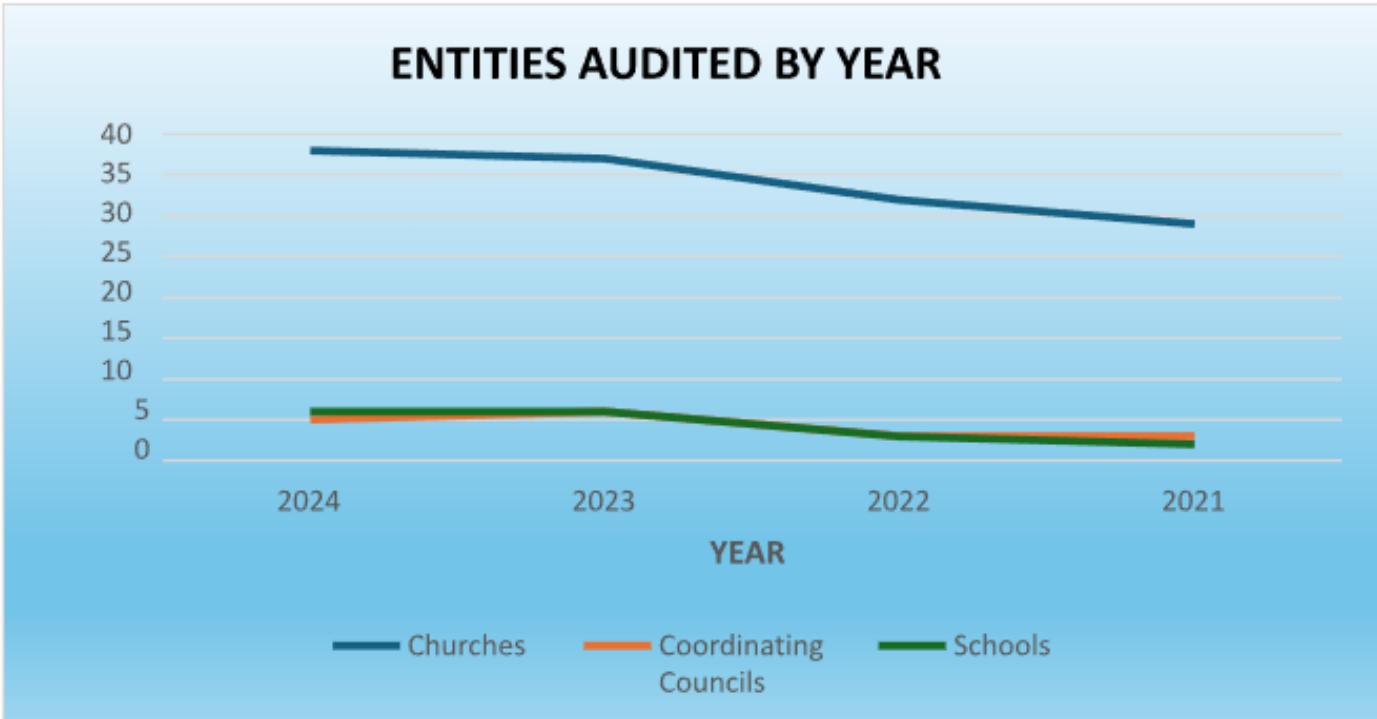


Figure 7: Audits during the Quadrennium

2024 AUDITS (In Percentage)

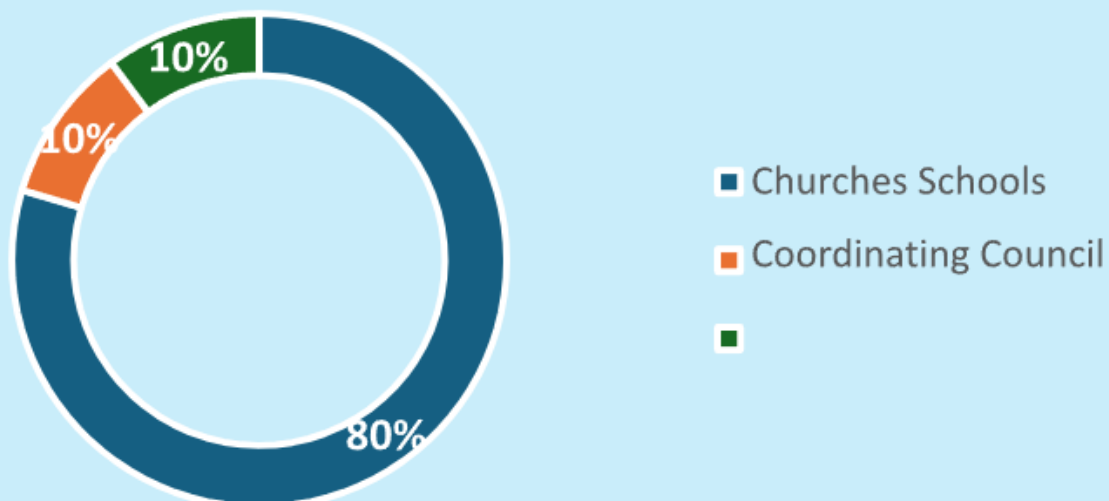


Figure 6: Number of Audits conducted in 2024 by Percentage

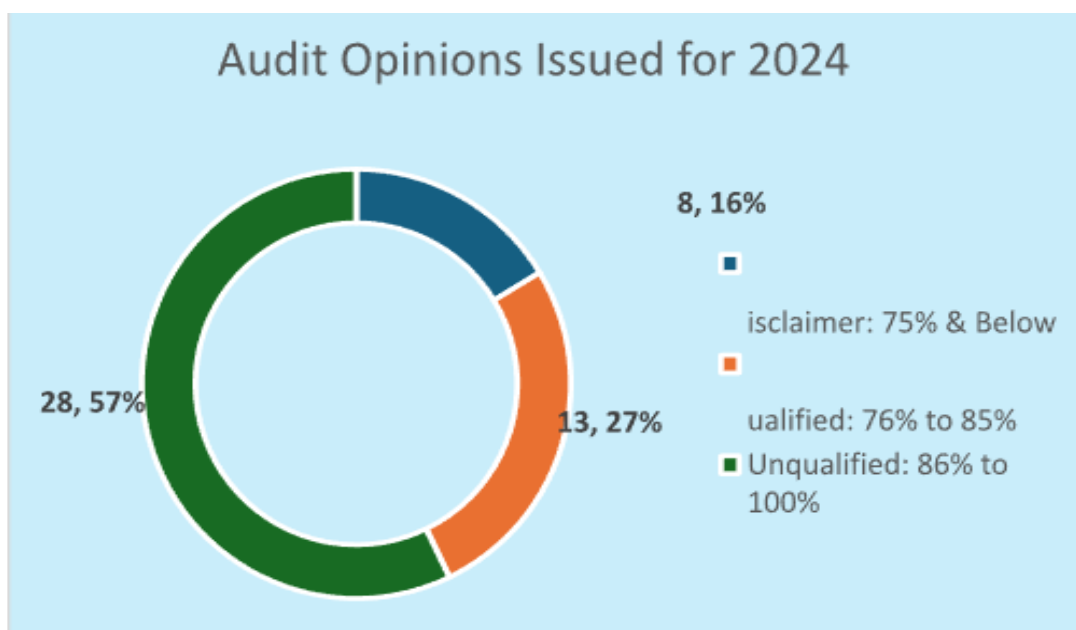


Figure 7: Audit Opinions Issued for 2024

Compared to the previous years in the quadrennium – a total of 34, 38 and 49 audits were completed in 2021, 2022 and 2023, respectively.

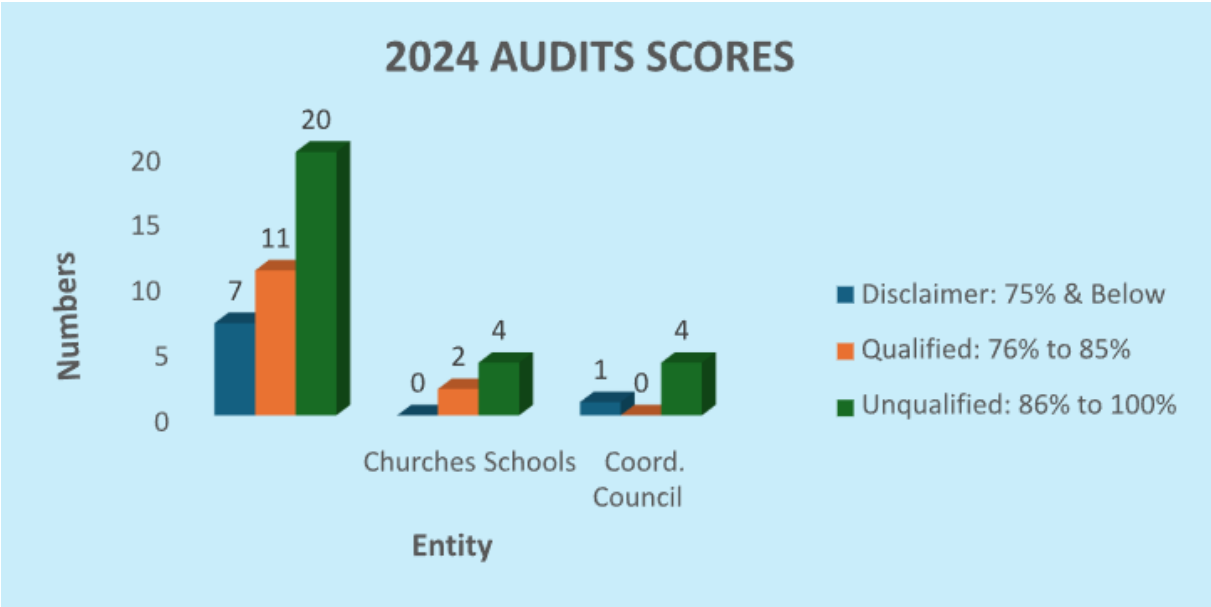


Figure 8: Audits By Entities for 2024

2021-2024 Actual			
Scores	Churches	Councils	Schools
Disclaimer (75% and less)	22	2	0
Qualified (76-85%)	40	4	5
Unqualified (86%-100%)	74	11	12
# of Audits Completed: 170			

Table 3: To note, is, the Audit “Opinion” status of each entity at the end of 2024 as follows: Audit Opinions by Entities

References

Inter-American Division of the General Conference of Seventh-day Adventists. (2023-2024). Working Policy (OA 27.2). Editorial Nomos S.A.

