



2024 Annual REPORT & ACCOUNTS

Government of the Virgin Islands
Civil Registry and Passport Office



•	Message from Registrar General	3
•	Vision	4
•	Mission	4
•	Core Values	4
•	Executive Summary	5
•	Organisational Structure	7
•	2024 Organisational Overview and Capacity Building Initiatives	8
	• Human Resources	9
	• Staff Complement	11
	• Capacity Building	12
	• Customer Service Management	14
	• Staff Appreciation and Recognition	16
•	Governing Legislation & Regional and International Associations	17
•	Digital Transformation and Innovation	19
•	Budget	21
	• 2024 Expenditure	22
	• Budget Comparison (Civil Registration)	23
	• Budget Comparison (Passport Administration)	24
•	Summary of General Budget Achievements	25
	• Financial Report	25
	• Revenue	25
•	Outcome of Achievements for 2024	32
•	Programme Performance Analysis	33
•	Key Performance Achievements for 2024	39
•	Department Achievements	43
•	Department Challenges	44
•	Opportunities	47
•	Conclusion	49



MESSAGE FROM THE REGISTRAR GENERAL

Dear Readers,

“Success is the sum of small efforts, repeated day in and day out.” – **Robert Collier**

I am pleased to present this year’s annual report, highlighting the progress, achievements and challenges of the Civil Registry and Passport Office (CRPO). Over the past year, we have embarked on a journey of modernization and transformation to ensure that our services meet the evolving needs of the public, while maintaining the highest standards of integrity and efficiency.

We have taken significant strides to enhance our service delivery by laying the groundwork for the rollout of our customer online services. This initiative is a key component of our broader strategy to modernize the operations and improve accessibility for all stakeholders. Additionally, we have modernized our breeder certificates by incorporating advanced security features that meet international standards. Looking ahead, 2025 will see the full implementation of the digitization of our civil records. These developments underscore our commitment to position CRPO to meet the evolving needs of our community, while continuing to provide efficient, customer-focused services and safeguard our nation’s vital records.

Our achievements were made possible through the dedication of our team, coupled with unwavering support from the Deputy Governor’s Office, whose collaborative efforts have been instrumental in transforming how we serve the public. While we faced challenges, particularly, in addressing the growing demand for services with our current human resources, these challenges have only strengthened our commitment to continue improving.

Moving forward, we are excited about the opportunities 2025 holds. Our commitment to modernizing services and enhancing our operations remains steadfast. We anticipate your continued support as we build a more efficient, secure, and customer-centric Civil Registry and Passport Office. Thank you for being a part of this journey.

TMaduro
Tashi O’Flaherty-Maduro
Registrar General

VISION

To achieve excellence in service delivery.

MISSION

The Civil Registry and Passport Office is a department that falls under the Governor's Group. We assist with the registration and preservation of vital records, such as births, deaths and marriages, adoption, solemnization of marriages, processing of applications for citizenship, visas, passports, belonger status and many more core services. We also develop and distribute information, promote good customer service and serve as one of the Territory's border security agencies in the delivery of our services.

CORE VALUES

The Civil Registry and Passport Office is committed to:

- Providing exceptional customer service to all of our clients;
- Having well-trained and supportive staff to maintain a culture that promotes openness, accountability, and fairness when dealing with our clients;
- Ensuring continuous training and development for our human capital;
- Improving our service standard and delivery by continuously advancing monitoring and measuring the types and quality of the services being offered;
- Maintaining transparency and accountability in our relationships with our suppliers and ensuring that payments are made, promptly;
- Informing the public of any changes in our service offerings;
- Answering telephone calls within 3-rings; and
- Addressing all complaints in an impartial and professional manner.



EXECUTIVE SUMMARY

The Civil Registry & Passport Office (CRPO) has experienced a year of notable progress and accomplishments in 2024 as we continued to fulfill our mandate of providing essential civil registration, belonging, visa, passport, and other core services to the citizens of the Virgin Islands. Our strategic focus this year has been on modernization, capacity building, and enhancing service delivery, with the overarching goal of making our services more accessible, secure, and efficient.

One of our top priorities in 2024 has been the preservation of the territory's vital records. Significant strides have been made in securing a formal partnership with FamilySearch International, a collaboration that will ensure the protection of these records against natural disasters and other potential threats while also enhancing accessibility for future generations.

We have also made remarkable progress in improving our passport issuance process. By working closely with His Majesty's Passport Office, we have laid the foundation for streamlined passport processing, set to be implemented in 2025. These enhancements are designed to provide a more user-friendly and efficient experience for our citizens.

Additionally, our partnerships with the Border Management System Developer, Canadian Bank Notes, and the Immigration Department have resulted in substantial improvements to the Border Management System. Enhancements to various system modules have paved the way for the upcoming launch of an online digital customer platform, which will include a streamlined portal for visa applications and further elevate our service delivery.

A strong focus on training, succession planning, and leadership development has equipped our staff to better meet the growing demands of the department. However, one of the primary challenges we faced in 2024 was related to human resources. As demand for our services continues to rise, acquiring the necessary personnel to effectively meet our clients' needs has proven difficult. This has placed added pressure on our existing team, underscoring the critical need for increased investment in both human resources and technological advancements to ensure continued high-quality service delivery.

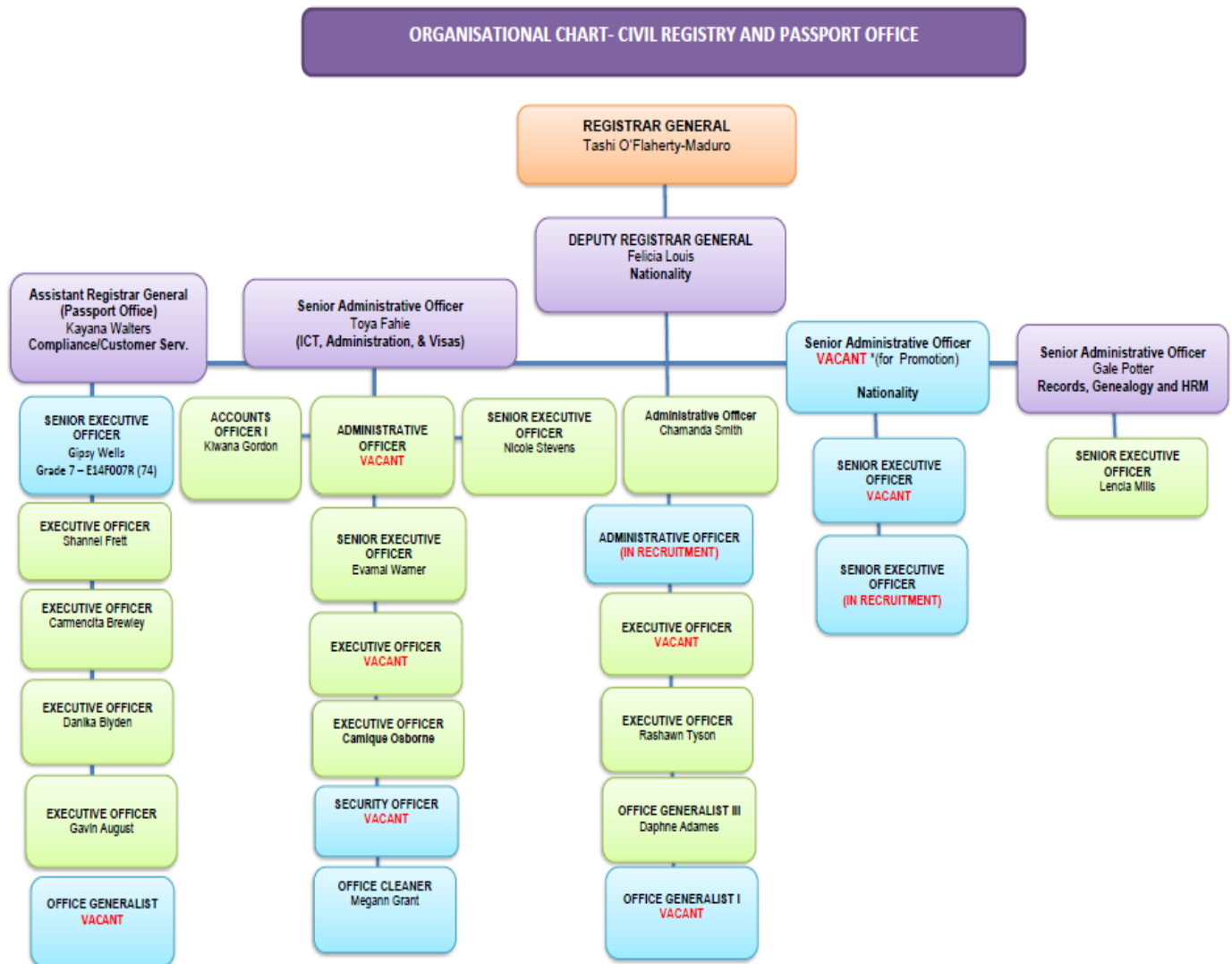
As we move into 2025, our primary focus will remain on digital transformation, emphasizing enhanced customer experience and strengthening the infrastructure necessary to protect the territory's records. We also plan to further invest in our staff's capacity, ensuring they are well-equipped to lead and adapt to an evolving service environment. Our commitment to service excellence will drive continuous improvements and advancements at CRPO, as we strive to provide efficient, reliable, and accessible services to the people of the Virgin Islands.

While 2024 presented significant challenges, it was also a year of growth and innovation for the Civil Registry & Passport Office. Looking forward, we remain steadfast in our dedication to enhancing and developing our services to meet the evolving needs of the public. We are eager to build upon the solid foundation laid in previous years as we work toward operational excellence and improved service delivery.

In conclusion, I wish to extend my sincere gratitude to the CRPO Team, the Governor's Office, the Office of the Deputy Governor, and the Government of the Virgin Islands for their unwavering commitment and support. Their continued partnership has been instrumental in enabling us to deliver on our mission of providing efficient and reliable services to the people of the Virgin Islands.



2024 ORGANISATIONAL STRUCTURE





2024 ORGANISATIONAL OVERVIEW & CAPACITY BUILDING INITIATIVES

The Civil Registry and Passport Office (CRPO) is a department that was created in 2005 and operates in two locations; Tortola and Virgin Gorda. During the year in review, the Registrar General managed the department.

The Civil Registry and Passport Office is responsible for:

- Initial processing of British Overseas Territories (Virgin Islands) passports;
- Issuance of e-Visas for crew, business, student, resident, visitor and employment;
- Issuance of belonger status under the Virgin Islands Constitution Order, 2007;
- Registering of births, deaths, marriages, stillbirths and adoptions in the Territory;
- Resolving adoption, birth, death and marriage registration issues;
- Solemnization of civil weddings;
- Handling applications for marriage licences, thereby facilitating marriages performed by the local clergy and approved marriage officers in the Territory;
- Providing certified copies of birth, death and marriage records and other registration entries, such as adoptions and marriage officers;
- Registering church buildings;
- Affidavits;
- Emergency travel documents;
- Handling applications for British Citizenship Registration;
- Conduct Biometric enrolment to facilitate the British citizenship registration application process;
- Civil Searches;

- Administration of Oaths; and
- Processing applications for naturalisation and registration as British Overseas Territory citizens.

HUMAN RESOURCES

One of the most significant challenges faced by the Civil Registry and Passport Office (CRPO) in 2024 was insufficient staffing, which hindered our ability to effectively meet the growing public demand. The increasing volume of applications and rising public expectations highlighted the urgent need for a more robust and well-resourced team. Unfortunately, the suspension of the RATED Programme, which had provided much-needed support in 2023, exacerbated these challenges. Without this critical resource, addressing staffing gaps became even more difficult.

Compounding these difficulties was the inability to fill vacant positions in a timely manner, particularly when staff members were transferred out of the department. Additionally, delays in recruitment were further complicated by the unexpected removal of approved staffing funds from our budget. This unforeseen budgetary constraint significantly hindered our ability to hire new employees, maintain optimal staffing levels, and effectively manage workloads. As a result, existing employees faced increased strain, leading to burnout, heightened absenteeism due to illness, and a growing number of transfer requests. These issues underscore the urgent need for additional financial resources to alleviate pressure and support staff well-being.

Many employees expressed a preference for transferring to other departments where workloads appeared less demanding. This shift in staff priorities reflected not only the intense pressures within CRPO but also the limited opportunities for timely relief due to financial constraints and staffing delays.

Despite these staffing and budgetary challenges, the CRPO has demonstrated exceptional resilience through the unwavering dedication and commitment of its team. Many employees have voluntarily worked after hours and on weekends to manage the increased workload, even without receiving overtime compensation. Their selfless efforts have ensured that critical

deadlines were met and essential services continued without disruption. Additionally, team members have taken on extra responsibilities across multiple units to maintain smooth operations. While this flexibility has been instrumental in sustaining our services, it has come at a personal cost to our staff, affecting their well-being and morale.

While these collective efforts have been invaluable in navigating challenges, they do not provide a sustainable long-term solution. Addressing the underlying human resource and financial challenges is critical to ensuring the CRPO's continued success and the well-being of its team.

These challenges have been temporarily mitigated through strategic efforts, including continuous cross-training and technological integration. Moving forward, a concerted focus on these initiatives will be essential to ensuring the department's ability to effectively meet the increasing demand for its services.



STAFF COMPLIMENT

Table 1: Breakdown of Staff Complement for 2024

2024 STAFF COMPLEMENT	EMPLOYMENT	STATUS
17	Permanent and Pensionable	Full-time
1	Temporary	Full-time
1	Part-time	Non-established
1	Senior Administrative Officer	Vacant
1	Administrative Officer	Vacant
2	Senior Executive Officer	Vacant
3	Executive Officer	Vacant
2	Office Generalist I/II/III	Vacant
1	Security Officer/Watchman	Vacant

Commitment to Capacity Building and Service Excellence

At the Civil Registry and Passport Office (CRPO), we recognize the critical importance of capacity building in achieving our vision of excellence in service delivery. In 2024, we implemented several initiatives designed to enhance staff skills, boost morale, and reinforce our commitment to exceptional public service. These efforts are essential in ensuring that our team remains motivated, competent, and aligned with the department's strategic objectives.

One of our key initiatives, Refresher Fridays, was introduced in 2023 and continued in 2024 as a platform for continuous learning, reflection, and rejuvenation. This initiative provided practical tools and strategies for improving service delivery, while also reigniting staff enthusiasm and commitment to public service. Through these sessions, team members reconnected with their purpose, fostering a culture of excellence that directly enhances the quality of service provided to citizens.

In addition to Refresher Fridays, the department hosted two significant training events in 2024:

- Leadership Training (February 2024, Lambert Beach Resort) – This annual event provided staff with opportunities to enhance leadership skills, collaborate with peers, and reflect on best practices in management and service delivery. Strengthening leadership capabilities ensures that the department remains well-equipped to meet its goals effectively.
- Customer Service Training (Governor's Reception Hall) – This intensive training focused on improving communication, problem-solving, and overall service excellence. As we continue to emphasize the importance of treating citizens as valued clients, the insights gained from this training will further equip our team to deliver superior service and handle public inquiries with professionalism and efficiency.