Inter-American Division of the General Conference of Seventh-day Adventists. (2023-2024). Working Policy (OA 05.2). Editorial Nomos S.A.

MINISTERIAL SECRETARY'S REPORT 2021-2024

Ps. Glendon G. Cross
Ministerial Secretary



The ministry opportunities and privileges afforded me by being called to serve as a departmental director have fostered my personal growth and professional development tremendously. I trust that through the various ministry endeavors and initiatives, I have contributed as much to the growth and development of those to whom I have been privileged to minister.

All glory, honor and praise are due to God Almighty, who loves us with His everlasting love, who has granted unto us the privilege of ministering on His behalf.

Next, I must thank my wife, Claudette, who has provided moral and prayerful support at every step of this journey. I am also grateful to her for accepting to serve as the Ministerial Spouses (Shepherdess) Coordinator. To our two daughters, who though geographically removed from us, have lent us their support morally and tangibly, we are eternally grateful.

Gratitude is expressed also to the constituency of the North Caribbean Conference (NCC) as delegated through their representatives in the past conference session, and who afforded me the opportunity to have served in the capacities I have.

Likewise, I express sincere gratitude to the administrators of the North Caribbean Conference (Pastor Desmond F. James, president; Pastor J. Wilmoth James, executive secretary; and Sister Sanida K. McKenzie, treasurer) whose counsel, encouragement and guidance have enhanced my ministry focus and effectiveness.

To the indispensable Sister Ann Williams, who supported me in her capacity as an administrative assistant, I express my profound gratitude for her excellent professional expertise and selfless devotion to assisting and serving.

To my fellow directors upon whose experience I drew from time to time, and whose camaraderie smoothed the

sometimes-difficult path of departmental ministry, I register my profound and sincere gratitude.

I owe debts of gratitude to two other categories of persons. To pastoral colleagues, whose cooperation, encouragement, fellowship and invitations, as well as intellectual and spiritual swordplay, fostered my growth and development and bettered my ministry delivery, I say, thank you.

Last, but in no way least, to the support staff at the headquarters of the North Caribbean Conference, whose untiring devotion to ministry and providing all the support needed to advance and effect ministry from behind the scenes, may you ever be strengthened by the Holy Spirit of God. May He grow you in grace and in the knowledge of our Saviour and LORD, Jesus Christ, and that you may hear from Him, "Well done, good and faithful servant; you have been faithful over a few things, I will make you ruler over many things. Enter into the joy of your lord." (New King James Version, 1982, Matthew 25:23)

Ministering to Ministers

The North Caribbean Conference (NCC) has been favored by God—being served by twenty-two pastors in nineteen pastoral districts across our twelve-island territory. We can praise God for His keeping care and sustaining grace for these pastors and their families and thank Him for the ministry they have skillfully delivered in dedicated service to God.

It has been the strategic focus of the Ministerial Department to provide empowerment, encouragement, and support to two primary groups of ministry providers: Pastors and their families; and local leaders (namely, elders, deacons and deaconesses). Appreciable gains in providing the desired support to each of these groups have been attained during the period under review.



Figure 1: Anguilla District #1 Pastoral Family (Dr. Howard Simon, his wife, Michelle, their daughter Yazel) and District #2 Pastoral Family (Pastor Lester Jules, his wife, Ana Laura, and their son, Alester) shared Sabbath fellowship luncheon with Pastor Glendon G. and Sister Claudette Cross.



Figure 2: In St. Maarten, Pastor Pierre Rene Joseph, his wife, Amicia, Pastor Virgil Sams, and his wife, Violet, enjoyed Sabbath fellowship with Pastor Glendon G. and Sister Claudette Cross.



Figure 3: Pastor Timothy Leito making his first in-person presentation to Mt. Scenery SDA Church, Saba



Figure 4: Pastor Timothy Leito, (then) Acting Governor of Saba, Honorable Xiomara Nicholson, Elder Helen Gumbs, First Elder of the Mt. Scenery SDA Church and Pastor Glendon G. Cross

Fellowship Lunches

Starting at the farthest points of our field — the Anguilla, St. Maarten, St. Eustatius and Saba zone, The Ministerial Department made in-person contact with the pastors serving in these territories early in 2023. The Ministerial Director, Pastor G. Cross and the Shepherdess Coordinator Mrs. Claudette Cross travelled to two of the islands to engage with the pastors and their families for times of fellowship and team building (Figures 1 and 2).

Whilst in these territories, the director shared with several of the congregations the vision and strategic goals of the Ministerial Association for the empowerment, encouragement and support of their local pastoral leadership of elders, deacons and deaconesses. In the process of time, both in districts and island-wide trainings, the director was privileged to share with these local leaders their pivotal roles in providing ministry to the church members and to their communities.

The director was also privileged to be present on Saba for the in-person introduction of Pastor Timothy Leito and his wife, Sister Verkisha Graham Leito, to the church members (Figure 3) and for the Leito's to be afforded an audience with the Honorable Xiomara Nicholson, Acting Governor (Figures 4 and 5).

Team Building

Further fellowship opportunities and team cohesiveness development were experienced in 2024 in the St. Thomas-St. John zone through meetings with the pastors and their families for a Sabbath fellowship luncheon (Figures 6 and 7). Similar fellowship opportunities were made at the end of 2023 and again in 2024.

Financial constraints notwithstanding, both in-person and virtual training engagements were carried out with elders, deacons and deaconesses in each island of the NCC.

Ministers and their families benefited from a combination of virtual and in-person, monthly conference-wide Ministerial Association meetings. These were occasions for organizing and facilitating the structuring of the groups for effective ministry amongst themselves, as well as to foster fellowship endeavors and the development of team cohesiveness. Participants were afforded meaningful opportunities to interact on issues related to personal and family development. Pastors, ministerial interns and the sole religious educator, Mrs. Margaret Peters, were given the opportunity to share about their professional challenges and growth, and to lend support to each other in prayer sessions and to assure one another of their commitment to continue bearing them up in prayers.

Further, through monthly Pastoral Families Team Building Challenge (PFTBC) activities (Figures 8 and 9) shared through emails and WhatsApp messages, as well as through the Shepherdess Newsletter, a measure of team cohesiveness was achieved. Through the Shepherdess Newsletter,



Figure 5: Pastor Timothy and Mrs. Verkisha Graham-Leito, paid a courtesy call to the Acting Governor of Saba.



Figure 6
St. Thomas-St. John Ministerial families in relaxing fellowship.



Figure 7

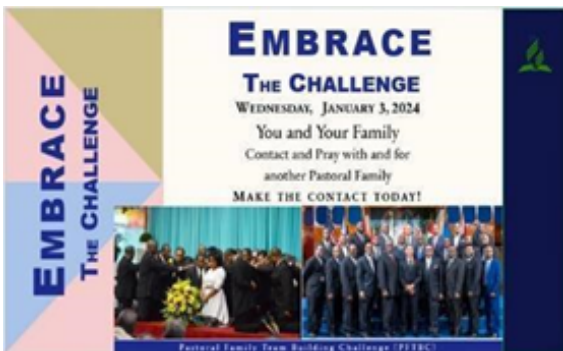


Figure 8: Pastoral Families Team Building Challenge activities (shared monthly)

the wives of pastors and their families were introduced to one another. This afforded occasions for meeting and networking with others of the same calling, who are faced with similar challenges and demands. This was done with the intent of overcoming the sense of isolation likely to be experienced from serving in the far-flung fields of NCC.



Figure 9

In September 2024, eighteen of our pastoral families attended the Ministerial Families' Retreat organized by the Inter-American Division (IAD) in Punta Cana, Dominican Republic. Under the theme "Anointed", we were blessed to be ministered to and to receive focused attention aimed at affording us the opportunity to do as Jesus bade His disciples, "come aside by yourselves . . . and rest a while." (NKJV, 1982, Mark 6:31)



Figure 11: IAD's Ministerial Families' Retreat, "Anointed," in Punta Cana, Dominican Republic.



Figure 10: A copy of the monthly Shepherdess Newsletter

In an effort to fulfill the Inter-American Division's certification requirements for pastoral spouses, the Caribbean Union's Associate Ministerial Director, with special responsibility for ministerial spouses, Sister Linda Tobias, along with the CARU's Ministerial Secretary, Pastor Ammaran Williams, led out in engaging the wives of the NCC pastors, to complete the first module of the certification curriculum. This endeavor was coordinated by the NCC's Shepherdess Coordinator, Sister Claudette Cross. Other modules for attaining certification will be scheduled according to the availability of lead facilitators.

The ideal of completing an annual evaluation of each district pastor was ever held in view. However, having given priority to ensuring that each licensed pastor was evaluated, along with carrying the two other portfolios in my charge, this ideal was not met. Yet, through the various formal and informal interactions with each pastor, and through district engagements, a clear sense of the delivery of ministry has been ascertained.

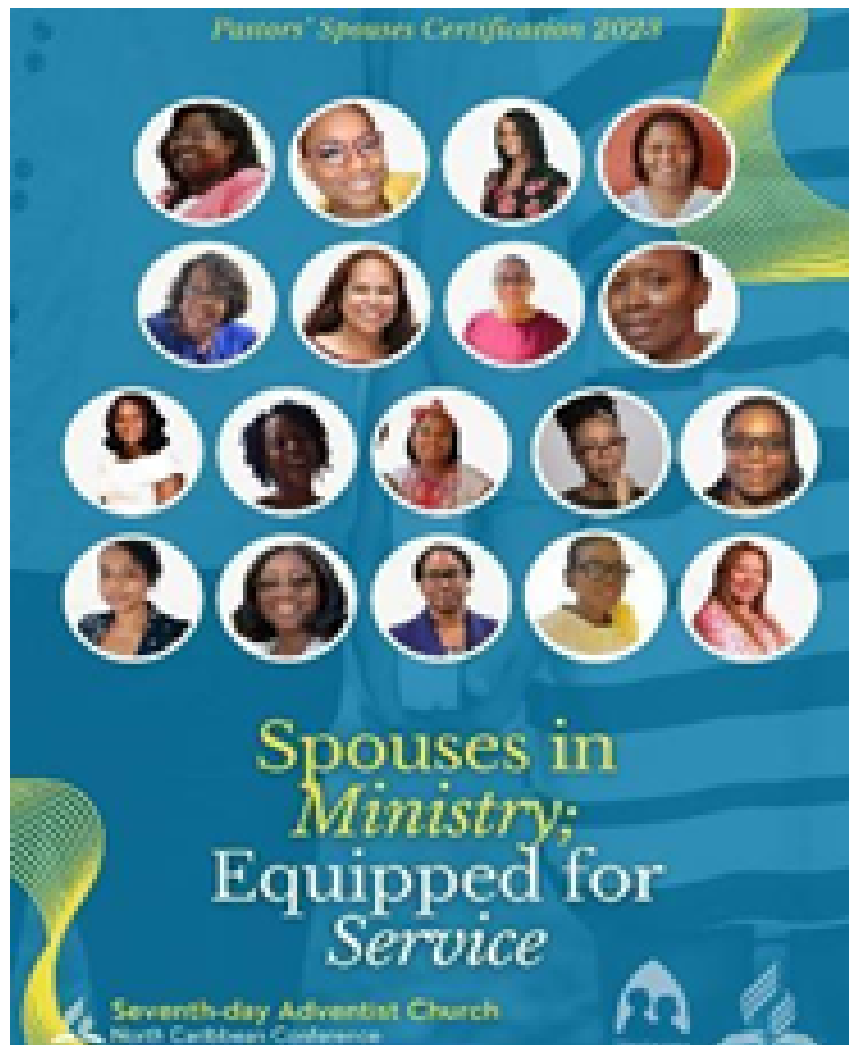


Figure 12: Ministerial Spouses' Certification Module—NCC pastors' wives completed the first module

FAMILY MINISTRIES REPORT 2021-2024

Ps. Glendon G. Cross
Director



The multi-faceted challenges of family ministries were noticeably addressed by the ministry initiatives undertaken at the local church level (Figure 1).

The primary role of the Family Ministries Department was to identify and provide resources and guidance as needed, from time to time, for effective and useful ministry delivery to the various family sub-groupings.



Figure 1: Family Ministries initiatives done locally

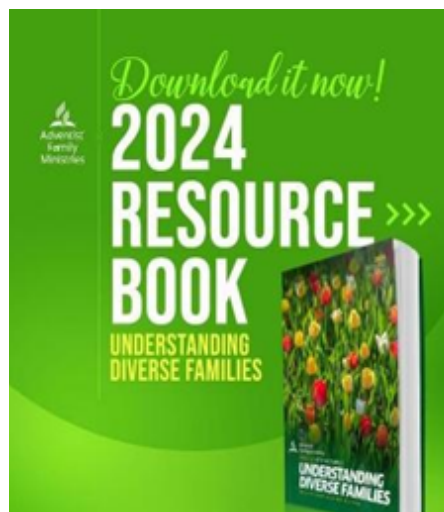


Figure 2: Family Ministries Resource Book made available to all Family Ministries Leaders.

Through my attendance (virtually) at the Adventist Conference on Family Research and Practice (ACFRP) in 2023 (Figure 3), I was able to see how ministry to families could be enriched. Thus, I made recommendations to our local Family Ministries leaders to register and participate in 2024. I also passed along to our leaders the link to the resources from previous years' conferences.

Further, it was determined that not all Family Ministries Department in each of the congregations was on par with one another across the entirety of the



Figure 3: Adventist Conference on Family Research and Practice (ACFRP), 2023 (attended virtually)

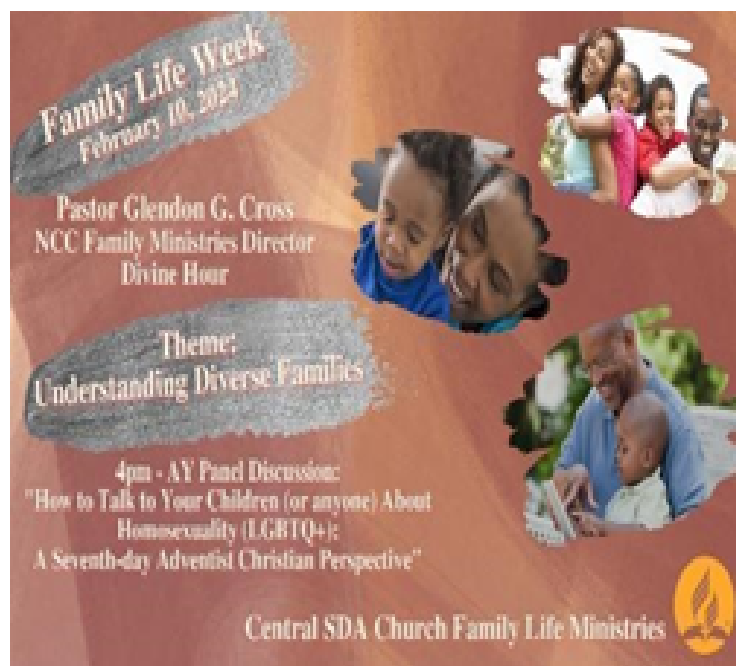


Figure 4: Family Life Week at Central SDA Church, St. Croix, in 2024. Sermon presentation

Conference. Some had more seasoned leadership and ministered more effectively across the full spectrum of family dynamics represented in our churches and communities.

It was therefore a targeted objective to foster the establishment of networking connections amongst the leadership of the congregations, and to strengthen it where it already existed. To this end, two Family Ministry Leaders' Symposiums were conducted, and continual communication was through our WhatsApp group.

Additionally, the director responded to calls to make presentations at many family related occasions in districts across the Conference, and attended in-person where possible, some of the ministry offerings made in a few districts of our field.

PUBLISHING MINISTRY REPORT 2021-2024

Ps. Glendon G. Cross
Director



Recovering among us the appreciation of the power of the printed page and restoring our enthusiasm for its prudent use, has been a chief goal of the Publishing Ministry.

This ministry is undoubtedly the “sleeping giant” and a significantly under-utilized weapon in our arsenal for the tearing down of the enemy’s strongholds. This “silent messenger of truth” which, in the history of the Seventh-day Adventist Church, played such a monumental role in opening the way for the light of God’s truth to penetrate hearts and minds and effect transformation is, now, not being used as effectively as it should be or with the intentionality it ought to be employed.

Efforts to change this included seeking to recruit Literature Ambassadors, in each congregation, to sell, lend, or regularly give literature to their friends, relatives, associates, or neighbors—their FRANs. This endeavor was brought to the attention of the churches, through their pastors. Each church was encouraged to elect a Publishing Coordinator, or assign this role to a member of the Personal Ministries team.

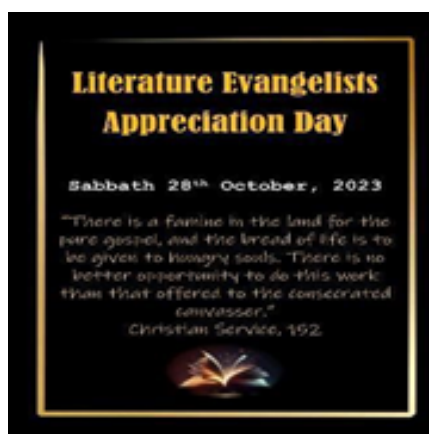


Figure 1: Literature Evangelist Appreciation Day

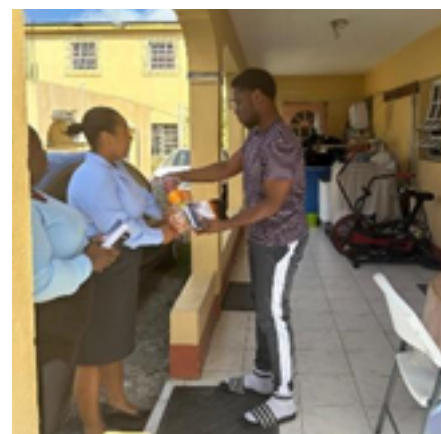


Figure 2: Mass Distribution of the Missionary Book of the Year; *The Great Controversy*, by Ellen G. White, was distributed on Global Youth Day (2023 and 2024).