Further reinforcing our commitment to professional development, Ms. Gipsy Wells, Administrative Officer for Nationality Matters, successfully completed the Chartered Manager Level 5 Diploma in Management with the Chartered Management Institute (UK). Her achievement reflects dedication to professional growth, strengthens the department's leadership capacity, and supports our succession planning efforts.

Additionally, the department continued to promote cross-training initiatives, allowing staff to develop new skills, increase operational flexibility, and enhance overall departmental capacity.

Together, these initiatives reflect our long-term vision of service excellence, ensuring that we are well-positioned to meet the evolving needs of the public, foster a positive work environment, and maintain our high standards of professionalism.





CUSTOMER SERVICE MANGEMENT

In 2024, CRPO measured its business activity by analyzing key performance indicators. The following table outlines the turn-over period required for each service.

Table 2: Application Processing Time

2024 APPLICATIONS		TIME FRAME
Visas		4 weeks <i>8 weeks (During peak seasons)</i>
Passport Applications		4 weeks <i>8-10 weeks (During peak seasons in accordance with His Majesty's Passport Office Guidance)</i>
Registration of Births		Same day
Registration of Deaths		Same day
Registration of Adoptions		Same day
Emergency Travel Documents		Same day
Marriage Licences		Same day – Special Licences Three days – Ordinary Licences
Processing of Belongers Cards		Same day
Application for Citizenship		
☐	Naturalisation	One year
☐	Registration	One month

At the Civil Registry and Passport Office (CRPO), we are committed to maintaining efficient processing times and ensuring timely communication with the public regarding any delays. When processing times exceed our established benchmarks, we promptly notify applicants to manage expectations and minimize inconvenience.

In 2024, we continued to encounter processing delays for BVI visa applications, primarily due to staffing constraints. Our Visa Unit is currently supported by one dedicated officer, while two additional officers manage multiple responsibilities across various units, including accounts, office management, visas, IT, and cashier duties. This multi-functional workload has impacted the department's ability to expedite visa processing at peak efficiency.

Despite these challenges, we process visa applications for over 92 countries requiring entry visas to the Virgin Islands. Outside of peak seasons, we have consistently maintained a turnaround time of three to four weeks from submission.

Additionally, we have observed a gradual decline in the turnover of passports for British Overseas Territory Citizens (BOTC), which are printed by His Majesty's Passport Office (HMPO) in the United Kingdom. Under normal circumstances, passports are returned within four weeks during off-peak periods. However, during peak travel months—June, July, August, November, and December—turnaround times extend to approximately 8–10 weeks, in accordance with HMPO's guidelines.

To address these challenges, we remain committed to ongoing digital transformation initiatives and strategic operational improvements. Plans developed in 2024 are focused on enhancing efficiency, reducing delays, and optimizing service delivery, ensuring that we continue to meet the evolving needs of the public.



STAFF APPRECIATION AND RECOGNITION

At the Civil Registry and Passport Office (CRPO), we firmly believe that recognition and appreciation are fundamental to fostering a positive and engaged workforce. In 2024, we implemented several initiatives to celebrate and acknowledge the dedication, hard work, and unique strengths of our team members.

Throughout the year, we prioritized staff recognition by celebrating birthdays, academic achievements, and commendations for exemplary service. While these gestures were small, they played a meaningful role in reinforcing our appreciation for the commitment and excellence demonstrated by our employees.

A highlight of the year was our Dinner and Recognition Ceremony, where we formally honored the outstanding contributions of each team member. This event provided an opportunity to express gratitude, showcase individual achievements, and recognize the invaluable role each employee plays in the department's success. By celebrating both personal and professional milestones, we reaffirmed our commitment to fostering a supportive and empowered workplace.

These efforts go beyond recognition—they serve as a source of motivation and inspiration, encouraging continued dedication, excellence, and teamwork. We remain committed to cultivating an environment where every employee feels valued, motivated, and proud to be part of the CRPO team.





GOVERNING LEGISLATION & REGIONAL AND INTERNATIONAL ASSOCIATIONS

Governing Legislation

The department functioned within the framework of various legislations that governs the services offered to the public. These include:

- The Registration of Births and Deaths Act, 2021;
- The Marriage Act (Cap. 272);
- The Adoption of Children Act (Cap. 269) and to a lesser degree the Legitimacy Act (Cap 271);
- The Virgin Islands Constitution Order, 1976, 2001 and 2007;
- The British Nationality Act, 1981;
- The Immigration and Passport Ordinance (Cap 130);
- The Archives and Records Management Act, 2010; and
- The Public Finance Management Act, 2004;
- Public Finance Management Regulations, 2005;
- Public Procurement Act, 2021; and
- Public Procurement Regulations, 2022

Regional and International Associations

Currently, the Civil Registry and Passport Office (CRPO) is not a member of any regional or international organizations. However, the department maintains an affiliation with the International Civil Aviation Organization (ICAO), a United Nations Specialized Agency responsible for establishing, maintaining, and promoting Standards and Recommended Practices (SARPs) related to machine-readable travel documents and border control processes.

While ICAO has historically focused on the physical security of travel documents, its Traveller Identification Programme (TRIP) Strategy has expanded its mandate to include traveller identification. This initiative takes a comprehensive and coordinated approach to identity verification, covering document issuance, border inspection systems, and the

security of identity evidence (EOI) processes. ICAO's overarching goal is to enhance the security and integrity of the entire travel document and border management continuum.

Looking ahead, the CRPO aims to become an affiliate of FamilySearch International, a leading global genealogy organization. FamilySearch is a non-profit entity dedicated to helping individuals worldwide trace their lineage and family history. This potential affiliation aligns with the department's broader vision of preserving and digitizing historical records, ultimately contributing to the advancement of genealogical research and public access to ancestral information.



DIGITAL TRANSFORMATION AND INNOVATION

As part of our ongoing commitment to enhancing service delivery, the Civil Registry & Passport Office is embracing digital transformation as a core strategy. Our objective is to streamline processes, reduce processing times, and enhance customer satisfaction by providing more client-centric services. Through innovative digital solutions, we are transforming the way we serve the public—ensuring our services are efficient, accessible, and responsive to community needs.

These initiatives align with the government’s broader digital transformation agenda, which seeks to modernize public sector services, enhance transparency, and improve accessibility for citizens. Additionally, our efforts support the national sustainable development plan, ensuring that our modernization efforts are resource-efficient and future-ready.

Key Digital Initiatives

1. eVisa Platform/Visa Online Customer Portal

- The final phase of this platform is set to reduce back-office workload by 40%.
- Customers will be able to submit visa applications online, leading to a more efficient and seamless application process.
- Automation will accelerate processing times and minimize administrative burdens on staff.

2. Adult Passport Renewal Portal

- This digital platform will streamline the passport renewal process and significantly reduce wait times.
- By offering an online application system, similar to the British (UK) passport renewal process, this initiative will make passport renewals more efficient and accessible.

Digitization & Preservation of Civil Records

In collaboration with FamilySearch International, we are working to digitize and preserve the territory's civil records. This initiative will:

- Protect records from natural disasters such as hurricanes and earthquakes.
- Establish the Virgin Islands as a genealogy hub, promoting historical research and facilitating public access to vital records.
- Ensure the long-term integrity of the territory's civil documentation.

These digital initiatives reinforce, our commitment to service excellence, ensuring faster processing times, improved operational efficiency, and greater customer satisfaction. We are confident that these innovations will make it easier for the public to access vital services while modernizing and future-proofing our department's operations to meet the evolving needs of our citizens.





2024 Budget

The Registrar General, as the Accounting Officer for the Civil Registry & Passport Office, maintained a departmental vote account in full compliance with the Public Finance Management Act, 2004. This account provides a clear and transparent record of all expenditures, ensuring accountability and fiscal responsibility within the department.

However, insufficient budget allocations continue to present a significant challenge, limiting the department's ability to fully modernize and streamline services. These financial constraints hinder progress on key initiatives that would enhance operational efficiency and improve the overall customer service experience. Addressing these budgetary limitations remains crucial to achieving long-term service improvements and maintaining high standards of public service delivery.

2024 Expenditure

The Civil Registry & Passport Office operates under two sub-programs: Civil Registration (21144073) and Passport Administration (21144074). As of the close of 2024, there was no overall over-expenditure for either sub-program.

However, within the Passport Administration sub-program, there was a notable over-expenditure under the Payroll Tax subhead, amounting to \$1,226.80. This over-expenditure was offset by the remaining unspent budget, ensuring overall financial balance.

Tables 3 and 4 provide a detailed breakdown of the department's 2024 expenditure.

2024 Expenditure

Table 3 - 2024 Expenditure (Civil Registration - 21144073)

2024 BUDGET COMPARISON				
CIVIL REGISTRATION - 21144073				
Subhead	Details of Expenditure	Annual Budget	Expenditure	Remaining Budget
511120	Permanent Secretaries/Heads	94,508.44	94,508.44	0.00
511130	Personnel (Staff) Salaries	434,243.94	432,653.81	1,590.13
511210	Travel Allowance	7,674.41	7,596.19	78.22
511411	Telephone Allowance	1,264.80	1,249.56	15.24
511413	Car Allowance	1,296.00	1,296.00	0.00
511414	Special Duty Allowance	1,000.00	0.00	0.00
511419	Entertainment Allowance	3,240.00	3,240.00	0.00
511529	Performance of Marriages Allowance	17,350.00	13,700.00	3,650.00
511431	Acting Allowance and Leave Relief	407.07	407.07	0.00
512210	Social Security Contributions	17,437.72	17,416.26	21.46
512220	Payroll Tax	27,033.11	25,676.38	1,356.73
512230	Health Insurance	20,497.36	19,980.92	516.44
521999	Other Rent	7,300.00	7,300.00	0.00
522110	Mobile	2,256.00	2,256.00	0.00
522120	Landline	0.00	0.00	0.00
522130	Internet	1,720.00	1,542.08	177.92
522220	Electricity (General)	48,000.00	32,607.68	15,329.32
522320	Drinking Water	904.00	810.00	94.00
522610	Postage and Courier Costs	18,655.00	18,189.98	465.02
523110	Book and Subscriptions	0.00	0.00	0.00
523120	Printing	29,723.32	28,921.85	801.47
523130	Stationery	5,500.00	5,496.61	3.39
523140	Minor Office Equipment	1,000.00	935.00	65.00

Table 3 - 2024 Expenditure (Civil Registration – 21144073) Cont'd

2024 BUDGET COMPARISON				
CIVIL REGISTRATION – 21144073 (Continued)				
Subhead	Details of Expenditure	Annual Budget	Expenditure	Remaining Budget
523150	Software	12,500.00	12,500.00	0.00
523160	Furniture and Appliances	400.00	115.49	284.51
523165	Fixtures and Fittings	600.00	585.96	14.04
523199	Other General Supplies	2,500.00	2,478.44	21.56
523210	Uniforms	0.00	0.00	0.00
523225	Construction Materials	0.00	0.00	0.00
523299	Miscellaneous Supplies	0.00	0.00	0.00
524115	Office Equipment - Minor Repair	12,203.00	12,203.00	0.00
524199	Other Minor Repairs/Maintenance	0.00	0.00	0.00
525110	Accommodation (Domestic)	0.00	0.00	0.00
525220	Transportation (Domestic)	600.00	600.00	0.00
525130	Subsistence (Domestic)	250.00	0.00	250.00
525210	Accommodation (Foreign)	0.00	0.00	0.00
525220	Transportation (Foreign)	0.00	0.00	0.00
525230	Subsistence (Foreign)	0.00	0.00	0.00
526110	Training (Domestic)	0.00	0.00	0.00
528110	Marketing and Advertising	0.00	0.00	0.00
528130	Security	2,400.00	1,986.00	414.00
528170	Cleaning Services	0.00	0.00	0.00
528299	Other Consultancy	0.00	0.00	0.00
528620	Remittance and Agents Charges	20.00	20.00	0.00
528625	Bank Charges and Fees	160.00	120.00	40.00
528665	Freight Charges	2,500.00	774.50	1,725.50
528699	Other Services	500.00	500.00	0.00
529110	Entertainment	5,000.00	5,000.00	0.00
573110	Refunds of Revenue Former Yrs.	0.00	0.00	0.00
TOTAL		780,044.17	752,067.22	27,976.95

Table 4 - 2024 Expenditure (Passport Administration - 21144074)

2024 BUDGET COMPARISON				
PASSPORT ADMINISTRATION - 21144074				
Subhead	Details of Expenditure	Annual Budget	Expenditure	Remaining Budget
511130	Personnel (Staff) Salaries	323,874.60	323,874.60	0.00
511220	Part Time Wage Earners	11,683.35	11683.35	0.00
511410	Travel Allowance	0.00	0.00	0.00
511411	Telephone Allowance	0.00	0.00	0.00
511414	Special Duty Allowance	750.00	0.00	750.00
511415	Commuter's Allowance	2,810.91	2,810.91	0.00
511531	Acting Allowance and Leave Relief	4,345.00	4,344.87	0.13
512210	Social Security Contributions	14,025.75	13,508.00	517.75
512220	Payroll Tax	13,236.43	14,463.23	-1,226.80
512230	Health Insurance	12,480.51	12,384.82	95.69
521999	Other Rent	0.00	0.00	0.00
522220	Electricity (General)	0.00	0.00	0.00
522310	Water (General)	0.00	0.00	0.00
522320	Drinking Water	0.00	0.00	0.00
522610	Postage and Courier Costs	0.00	0.00	0.00
523120	Printing	149,618.06	125,350.44	24,267.62
523130	Stationery	0.00	0.00	0.00
523140	Minor Office Equipment	0.00	0.00	0.00
523150	Software	0.00	0.00	0.00
523160	Fixtures and Fittings	0.00	0.00	0.00
523199	Other General Supplies	0.00	0.00	0.00
523210	Uniforms	0.00	0.00	0.00
523227	Concrete	0.00	0.00	0.00
523299	Miscellaneous Supplies	0.00	0.00	0.00
524115	Equipment - Minor Repair	0.00	0.00	0.00
525210	Transportation (Domestic)	0.00	0.00	0.00
525220	Subsistence (Domestic)	0.00	0.00	0.00
526110	Training (Domestic)	0.00	0.00	0.00
528110	Marketing and Advertising	0.00	0.00	0.00
528130	Security	0.00	0.00	0.00
528600	Other Services	0.00	0.00	0.00
528620	Remittance and Agents Charges	0.00	0.00	0.00
528625	Bank Charges and Fees	2,054.00	1,659.00	395.00
528665	Freight Charges	0.00	0.00	0.00
529110	Entertainment	0.00	0.00	0.00
573110	Refunds of Revenue Former Yrs.	0.00	0.00	0.00
TOTAL		534,878.61	510,079.22	24,799.39

SUMMARY OF GENERAL BUDGET ACHIEVEMENTS

Financial Report

In the 2024 fiscal year, the Civil Registry and Passport Office experienced a slight revenue decline compared to 2023, primarily due to legislative changes affecting revenue intake. Despite this challenge, the department remains committed to enhancing service delivery through digital upgrades, targeted staff development, and operational efficiency improvements.

The 2024 budget prioritizes fiscal prudence and transparency, ensuring the optimal allocation of resources while maintaining the highest standards of service delivery.

Revenue

The Civil Registry and Passport Office generated a total revenue of \$1,462,690 in 2024. This reflected a slight 1% decrease of \$7,591 compared to the \$1,470,261 earned in 2023. Table 5 and Figure 1 provide a monthly comparison of revenue earned in 2023 and 2024, while Figure 2 illustrates revenue trends over the past five years.