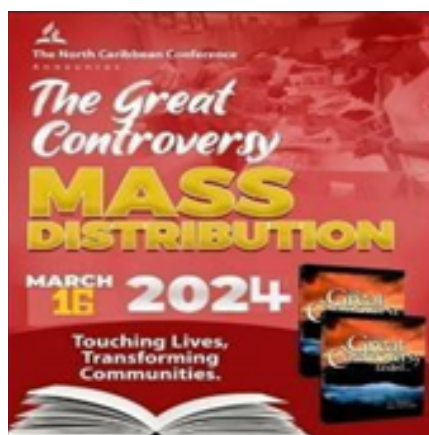


Figure 3: Mass Distribution of the Missionary Book of the Year; *The Great Controversy*, by Ellen G. White, was distributed on Global Youth Day (2023 and 2024).

Recognizing Literature Evangelists on Literature Evangelism Day (Figure 1) and engaging the full membership in a massive distribution of the Missionary Book of the Year, were efforts to revive our zeal for making personal use of and sharing our truth filled literature.

On Global Youth Day, in 2023 and 2024, the Youth Ministries Department collaborated with other ministries and distributed copies of *The Great Controversy* across the North Caribbean Conference (Figures 2 and 3). A link to access the book digitally, was also shared for widescale distribution.

The mainstay of the Publishing Ministry Department was a small but resilient force of part-time colporteurs. Reporting initially from Anguilla, St. Croix, St. Maarten, St. Thomas, and Tortola in the early portion of the quadrennium, and then later only from Anguilla and St. Thomas, this small force of consistently working literature evangelists performed an admirable work for their Master, Jesus Christ.

We were blessed to experience an infusion of new personnel into the colporteur pool with the placement of two student Literature Evangelists, from the University of the Southern Caribbean. They were placed in Anguilla for a portion of the summer of 2024 (Figure 4). Their arrival in Anguilla was delayed due to them being unable to have their original placement in another island of our Conference.

Our three most consistently active, regular part-time Literature Evangelists experienced a significant motivator and empowerment of their work, through their attendance at the joint Caribbean Union (CARU) and Jamaica Union (JAMU) Literature Evangelists Congress and Retreat, held in Punta Cana, Dominican Republic, in April 2024 (Figures 5 and 6).

Buoyed up and equipped for productive service, these LEs contributed to a substantial increase in all the indices of measurement for the colporteur ministry. This was so, despite the fact that we went from seven (7) regularly reporting LEs to three (3) regularly reporting colporteurs. This is reflected in the table of comparison (Table 1) for the years 2022, 2023, and 2024.



Figure 4: Student Literature Evangelists, Malachi Sobers and Deskeane Lanferman of University of the Southern Caribbean(USC) with Pastor Cross



Figure 5: Publishing Director, Glendon G. Cross with Literature Evangelists (L to R): Ulalie Smith (St. Thomas), Cleo Fleming(Anguilla) and Esmaily Mercedes Hodge (Anguilla) at CARU-JAMU LEs Congress in Punta Cana, Dominican Republic.



Figure 6: Pastor Cross, Cleo Fleming, Esmaily Mercedes Hodge and Ulalie Smith at CARU-JAMU LEs Congress in Punta Cana, Dominican Republic

Report Items	2022	2023	2024
Number of Colporteurs	15 Part-Time 0 Students	15 Part-Time 0 Students	10 Part Time 2 Students
Books and Magazines Delivered	471	627	1,137
Value of Deliveries	US \$17,520.39	US \$8,204.88	US \$15,586.11
Hours Worked	908	833	1,559
Homes Contacted	350	420	1,116
Prayers Presented	299	449	952
Pieces of Free Literature	108	1,228	1,670
Persons Enrolled In Bible Studies	52	50	256
Persons Baptized	3	0	10

Table 1: Comparative Reports of Literature Evangelism Performance for the years 2022, 2023, and 2024

The indicators are that 2025 is on track to outpace the previous years. May God be praised for all He has accomplished and will accomplish through our lives and ministry.

My prayer is that God would continue to prosper all the ministries of the North Caribbean Conference for the furtherance and finishing of His work in this portion of the world harvest field.

HEALTH MINISTRIES REPORT 2021-2024

Ps. Danny Phillip
Director



Mr. Chairman, leaders from the wider organization, guests from other fields and institutions, and delegates, I am pleased to present this report at the Fifteenth Quadrennial Session of the North Caribbean Conference of Seventh-day Adventists. This report highlights the growth and progress achieved within the Health Ministries Department from 2021 to 2024.

Brief Overview of the Department

The Health Ministries Department is responsible for promoting holistic health. This holistic philosophy includes health and healing, as expressed in the Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists (2023-2024, H05). It is based on the Bible and the Spirit of Prophecy. It emphasizes the importance of each person's physical, mental, social, and spiritual wholeness. This reflects the depth of the gospel as it relates to human nature. The Seventh-day Adventist (SDA) Church teaches that our bodies are the temple of the Holy Spirit, as emphasized in 1 Corinthians 6:19. This highlights the connection between our physical well-being and our mental state, emphasizing the importance of caring for the whole person. By doing this, we are showing others the fullness of the gospel.

Department's Mission, Vision, and Objectives

The primary focus of the Health Ministries department is to positively impact lives by clearly explaining its mission, vision, and objectives. The **mission** of the Health Ministries Department is to "support church members in embracing and practicing a healthy lifestyle and to share these blessings with the community." Church members are encouraged to adopt a holistic lifestyle and share health benefits with the broader community to deepen their connection with God and follow His health plan for their lives.

The **vision** is "to see church and community members embracing a

healthy and holistic lifestyle." Our focus is that through the grace of the almighty God, church and community members will embrace a lifestyle that includes holistic health.

Our objective was to be relevant to the North Caribbean Conference (NCC) Strategic Plan 2023–2027, while fostering partnerships (with health professionals, the wider church organization, non-governmental organizations, and the government) to educate and promote an environment for holistic health for church members and the wider community. This included the following:

1. P4A1 (Develop and implement a plan to increase programs on health-related matters.)
2. P4A3 (Increase the awareness of our health message.)
3. P4A8 (Create and implement awareness campaigns on mental health and other related issues.)
4. P4A9 (Develop and implement total health awareness programs.)
5. P4A2 (Create a Health Professional Association to mobilize health professionals who will assist in providing health-related programs.)
6. Encouraging a greater embrace of the Adventist health message.
7. Increasing awareness of non-communicable diseases.

Executive Summary

The Health Ministries Department's strategic focus was to improve lives by empowering individuals to make informed decisions that enhanced their well-being and overall health. (Figure 1). This allowed us to collaborate with others to accomplish the following:

1. The launch of a Coaching and Lifestyle Change program
2. Health fairs
3. Health education programs that address non-communicable diseases
4. Two health clinics
5. A Wellness cruise



Figure 1

786 participants tested, 47.4% of patients identified as diabetic, while 85.7% showed abnormal lipid levels. To address this concern, a lifestyle change initiative was launched under the theme “Thriving and not just Surviving.” The program launched with part one, which called attention to the education process of making health adjustments (Figure 2). Attention was also given to trends and why these changes were necessary. Below are the presenters and the areas that were emphasized:



Figure 2

- Dr. Kerly Ann Tobias – Lifestyle Matters
- Mrs. Abbigail Alphonse – Food and their Healing Properties
- Mrs. Gracia Wheatly-Smith – The Healing Power of Water
- Dr. Danny M. Philip – Overview of Adventist Health and Wellness

Another area of focus was the island-wide health fair held on St. Thomas in 2023 (Figure 3). This educational and hands-on health event provided relevant information to participants about their well-being, such as the risks of smoking and drinking, and how drug use impacts vital organs in the body (Figure 4). Participants had the chance to learn about and sample different types of water that help to maintain the body's alkaline level, leading to better health (Figure 5).

One of our health professionals introduced new features, including chair exercises for older adults and other innovative forms of exercise for those who desired them (Figure 6). Individuals remained seated while participating in chair exercises that were appropriate for building health, toning muscles, improving cardiovascular health, assisting with weight management, enhancing mental well-being, and reducing the risk of chronic diseases. Many individuals embraced this initiative.



Figure 3

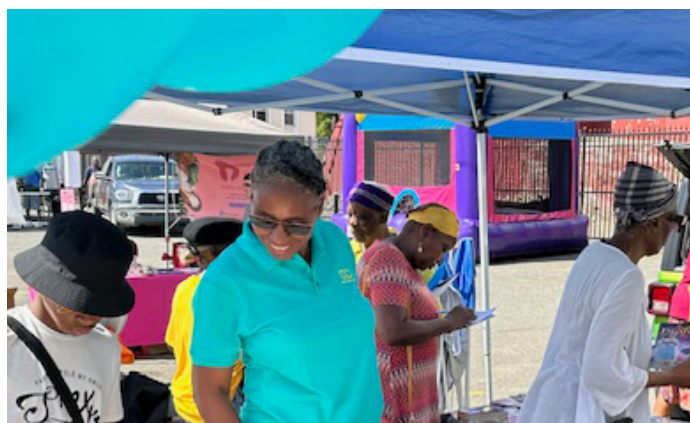


Figure 4



Figure 5



Figure 6

Participants had their vitals checked and received critical education on their results. At the end of the health checks, individuals discussed their results and received the appropriate guidance. Those who participated welcomed the opportunity for education and guidance. Highlights of the fair were widely discussed weeks after the event.

Individuals with elevated stress levels had the opportunity to participate in massage therapy (Figure 7). This approach proved highly effective, as individuals were able to reduce stress, relax, and enhance circulation. Additionally, the Community Services arm of the SDA Church was present and assisted anyone who desired groceries and clothing.



Figure 7



Figure 8



Figure 9

Other health fairs were conducted, on a smaller scale, by churches, which also had an impact. These fairs continued to raise awareness and provide education about non-communicable diseases, empowering individuals to make lifestyle changes. The Peter's Rest SDA Church incorporated a combination of educational initiatives and practical programs addressing specific health areas, as well as other services, such as facials and massage therapy (Figure 8). The Central SDA Church incorporated the services of medical missionaries Sebastian Teh and Myrtle Simon (owner of Myrtle's Detox and Wellness Spa), who did an outstanding job in lifestyle change education and therapy (Figures 9 and 10). One of the highlights from the St. Croix program was that a woman, challenged by a long-standing mobility issue, finally found relief. Apparently, a fall at the age of ten resulted in an inability to raise her right hand above her head. However, after prayer and therapy, she was able to use her hand normally (Figures 11 and 12). The St. Eustatius SDA Church conducted a health expo that impacted the island (Figure 13). The St. Peter's SDA Church in St. Maarten conducted a health evangelistic effort. We praise God for the collective contribution of the churches.



Figure 10



Figure 11



Figure 12

Health Clinics



Figure 13

Addressing P4A1 (developing and implementing a plan to increase programs on health-related matters), P4A3 (expanding the awareness of our health message), and P4A9 (developing and implementing total health awareness programs) were essential in fulfilling the strategic plan. Offering these initiatives to meet the great need within our communities for health services such as dental, ophthalmology, primary and outpatient care, mental/behavioral health counseling services, and health education was significant. To meet these needs, two life-impacting health clinics were executed, one on the island of St. Croix and the other in the British Virgin Islands (BVI); Pastor Trent Berg spearheaded the latter. These two clinics made significant contributions to meeting the health and education needs of our communities.

The first event was held in 2023 as part of a joint effort by the General Conference of Seventh-day Adventists and the North Caribbean Conference of Seventh-day Adventists. Our SDA flagship university for medical health, Loma Linda University (which sent a missionary team (Figure 14), the Virgin Island Diabetes Association

(Figure 15), local health professionals, and volunteers were present. The community received dental, ophthalmology, primary care, and outpatient services, as well as diabetic screening, mental health counseling, and health education. Patients also received free lifestyle modification counseling. This event was highly successful, allowing church and community members to access medical care and health education for four days (Figures 16, 17, 18, 19, 20, and 21).



Figure 14



Figure 15



Figure 16



Figure 17



Figure 18



Figure 19



Figure 20



Figure 21



Figure 22

The second health clinic took place on Virgin Gorda in the British Virgin Islands (BVI) from July 1 to 2, 2024, and on Tortola (BVI) from July 4 to 5, 2024; it was organized by United Hands Incorporated (Figures 22 and 23). The team provided medical, dental, and vision services, along with health education and lifestyle modification assistance (Figures 24, 25, 26, and 27), to support the management of non-communicable diseases. Additionally, they offered lifestyle change counseling. Individuals received free eyeglasses after receiving ophthalmology services. One grateful recipient is standing with Pastor Berg, wearing his new glasses in Figure 28.

- The services provided to individuals from both clinics were:
- Dental care to over 500 individuals
- Vision care to over 350 individuals
- Medical care for over 1300 individuals

The total dollar value for services offered at both clinics exceeded US \$400,000.00.

Education

An integral part of the Health Ministries portfolio is education. As such, we continued to make relevant information available by conducting seminars so that members and the wider community could be informed. Health leaders and professionals were engaged in ensuring that current and challenging health issues were addressed and appropriate guidance was given. Some of the areas addressed were:

- Different types of cancers (Figure 29)
- Women's health
- Men's health
- The CELEBRATION (Choices, Exercise, Liquids, Environment, Belief, Rest, Air, Temperance, Integrity, Optimism, Nutrition, and Social Support) initiative
- Missionary Health Program

During another critical seminar in Tortola, participants were trained to properly check their blood pressure and blood glucose levels (Figures 30 and 31).

Mental Health

Mental health education was another key focus. As we observed the general rise in mental health issues, especially following the pandemic and natural disasters, the NCC Health Ministries organized awareness initiatives to inform the SDA community. Consequently, literature and videos were shared with churches to strengthen understanding and raise awareness among members.



Figure 23



Figure 24



Figure 25



Figure 26



Figure 27



Figure 28



Figure 29



Figure 30



Figure 31



Figure 32

Forgiveness Conference

December 6-8, 2024, saw the execution of a three-day series entitled “Forgive to Live.” This was planned for several months by the Health Ministries Council of the British Virgin Islands under the leadership of Mrs. Gracia Wheatly-Smith and the Health Ministries Department of the North Caribbean Conference (Figure 32). Dr. Danny M. Philip, who addressed the needs of church and community members, conducted the series. The presentations incorporated principles from the Bible, the Spirit of Prophecy, science, and other sources, as well as techniques that empowered them to address their concerns (Figure 33). The presentations created the environment for spiritual, physical, and emotional healing. Participants shared their experiences

and were guided with the appropriate tools and skillsets that allowed them to move beyond their hurts. Participants received certificates of participation.



Figure 33



Figure 34



Figure 35

Wellness Cruise

The collaboration between the Women, Children, and Health Ministries Departments resulted in the Wellness Cruise 2024 (Figure 34). This cruise ministry focused on spiritual, physical, financial, and mental wellness. Over one hundred people attended the event, and sailed from Miami to Aruba, Bonaire, and then to the Dominican Republic (Figures 35 and 36). Participants had the opportunity to immerse themselves in the wealth of information provided, emphasizing wellness in the mentioned areas.

As part of the missionary effort aligned with our strategic plan, we spent time with children from a foundation in the Dominican Republic. This gave us the opportunity for meaningful interaction and to share Jesus Christ (Figure 37). It became clear that one community member needed a medical procedure and, financially, she was unsure how this could happen. The wellness cruise participants came together and contributed funds to make the medical procedure possible (Figure 38). To God be the glory.



Figure 36



Figure 37



Figure 38

Acknowledgment

Finally, it is from a heart filled with gratitude that I express appreciation to God for allowing me to serve you as your Health Ministries Director, and for the many accomplishments He achieved during the term under review. I also thank the NCC administration for their continued guidance, and the Health Ministries Director of the Caribbean Union, Dr. Alexander Isaacs, for his continued support. Thank you to the constituency for the opportunity to serve you. Gratitude is extended to my fellow directors, office staff, pastors, health councils, and health leaders for exercising their duties gracefully and intentionally. I am grateful for the dedication and collaboration of each of my administrative assistants: The late Sister Sylvia O'Garro, Sister Jacquelyn John, Sister Jeriece Webster, and Sister Jacinta Matthew (Figures 39, 40, 41, and 42).



Figure 39



Figure 40



Figure 41



Figure 42

To my family, my darling wife Kiene Ann, and our adorable son Jachin, thank you for your continued support, understanding, and prayers. May God continue to bless the Seventh-day Adventist Church.

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PLANNED GIVING AND TRUST SERVICES REPORT 2021-2024

Ps. Danny Phillip
Director



The Planned Giving and Trust Services Department promotes members' faithfulness and growth as stewards in the cause of God. Understanding this without overlapping it with stewardship ministries is essential. It is, therefore, important to understand the four Giving Principles outlined in the Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists (2023-2024, LA 50), which are as follows:

1. Beginner giving, which is giving from pocket change.
2. Basic giving, which is giving based on a percentage of one's income.
3. Advance giving, which incorporates giving based on needs and assets.
4. Ultimate giving, which is giving all as Christ gave.

The Stewardship Ministries Department addresses the first two, while the Planned Giving and Trust Services Department addresses the last two. Planned Giving and Trust Services education was executed during church stewardship education workshops. The information shared was intended to help members have a broad understanding that all that we own belongs to God and that our response to Him should be to put Him first; this involves making the appropriate allocations of resources to advance God's Kingdom.

I thank God for using me to serve as your Planned Giving and Trust Services Director

and for what He accomplished through me. Thank you to the administrators of the North Caribbean Conference—Pastor Desmond F. James, President; Pastor Wilmoth James, Executive Secretary; and Ms. Sanida McKenzie, Chief Financial Officer—for the opportunity to work with you in fulfilling our mission and vision of building up the Kingdom of God. I want to thank my fellow directors for their collaboration and support.