Table 5 - Revenue Comparison 2023/2024

Civil Registry & Passport Office Revenue Comparison 2023/2024			
	2023	2024	% Change
JANUARY	\$123,069	\$128,363	4.30%
FEBRUARY	\$106,264	\$120,509	13.41%
MARCH	\$127,010	\$112,650	-11.31%
APRIL	\$103,234	\$133,084	28.91%
MAY	\$130,292	\$140,856	8.11%
JUNE	\$127,443	\$104,317	-18.15%
JULY	\$138,870	\$160,004	15.22%
AUGUST	\$147,766	\$109,094	-26.17%
SEPTEMBER	\$117,516	\$125,740	7.00%
OCTOBER	\$113,458	\$105,258	-7.23%
NOVEMBER	\$122,376	\$100,175	-18.14%
DECEMBER	\$112,963	\$122,640	8.57%
TOTAL	\$1,470,261	\$1,462,690	-1%

Figure 1 - Comparative table of CRPO Revenue Earnings 2023/2024

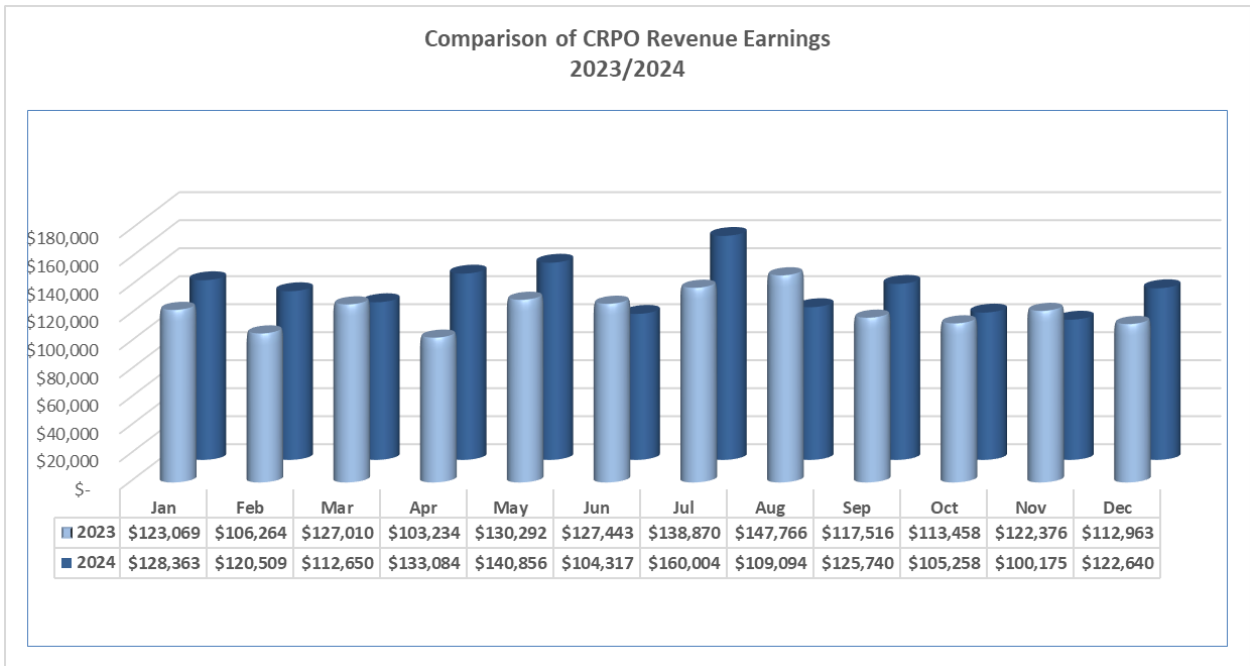
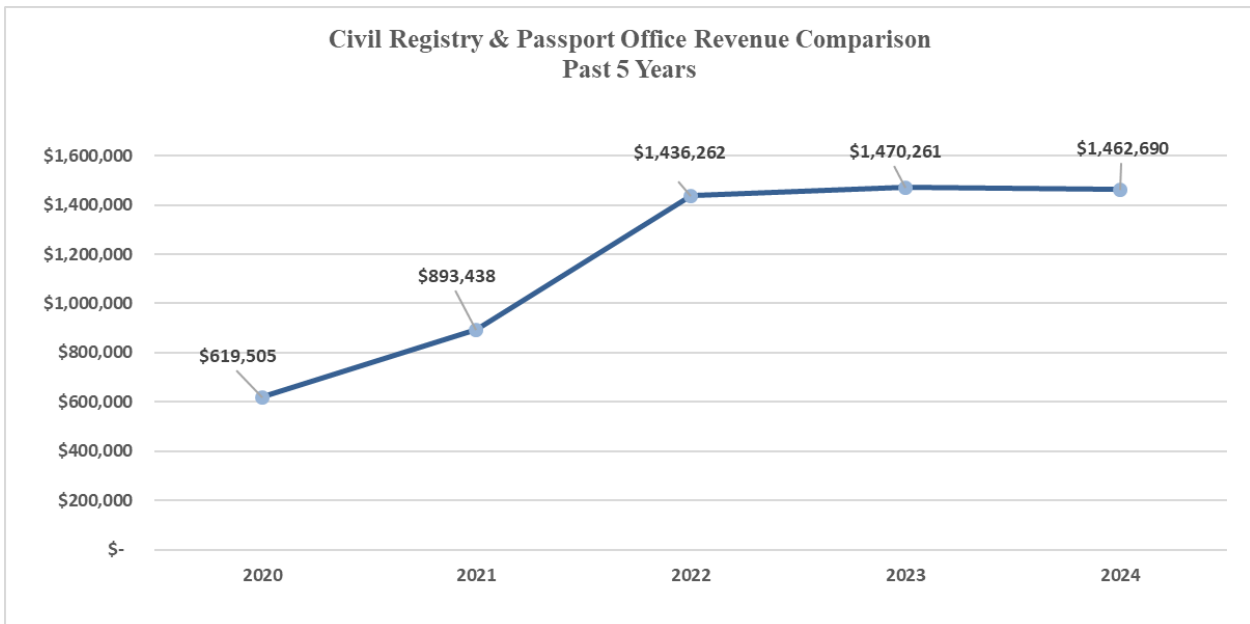


Figure 2 - CRPO revenue comparison for past 5 years



Over the course of 2024, revenue losses were recorded across the department's three primary services: Visa Services, BOT Passport Services, and Nationality Services. Despite this, these services continued to generate the majority of the department's revenue. Additionally, Belonger Status Services experienced a notable increase in revenue, leading to its addition to the department's list of predominant services.

VISA SERVICES

Visa Services experienced a 0.42% decline, amounting to a loss of \$3,150. Revenue collected in 2024 totalled \$742,875, compared to \$746,025 in 2023. The decline in earnings was largely attributed to recent legislative changes that removed Guyanese nationals—previously the third-largest applicant group—from the list of countries requiring visas to enter the Virgin Islands.

BOT PASSPORT SERVICES

BOT Passport Services saw a 10% decrease in revenue, with a loss of \$28,495. Revenue fell from \$282,120 in 2023 to \$253,625 in 2024. Statistics indicate that some individuals opted to renew only their British (UK) passports instead of their BOTC passports, impacting revenue collection. Additionally, a slight decline in travel activity in 2024 compared to 2023 may have contributed to the downturn.

NATIONALITY SERVICES

Revenue from Nationality Services declined by 1%, reflecting a loss of \$1,650. Collections in 2024 amounted to \$151,495, compared to \$153,145 in 2023. An analysis of applications suggests that, despite the department providing applicants with a detailed checklist and relevant application forms, many individuals were unable to submit complete applications immediately following their nationality interviews due to missing qualifying documents.

Figure 3 presents a comparative analysis of revenue earnings for 2023 and 2024 by predominant services.

Figure 3 – CRPO Revenue Comparison of Predominant Services 2023/2024

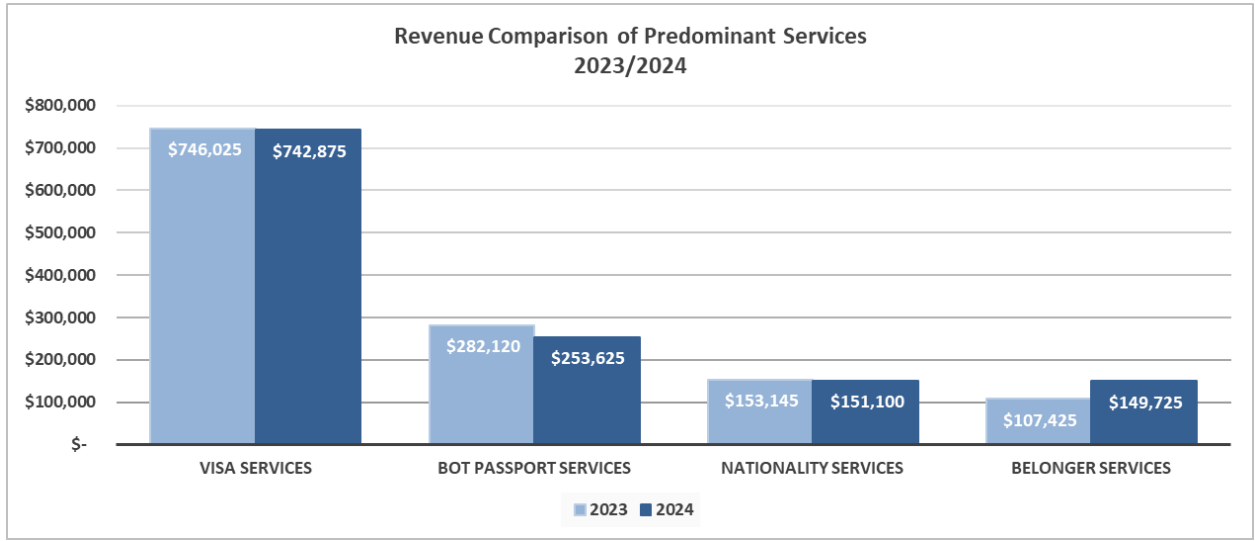
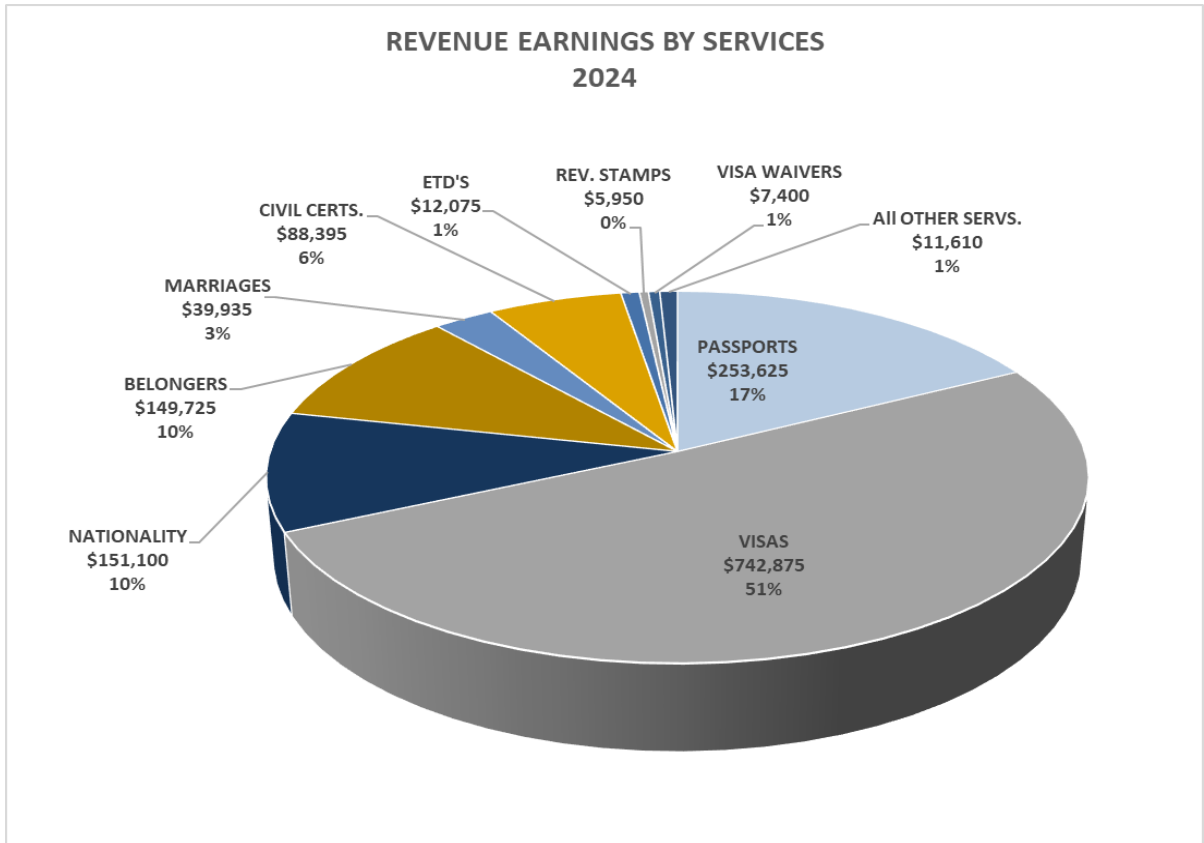


Figure 4 – CRPO Revenue Comparison of Predominant Services 2023/2024



Revenue Earnings - Main Office /Virgin Gorda Office

The collection of revenue at both the Main Office and the Virgin Gorda Office remained relatively consistent when comparing 2023 and 2024. In 2024, the Virgin Gorda Office collected 1% more revenue than what was collected in 2023 and likewise, the Main Office collected 1% less in 2024 than in 2023. **Figure 5** depicts a comparison of revenue collected at both offices for 2023 and 2024.

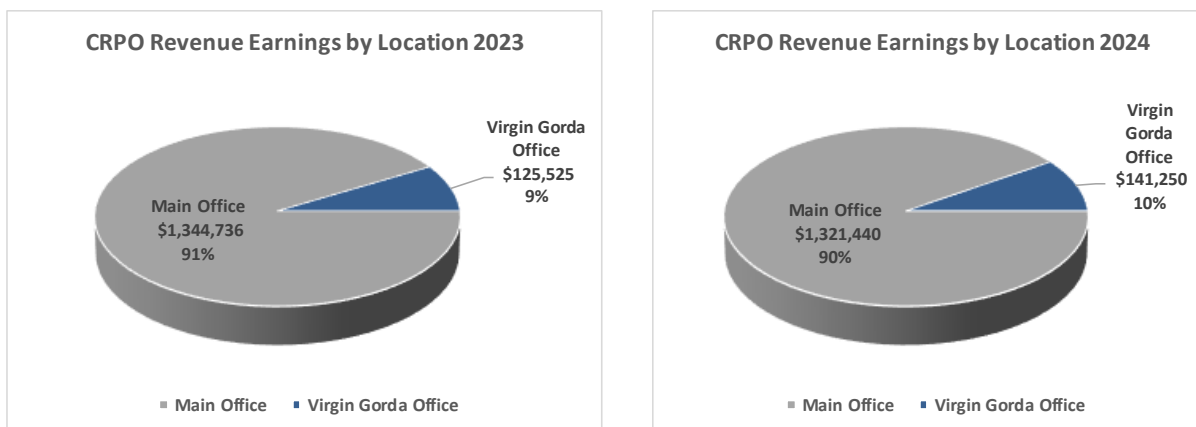


Figure 5 –CRPO revenue earnings by location

The Civil Registry and Passport Office – Main Office earned a total of one million three hundred twenty-one thousand, four hundred and forty dollars (\$1,321,440) during 2024. This represents a 2% decrease when compared to the one million three hundred forty-four thousand, seven hundred and thirty-six dollars (\$1,344,736) earned in 2023. **Table 6** and **figure 6** provide a monthly comparison of revenue earnings collected at the Main office in 2023 and 2024. The main office earned 90% of the total revenue amassed for the department in 2024 as shown in **figure 5** above.