To all pastors and Bible workers—your teamwork is truly appreciated. To the office staff—I value your support and your willingness to help and go above and beyond the call of duty. I will never forget the professionalism, dedication to excellence, and positive work ethic of my administrative assistants: The late Sister Sylvia O'Garro, Sister Jacquelyn John, Sister Jeriece Webster, and Sister Jacinta Matthew; I could not have achieved this without the support of each one. To my family, my dear wife, Kiene Ann Philip, and our son, Jachin Philip, I am deeply grateful for your unwavering support, encouragement, insightful guidance, and readiness to sacrifice for God's cause. I could not have done this without your prayers and support.

Fellow delegates, let us continue to remain steadfast and unmovable in the mission God has called us to. Soon we will see our Commander-in-Chief, Jesus Christ, for ourselves. Let us remain faithful, and may God bless you.

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SPIRIT OF PROPHECY REPORT 2021-2024

Ps. Danny Phillip
Director



Mr. Chairman, influential leaders from the wider organization, esteemed guests from other fields and institutions, and distinguished delegates, it is a privilege and joy to address you at the Fifteenth Quadrennial Session of the North Caribbean Conference of Seventh-day Adventists. This report outlines the development and accomplishments achieved by the Spirit of Prophecy Ministry from 2021 to 2024.

The Bible emphasizes that one of the gifts of the Holy Spirit is the Spirit of Prophecy. The Seventh-day Adventist (SDA) Church recognizes the Spirit of Prophecy as a key characteristic of God's last-day church. It teaches that this gift is demonstrated in the ministry of Ellen G. White.

This ministry continued to play a crucial role in providing prophetic guidance for God's Church. As such, leaders educated, encouraged, and fostered an environment that promoted the proper use of this material. Members appreciated these efforts and sought to develop a deeper understanding of this essential pillar of the SDA Church. Leaders were encouraged to keep making the related materials accessible and to use them for spiritual growth and enrichment.

It is with humility that I thank God for His continued goodness in allowing me to serve. Additionally, I express my appreciation to the NCC administrators for their support. I am grateful to the constituency for the opportunity to serve you. I also extend my thanks to my fellow directors, office staff, and pastors. I am thankful for the dedicated service provided by each of my administrative assistants: The late Ms. Sylvia O'Garro, Ms. Jacquelyn John, Mrs. Jeriece Webster, and Mrs. Jacinta Matthew. To my family, my loving wife Kiene Ann, and our understanding son Jachin, thank you for your ongoing support, understanding, and prayers. Delegates, may God continue to bless you.

STEWARDSHIP REPORT 2021-2024

Ps. Danny Phillip
Director



Mr. Chairman, leaders from the wider organization, guests from other fields and institutions, and delegates, I am delighted to share this report at the Fifteenth Quadrennial Session of the North Caribbean Conference of Seventh-day Adventists. This report covers the growth, development, and accomplishments within the Stewardship Ministries Department, from 2021 to 2024.

Brief Overview

When the North Caribbean Conference was established in 1975, with its operations starting on January 1, 1976, it was mandated to spiritually and numerically build up the Kingdom of God while educating members on God's plan for financing this mission. This is at the heart of stewardship ministries. Stewardship leaders such as Pastor Earl Carnegie, Dr. Samuel Joseph, Dr. Winston Richards, Pastor Earl Daniel, and Pastor Hesketh Matthew all played a part in advancing this objective (Figures 1, 2, 3, 4). Fifty years later, we are pleased to report that the Stewardship Ministries Department focuses appropriately on building up the Kingdom of God.



Figure 1



Figure 2



Figure 3



Figure 4

The Stewardship Ministries Department's concentration is helping members conceptualize the biblical foundation of stewardship: Recognizing God's sovereignty as Creator, Owner, Redeemer, and Sustainer while faithfully serving Him. This means that stewardship becomes a lifestyle in response to these four attributes of God's sovereignty. According to the Working Policy of the Inter-American Division of the General Conference of Seventh-day Adventists, stewardship is "the lifestyle of one who accepts Christ's Lordship, partners with God, and acts as His agent in managing His affairs on earth" (2023-2024, L 05). There are three important principles to note from this working definition of stewardship, and they form the acronym "LAP":

1. Lifestyle - Stewardship is a lifestyle when we accept the Lordship of Jesus.
2. Agent - We are God's agents in managing His affairs.
3. Partnership - We are in partnership with God.

The genesis of stewardship is God creating man in His image and inviting man into a relationship and partnership with Him. This means that man is entrusted to manage God's affairs on earth and his life, in a way that brings glory to God while allowing His will to be accomplished. Thus, stewardship draws attention to the image of God in humanity, the interdependent relationship, and shared governance between God and humanity. It is about putting God first as we manage His creation. Hence, stewardship evaluates our spiritual walk to determine if we have put God first.

In the Stewardship Ministries, attention is also given to assisting the administration of the North Caribbean Conference of Seventh-day Adventists in leadership development, stewardship education for members, and strengthening church members' faith in God while encouraging members to prioritize faithfulness and put God first.

Executive Summary

The strategic focus was to develop and implement programs to facilitate an understanding of stewardship as a relationship with God and fulfill the objectives outlined in the North Caribbean Conference's Strategic Plan 2023 - 2027. This was important because assessments were done in several districts, and the understanding of stewardship was primarily about money, tithe, and offerings (Figures 6, 7, 8, and 9)



Figure 6



Figure 7



Figure 6



Figure 7

Throughout the period under discussion, attention was given to addressing our strategic focus and developing and executing programs for the benefit of members. The Stewardship Ministries Department achieved notable indicators, which contributed to the overall growth and development of the conference. Key accomplishments included launching three significant initiatives (Stewardship Governance Conference, Stewardship Hackathon, and Creative Problem Solving), strengthening two existing initiatives (Stewardship Holy Convocation and Stewardship Institute), and stewardship education at the churches. These and other initiatives helped the organization experience an overall growth in tithe by 2.37% and mission offering by 0.62%.

Despite facing challenges such as the need for spiritual growth, the task of encouraging and inspiring our members to develop stewardship mindsets, the aftereffect of the COVID-19 pandemic, the reduction in church members' attendance, and the loss of members, the department successfully implemented a strong spiritual-focused ministry, creative strategies, and innovative solutions that addressed the stewardship needs in the conference. The department aimed to further enhance its effectiveness by improving its services to the churches and by soliciting greater participation of members in stewardship education and faithfulness.

Department’s Mission, Vision, and Objectives

The primary focus of the Stewardship Ministries Department is captured in its mission, vision, and objective. The mission of the Stewardship Ministries Department is to “inspire people to partner with God in a way that puts Him first.” This focus invites church members to exercise their trust in God as owner and provider, and to partner with God in advancing His mission through systematic giving.

The vision is “seeing God’s image restored in His Creation, which leads to putting God first.” Our focus is that, through God’s transforming power and the development of His character in man, we live consecrated lives to God as we put Him first.

Our objective was to create an environment that facilitated members to:

- 1. Grow spiritually.
- 2. Grow by nurturing.
- 3. Grow in knowledge.

These three overarching objectives encompassed many aspects of the North Caribbean Conference’s Strategic Plan 2023–2027, which we will address later in this report.

Growing Spiritually

The primary goal of stewardship is the church members’ relationship with God. This is the heart of stewardship because spiritual members commit themselves to God and His church. Growing spiritually focuses on helping each member of the North Caribbean Conference to recognize the importance of a strong, dynamic relationship with God. This relationship leads to the transformation of members’ characters, “putting God first,” and fulfilling the conference’s mission, “Making Disciples for Christ.” This requires members to dedicate time to personal and family devotions on a daily basis. This positions members to realize God’s will for their lives and to trust Him as their owner and provider.

This was done through a strong spiritual emphasis on stewardship and spiritual leadership to create the right atmosphere for church members’ spiritual growth. Louis Fry captures this in three steps, as shown in Figure 10:

- 1. Having a vision that expresses that we are created and redeemed by God.
- 2. Expression of hope indicates that we can live an overcomer’s life through God’s transformative grace.
- 3. Expression of love supports that we serve God and others unselfishly. Some of the means used in this three-step process were visitation, stewardship sermons/presentations, offertory devotional reading or videos, and other available means such as the daily lesson study.



Figure 10: Fry’s Three Steps for Spiritual Growth

Another measure employed to accomplish members’ spiritual growth was stewardship education weekends, which focused on seminars that empowered members to grow their relationship with God. Stewardship education also emphasized growing by nurturing, which we will discuss later in this report.

The Stewardship Holy Convocation was another medium used to accomplish stewardship education. The Stewardship Holy Convocations may be viewed as a combination of stewardship revival and education. Church members had the opportunity for spiritual revival, stewardship education, visitation, and recommitment of their lives to God (Figure 11). Two Stewardship Holy Convocations were conducted on the islands of St. Croix and Tortola (Figure 12). The results of these sessions were increases in tithes for those islands within the year of the Stewardship Holy Convocation, as shown in Table 1. Fifteen districts were served through the ministries of stewardship education and the Stewardship Holy Convocation.



Figure 11



Figure 12

Year	Islands
2023	St. Croix
2024	Tortola

Table 1: Stewardship Holy Convocation Ministry Events

The outcomes of this emphasis were for members to experience growth in their relationship with God, enter into a covenant with God, and be faithful in their commitments. According to the assessments conducted, members reported that the presentations contributed to their spiritual growth and strengthened their faith in God. Church members renewed their commitment



Figure 13

to God and were challenged to remain faithful to their Creator and Sustainer (Figure 13). A recommendation from an evaluation of the stewardship holy convocation was to conduct similar presentations with other churches.