Civil Registry & Passport Office Revenue Comparison Main Office			
	2023	2024	% Change
JANUARY	\$114,589	\$116,573	2%
FEBRUARY	\$97,109	\$107,379	11%
MARCH	\$116,930	\$101,780	-13%
APRIL	\$95,594	\$120,544	26%
MAY	\$119,052	\$128,096	8%
JUNE	\$115,583	\$94,327	-18%
JULY	\$126,110	\$142,169	13%
AUGUST	\$131,566	\$100,474	-24%
SEPTEMBER	\$107,616	\$114,960	7%
OCTOBER	\$103,653	\$93,843	-9%
NOVEMBER	\$111,976	\$91,280	-18%
DECEMBER	\$104,958	\$110,015	5%
TOTAL	\$1,344,736	\$1,321,440	-2%

Table 6 - CRPO revenue comparison - Main Office

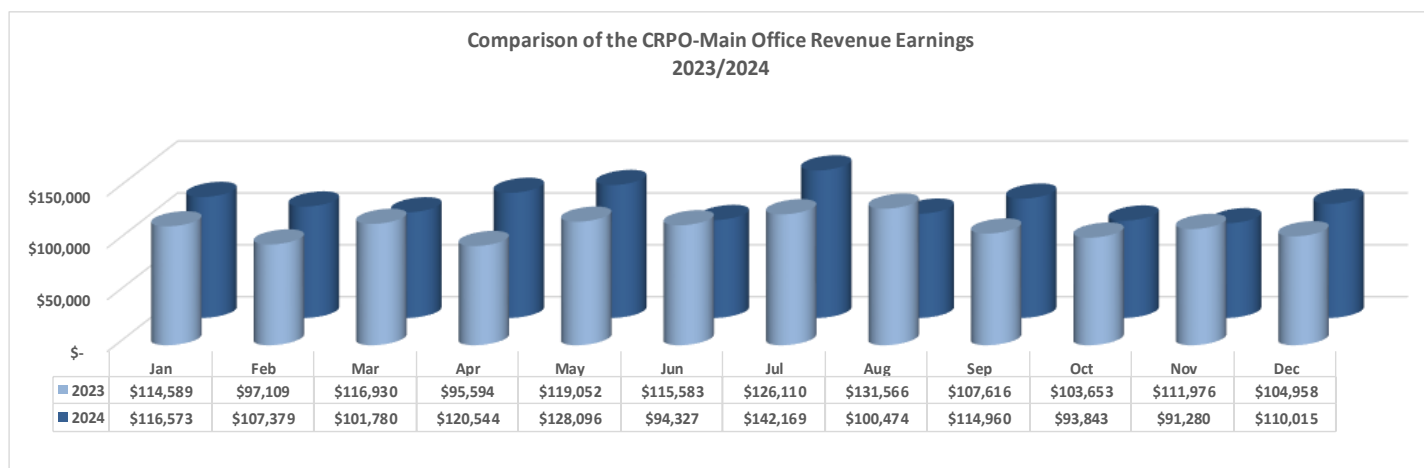


Figure 6 - Comparative chart of revenue earnings for main office 2023/2024

The Civil Registry and Passport Office -Virgin Gorda earned a total of one hundred forty-one thousand, two hundred and fifty dollars (\$141,250) during 2024. This represented a 13% increase in comparison to the one hundred twenty-five thousand, five hundred and twenty-five dollars (\$125,525) earned in 2023. **Table 7** and **figure 7** provides a monthly comparison of revenue earnings collected at the Virgin Gorda office in 2023 and 2024. The Virgin Gorda office earned 10% of the total revenue amassed for the department in 2024 as shown in **figure 5**.

Civil Registry & Passport Office Revenue Comparison Virgin Gorda Office			
Month	2023	2024	% Change
JANUARY	\$8,480	\$11,790	39%
FEBRUARY	\$9,155	\$13,130	43%
MARCH	\$10,080	\$10,870	8%
APRIL	\$7,640	\$12,540	64%
MAY	\$11,240	\$12,760	14%
JUNE	\$11,860	\$9,990	-16%
JULY	\$12,760	\$17,835	40%
AUGUST	\$16,200	\$8,620	-47%
SEPTEMBER	\$9,900	\$10,780	9%
OCTOBER	\$9,805	\$11,415	16%
NOVEMBER	\$10,400	\$8,895	-14%
DECEMBER	\$8,005	\$12,625	58%
TOTAL	\$125,525	\$141,250	13%

Table 7 - CRPO revenue comparison - Virgin Gorda Office

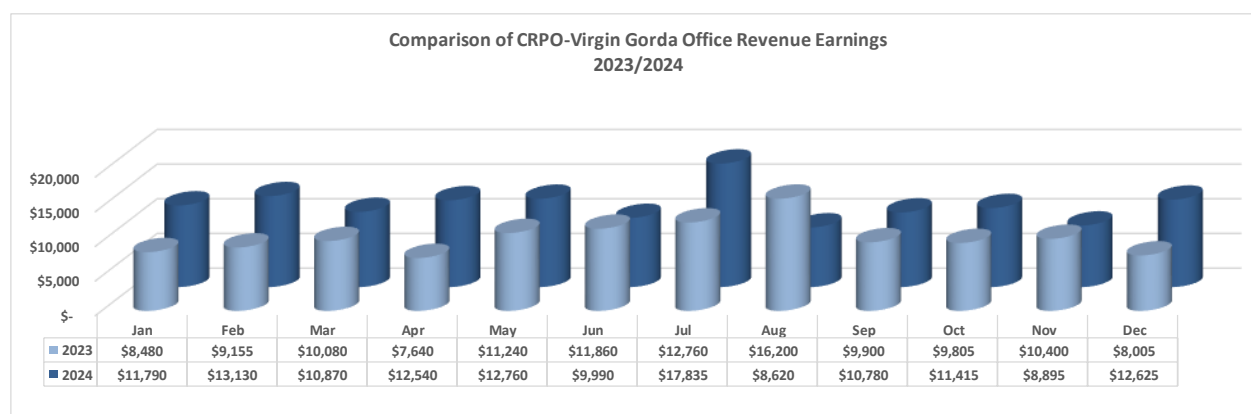


Figure 7 - Comparative chart of revenue earnings for Virgin Gorda office 2022/2023



OUTCOME OF ACHIEVEMENTS FOR 2024

The following table shows a comparison of services rendered during 2023 and 2024.