A third method exercised was through the annual Stewardship Week. This allowed members to deepen their relationship with God, experience stewardship education, and reflect on their lives as stewards of God. This emphasis encouraged members to be faithful in their relationship and manage what God entrusted to them. The weeks concluded with our allowing church members to recommit themselves to God and His will for their lives. The emphases for the stewardship weeks can be seen in Table 2:

Year	Focus
2021	God First
2022	God First
2023	God First
2024	God First: My Lifestyle

Table 2: Stewardship Week Focus

During the period under discussion, attention was given to developing such programs, which were executed for members' benefit. Some presentations helped members understand the spiritual emphasis on stewardship by addressing the stewardship cycle, highlighting the four types of stewards, underscoring biblical stewardship principles, and reinforcing stewardship of the mind.

This emphasis on the importance of the relationship with God was addressed during the stewardship institutes and meetings of stewardship leaders. Careful attention was focused on emphasizing the members' relationship with God, not just the money. Additionally, four blended stewardship institutes were conducted - two with pastors and two with stewardship leaders in person and via Zoom. Table 3 highlights this information. From these institutes, pastors and stewardship leaders received additional information and skills to advance their stewardship ministries.

Date	Location	Emphases
2023	St. Croix	Stewardship Leaders
2023	St. Croix	Pastors
2024	Tortola	Stewardship Leaders
2024	Tortola	Pastors

Table 3: Blended Stewardship Institutes

Growing by Nurturing

“Growing by nurturing” calls attention to the care and development of stewards as disciples with their leadership and financial management. A disciple can be defined, as “one who walks with and learns from his or her master to become like his or her master.” This suggests that there is continued learning and modeling to become like one’s master.

Stewards should have a relationship with God. They should develop their abilities to execute God’s will and manage what He entrusted to them. In fulfilling P2A2 (to develop and implement strategic planned-giving educational programs) and P2A6 (development and implementation of a working partnership framework between leaders in financial planning) of the North Caribbean Conference’s Strategic Plan, education seminars and two Stewardship Governance Institutes were executed.

In response to developing and implementing a strategic, planned-giving educational program, I am pleased to inform this body that we conducted educational programs that guided members on planned giving and how to determine what percentage of their offerings to return to God, in addition to tithes. Careful attention was given to educating members on systematic giving. Such education took place in fifteen (15) of nineteen NCC districts between 2023 and 2024. These educational programs had a profoundly positive impact on the lives of church members.



Figure 14

The two Stewardship Governance Conferences also concentrated on educating and empowering leaders in leadership, financial management, and creative problem-solving.



Figure 15

These conferences took place on St. Croix, St. Thomas, and St. John (Figures 14 and 15). These seminars carefully addressed the volatile, uncertain, complex, and ambitious (VUCA) world and the changes to which church leadership is called to respond. From these seminars, the leaders present were equipped to pursue these areas:

- Conceptualization of leadership
- Relationship versus task-oriented leadership
- Servant Leadership
- Leadership and managing change
- Value-based leadership
- Financial management
- Creative problem-solving (Figures 16, 17, and 18)



Figure 16

Leaders today face multiple challenges and complex problems that call for creative skills. The stewardship governance conference guided participants through creative problem-



Figure 17



Figure 18



Figure 19



Figure 20



Figure 21



Figure 22

solving that benefited all participants. Attendees found this a meaningful addition to the conference (Figures 19, 20, and 21). From these institutes, leaders of church boards, school boards, coordinating councils, school and class operations, and youths were exposed to current trends and cutting-edge information that effected their empowerment. Attendees were also allowed to evaluate the Institutes. Their reviews were quite positive, and they recommended that the positive impacts of the presenters and the quality of the material of such an institute should be conducted for the benefit of other leaders. (Figure 22)

Another focus is understanding stewardship and proclaiming the gospel. As stewards, God has entrusted us with the task of reconciling all His children to Him. This involves sharing God's love and explaining the plan of salvation that He offers to everyone (Figure 23).



Figure 23



Figure 24

Another aspect of development was exposing leaders to some of the current trends in stewardship development. During the period under review, four pastors benefited from speaking assignments and training at the Stewardship Holy Convocation. (Figures 24, 25, and 26). Table 4 highlights the pastors and the locations of their exposure. Two Stewardship Ministries leaders from St. Maarten and St. Eustatius also completed the Caribbean Union Stewardship Certification Program, as outlined in Table 5.



Figure 25



Figure 26

Date	Personnel	Country/Island
2023	Pastor Sylvester Williams	Barbados
2023	Pastor Lester Jules	Barbados
2023	Pastor Earl Esdaile Jr.	St. Croix
2024	Pastor Virgil Sams	Guyana

Table 4: Pastors and the locations of their exposure

Date	Personnel	Country/Island
2024	Brother Samuel	St. Maarten
2024	Astrid McKenzie	St. Eustatius

Table 5

Further attention was focused on four (4) priorities identified in the North Caribbean Conference Strategic Plan 2023–2027. These were:

1. Develop and implement a faithfulness and gratitude framework (P2A5).
2. Identify and implement creative stewardship promotion ideas (P2A4).
3. Develop and implement a working partnership framework between leaders in financial planning (P2A6).
4. Develop and implement financial education training/programs to promote individual wealth (P2A8).

Throughout the stewardship education seminar, attention was given to developing and implementing a framework of faithfulness and gratitude (P2A5). The framework for giving was based on gratitude for who God is, what Jesus did for us at Calvary, and His goodness towards us. As a result, our motive for giving is our love for God and our gratitude for what Jesus did for us at Calvary. To accomplish P2A4 (Identify and implement creative stewardship promotion ideas), a stewardship hackathon was conducted, generating ideas that pastors could utilize in their district's stewardship promotions.

From P2A6 (Develop and implement a working partnership framework between leaders in financial planning), the Stewardship Governance Conference, which addressed this strategic initiative, was born.

In fulfilling P2A8 (Develop and implement financial education training programs to promote individual wealth) of the conference's strategic plan, emphasis was placed on educating and empowering church members in financial management. This focus was reiterated seven times. Careful attention was given to illustrating the connection between managing finances, building personal wealth, and advancing the kingdom of God among church members.

Growing in Knowledge

Growing in knowledge allows members to express their gratitude to God based on their relationship with Him and their understanding of Him. This results in systematic benevolence, encompassing faithfulness in returning God's tithe and giving offerings and gifts based on God's blessings, their gratitude to God, and their covenant with Him. In this, faithfulness is demonstrated in the return of tithes and offerings, according to Malachi 3:8, and is tied to God's blessings.

Major Foci

The North Caribbean Conference Strategic Plan 2023 – 2027 calls attention to eight (8) areas relating to stewardship and finance. Five of these areas were addressed:

- 1. Develop and implement Job Preparation and Placement programs (P2A3).
- 2. Develop and implement financial education training/programs to promote individual wealth (P2A8).
- 3. Financial Management (debt, mortgage and loans management)
- 4. To experience an increase in tithes and mission offerings.
- 5. To strengthen the churches' contributions to CURF.

Presentations were created to help church members understand God's perspective on giving, our responses to His expectations, and financial management. These presentations emphasized financing the gospel commission, being faithful in tithes and offerings, and fostering a culture of faithfulness and responsible financial management among church members. Financial education covered various aspects of money management, including loans, credit cards, mortgages, purchasing cars and homes, and building economic stability. It offered an understanding of the principles involved and the guidance needed to navigate these areas effectively. This education aimed to enhance members' financial knowledge and their ability to manage their finances effectively (Figure 27).



Figure 27

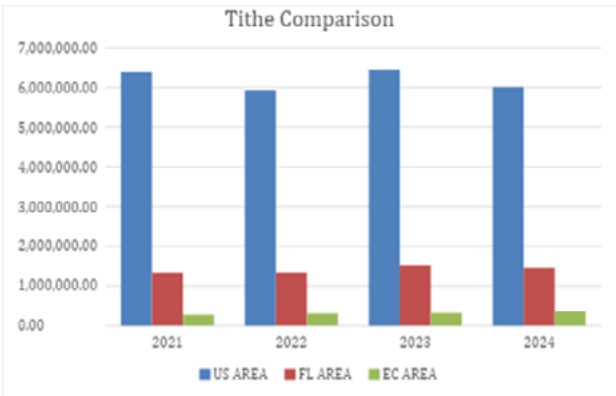


Figure 28: Tithe (2021-2024, USD)

During this quadrennium, tithes increased by 2.37% and offerings by 0.62%. Table 6 shows the comparative incomes for the quadrennium, ending in 2020. Table 7 and Figure 28 show the comparative incomes for the quadrennium, ending in 2024, while Table 8 and Figure 29 highlight the increase. The comparative mission offering for the period under review is highlighted in Tables 9 and 10, and Figure 30 respectively. The increase is highlighted in Table 11 and Figure 31. We say, to God be the glory. While we celebrate this increase, additional education is needed.

Table 6

Areas	2017	2018	2019	2020	Total
US AREA	5,512,340.74	6,487,378.48	6,441,624.18	5,820,758.98	24,262,102.38
FL AREA	1,164,932.58	1,630,992.00	1,409,572.22	1,234,628.41	5,440,125.21
EC AREA	261,126.16	338,575.80	329,351.94	303,117.97	1,232,171.87
Total	6,938,399.48	8,456,946.28	8,180,548.34	7,358,505.36	30,934,399.46

Table 6: Tithes (2017-2020, USD)

Areas	2021	2022	2023	2024	Total
US AREA	6,376,209.07	5,936,655.55	6,458,218.73	6,003,508.75	24,774,592.10
FL AREA	1,333,421.87	1,335,811.21	1,526,567.09	1,441,976.86	5,637,777.03
EC AREA	272,427.06	304,508.24	315,099.18	362,347.39	1,254,381.87
Total	7,982,058.00	7,576,975.00	8,299,885.00	7,807,833.00	31,666,751.00

Table 7: Tithes (2021-2024, USD)

Years	Tithe	Percentage of increase
2017 - 2020	30,934,399.46	
2021 - 2024	31,666,751.00	2.37%
Increase/Decrease	732,351.54	

Table 8: Tithes Percentage Increase (USD)

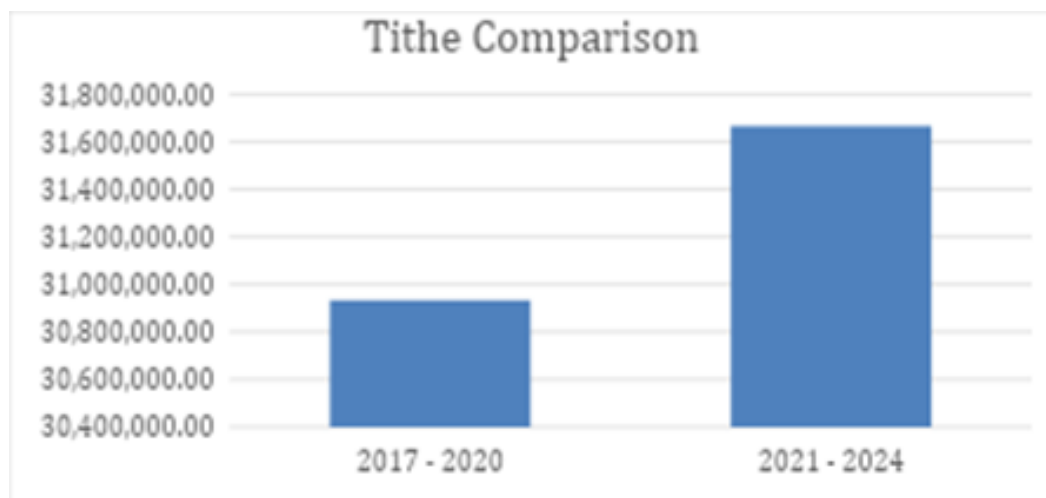


Figure 29: Tithe comparison for periods ending 2020 and 2024

Areas	2017	2018	2019	2020	Total
US AREA	333,317.52	387,494.22	378,119.21	318,731.35	1,417,662.30
FL AREA	55,144.42	115,282.19	91,803.89	78,069.03	340,299.53
EC AREA	261,126.16	18,341.54	17,810.19	16,392.35	66,303.86
Total	402,221.72	521,117.95	487,733.29	413,192.73	1,824,265.69

Table 9: Mission Offering (2017-2020, USD)

Areas	2021	2022	2023	2024	Total
US AREA	369,675.01	345,368.98	376,832.25	364,625.63	1,456,501.87
FL AREA	76,384.99	69,464.87	86,474.53	81,070.97	313,395.36
EC AREA	14,805.17	15,893.28	17,076.46	17,912.62	65,687.53
Total	460,865.17	430,727.13	480,383.24	463,609.22	1,835,584.76

Table 10: Mission Offering (2021-2024, USD)

Years	Mission Offering	Percentage of increase
2017 - 2020	1,824,265.69	
2021 - 2024	1,835,584.76	.62%
Increase/Decrease	11,319.07	

Table 11: Mission Offering (USD)



Figure 30: Mission Offering (2021-2024, USD)

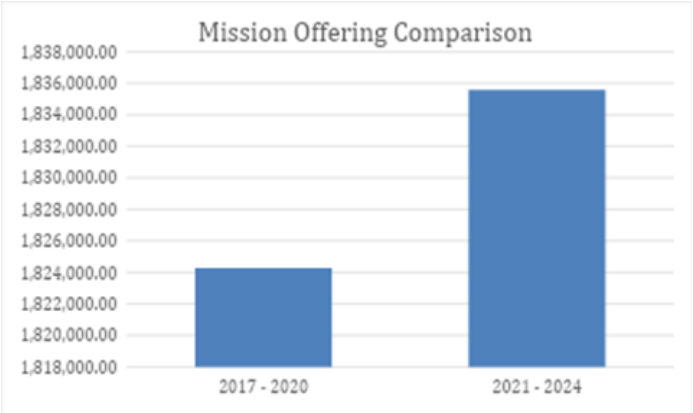


Figure 31: Mission Offering comparison for periods ending 2020 and 2024 (USD)

Strengthening the churches’ financial resources and investment in the Caribbean Union Conference’s Revolving Fund (CURF) was a continuous process. While the banks offered minimal interest, investing in CURF generated significant benefits and offered real opportunities for investment and loans for the infrastructure and development of congregations. P2A3 focused on developing and implementing job preparation and placement programs. It was discovered that the three high schools within the North Caribbean Conference executed this program annually, with a measure of success.

Contributions to Organizational Goals

The Stewardship Ministries Department continued to collaborate and play a pivotal role in accomplishing the conference’s goals, as outlined in the strategic plan. Firstly, the Stewardship Ministries Department provided stewardship education that fostered spiritual nurturing, created an environment for spiritual revival, and nurtured the spiritual growth of churches within the conference. From seminars such as the Stewardship Holy Convocation, members articulated that it helped them grow spiritually (Figure 32). Secondly, the conference’s vision is “the advent message in every heart and every home”; and its mission is “to make disciples for Christ.” The Stewardship Ministries Department played a role in this by helping every steward understand that, as stewards, we are responsible for advancing the conference’s vision and mission by preaching and teaching the gospel. This aligned with the Personal Ministries Department’s mission to “proclaim the gospel and advance the kingdom of God.”

Thirdly, the Stewardship Ministries Department played a role in the financial viability of the churches and the North Caribbean Conference.

Accomplishments

- Firstly, we placed a strong emphasis on members' spiritual growth and development as well as the importance of putting God first (Figure 33).
- Secondly, despite a pandemic and global issues that impacted the conference, we celebrated an increase in the tithe of seven hundred and thirty-two thousand, three hundred and sixty-one dollars and fifty-four cents (US\$732,361.54), a 2.37% increase. Moreover, we had an increase in the mission offering of eleven thousand, three hundred and nineteen dollars and seven cents (US\$11,319.07), which equates to a .62% increase.
- The strategic plan item P2A2 (Develop and implement strategic planned-giving educational programs) called for four (4) executions per year. Between 2023 and 2024, we conducted twelve emphases that addressed this strategic planning item.
- The strategic plan segment P2A5 (Develop and implement financial education training) required programs to promote individual wealth twice a year. We carried out seven (7) initiatives between 2023 and 2024.
- The strategic plan category P2A6 (Development and implementation of a working partnership framework between leaders in financial planning) called for four (4) seminars between 2023 and 2024. During this period, we conducted two stewardship governance seminars, where leadership, financial management, creative leadership, and problem-solving were the primary focus. In addition, a Stewardship Advisory was conducted in 2021, and the conference participated in three stewardship congresses sponsored by the wider organization.
- P2A8 of the strategic plan called for developing and implementing financial education training/programs to promote individual wealth and manage these resources. The strategic plan called for three emphases per year. Seven emphases were executed during 2023 and 2024.

Recommendations

While the conference continues to navigate membership loss, reduced attendance at church, and political changes that can impact the church, we must remain focused on the following:

1. Continue to help church members focus on and evaluate

their spiritual walk with God and their faithfulness to Him.

2. Ongoing stewardship education that engages the younger church members, emphasizes faithfulness to God, and focuses on financial management.
3. Maintaining a culture of transparency and inclusion by encouraging open dialogue.

The Stewardship Ministries Department remains committed to empowering members to focus on their spiritual walk with God and building God's kingdom. While faithfulness continues to be emphasized, the priority is church members; putting God first and remaining faithful to Him must be given the appropriate attention. A strong emphasis was placed on three significant areas: Growing spiritually, growing by nurturing, and growing in knowledge. Out of these emphases, we are grateful to God for the spiritual growth experienced, a 2.37% increase in tithe, and a .62% increase in mission offering. The new initiatives, such as the stewardship governance conference and strengthening existing initiatives, proved a significant success.

Acknowledgment

With heartfelt gratitude, I thank God for allowing me to serve and for the many accomplishments He wrought, during the period under review. Thank you to the administrators of the North Caribbean Conference – Pastor Desmond F. James, Pastor Wilmoth James, and Ms. Sanida McKenzie – for the opportunity to work with you in accomplishing our mission and vision of building up the Kingdom of God. Thank you to Dr. Gandalal Samlalsingh, Stewardship Director of the Caribbean Union, for your continued support and guidance. I want to thank my fellow directors for their collaboration and support. I thank all pastors and Bible Educators for your insight, the opportunity to collaborate, and the powerful ministry opportunities we shared. I am deeply indebted to the congregations, stewardship leaders, and island coordinators for your cooperation, sacrificial service, and commitment to stewardship ministry and your church.

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Reference

Inter-American Division of the General Conference of Seventh-day Adventists. (2023-2024). Working Policy (L 05).
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