Table 8: Comparison of Services Rendered in 2023 and 2024

SERVICES	YEAR 2023	YEAR 2024	PERCENTAGE INCREASE/ DECREASE
Emergency Travel Documents	122	94	23%
BOTC Passports Processed	2541	2297	5.74%
Registration of Births	247	204	17.4%
Stillbirth	5	1	80%
Registration of Deaths	147	168	14.3%
Cremated Remains Entered into the Territory	16	32	100%
Registration of Adoptions	3	5	66.67%
Registration of Marriages	132	150	13.64%
Apostilles	136	119	12.5%
Visas Processed	4,211	4,281	2%
Belonger Cards Issued	885	1380	55.93%
Children Who Were Registered	88	76	13.64%
Persons Approved for Naturalisation	350	90	74.3%
Casework (Citizenship)	277	258	6.86%
Appointment of Marriage Officers	6	3	50%
Biometric Enrolment	75	83	10.67%



PROGRAMME PERFORMANCE ANALYSIS

This analysis presents an opportunity to reflect on our achievements, challenges, and areas for growth.

The Civil Registry and Passport Office plays a pivotal role delivering essential services to the public, and the performance of our programs directly impacts the lives of our citizens. Today, we will review our operational successes, examine areas that need improvement, and discuss strategies to continue enhancing our service delivery, efficiency, and responsiveness. As we move forward, our commitment remains focused on aligning our objectives with the needs of the public, ensuring that we meet the growing demands with modernized, digital, and customer-centered service environment. These include:

- **Customer Service Delivery Efficiency:** Assessed the average processing times for key services and compared the actual performance to target processing times to identify any areas for improvement.

KPIs:

- Response time for customer inquiries: average time taken to respond to customer inquiries via email, phone, or in-person. Respond to customer inquiries received via email within 24-48 hours and immediately in-person as well as telephone inquiries.
- Average time taken to resolve customer issues or complaints within 0-2 days.
- First contact resolution rate: percentage of customers' issues or inquiries resolved during the first contact 90%.
- Customer wait time: average wait time for customers to receive service, either in person or on the phone. Reduce average wait time for in-person service as well as phone inquiries.
- Percentage of customers who report being satisfied with the service they received. Several commendations were received through the Customer Service Care Unit, reflecting the public's satisfaction with the quality of service provided.
- Percentage of services delivered without errors or the need for rework. Achieve 98% accuracy in service delivery.

- Utilization of digital services (e.g., proposed online portals for passport and visa applications).

- **Compliance and Legal Requirements:** Ensure that the Civil Registry and Passport Office adhere to legal, procedural, and international standards.

KPIs:

- Compliance with local and international regulations on civil records and ID document issuance.
- Number of compliance issues or legal challenges addressed.

- **Technology and Digital Transformation:** Measure the progress of digital transformation initiatives, such as the introduction of online services and automation.

KPIs:

- Percentage of services available online versus in-person.
- User adoption rates for online services (e.g., online applications for birth, deaths and marriage).
- Providing more digital services in an effort to streamline services such as nationality, passport and visas.

- **Stakeholder Engagement and Communication:** Assess the effectiveness of communication with stakeholders, including the public, government agencies, and international bodies.

KPIs:

- Frequency and quality of communication with key stakeholders (e.g., government agencies, the public, international partners).
- Number of strong partnerships or collaborations established (e.g., Family Search, Her Majesty's Passport Office, U.K. Home Office).
- Public awareness and outreach efforts.

- **Customer Satisfaction and Public Feedback:** Measure public satisfaction with the department's services and how feedback has been addressed.

KPIs:

- Customer satisfaction survey results.
- Number of customers complaints versus resolutions.

- **Risk Management and Disaster Preparedness:** Emphasis was placed on the importance of the ongoing project with FamilySearch for digitizing records to safeguard our civil records against disasters. Explored other measures to protect physical records from environmental threats such as mold, termites or water damage.

KPIs:

- Percentage of civil records that would be digitized and stored securely through partnership with FamilySearch International. Target include 100% digitisation of historical and current records by a specified deadline.
- Frequency of data backups conducted to ensure all digitized records are safely stored and can be recovered in the event of a disaster such as hurricanes and earthquakes. Target include the full recovery within 24-48 hours of disaster occurrence.
- Access continuity, which include the percentage of key records that remain accessible to government officials and the public during and after natural disasters.
- Record Loss Prevention: Number of civil records lost or irreparably damaged due to natural disaster or environmental factors.
- Staff Training on disaster protocols.

- **Increased Fees for Nationality Services:** The introduction of new fees for nationality services provided additional revenue streams for the Civil Registry & Passport Office, which ultimately contributed towards improving infrastructure, enhancing services and better serving the needs of the community.

KPIs:

- Percentage increase in revenue generated from nationality services after the fee increase.

- Number of nationality applications submitted after the fee increase and the introduction of modern application forms compared to the previous year.
- Percentage of customers satisfaction related to the value of services provided, even with the increased fees.
- Ratio of revenue generated from nationality fees to the cost of delivering nationality services.
- Percentage of the target audience that is aware of the fee increase and that rationale behind it.
- Stakeholder feedback, which include percentage of positive feedback from stakeholders regarding the impact of the fee increase on service efficiency and delivery.

➤ **Staffing and Resource Limitations:** Discussed challenges related to staffing levels or the capacity of human resources to meet demand. Highlight efforts made to improve staff (e.g. recruitment, training, restructuring or reallocation of resources)

KPIs:

- Percentage of staff cross-trained to work in multiple areas to handle fluctuating demand. Ensure that 80% of staff are cross-trained in a least two key areas to provide flexibility.
- Total overtime hours worked by staff to manage demand beyond regular hours.
- Percentage of staff who report a manageable workload versus those experiencing overload due to multiple roles.
- Percentage of staff absent due to stress, burnout, or illness linked to working in multiple areas. Reduce absenteeism by 10% through better workload management and support.
- Employee satisfaction and engagement survey scores regarding workload balance and resource allocation. Boost employee engagement, particularly regarding staff support in high-demand areas.
- Percentage of staff leaving due to high demands, resource limitations, or burnout. Maintain a turnover rate below 5% annually by improving staff satisfaction and resource allocation.

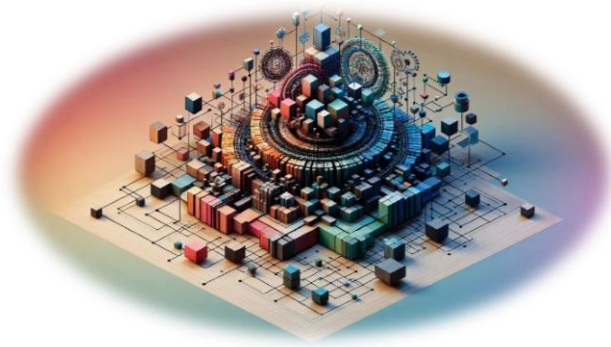
- Percentage of tasks completed on time and within scope, despite resource limitations and staff juggling multiple roles.

➤ **Future Plans and Strategic Goals:** We looked at the next steps in digital transformation such as initiatives aimed at further improving service delivery, enhancing user experience, and leveraging technology for greater efficiency.

- Develop and implement a comprehensive digital transformation strategy aimed at improving customer access to services and internal efficiency. This include the initiative to create a roadmap outlining key digital milestones, focusing on phased upgrades, scalability, and integration with existing systems.
- Introduction of online services for customers. We propose to transition key services including passports, visas and nationality to an online platform to improve customer accessibility and streamline service delivery. This digital transformation will enhance convenience to users, allowing them to access services more efficiently while optimizing operational effectiveness.
- Expand capabilities of existing portals. Improve the current digital portals to provide a more seamless user experience and enable additional functionality for customers and staff. Integrate additional services into the portal, such as payment processing, appointment scheduling, document uploads, and real-time updates.
- Implementation of new technologies. Stay ahead of technological trends to improve service delivery, streamline operations, and increase security. Evaluate and implement cutting-edge technologies such as Artificial Intelligence (AI).
- Training and capacity building for digital skills. Equip staff with the necessary digital skills to leverage new technologies and support the transformation efforts.
- Stakeholder engagement and feedback. Foster strong relationships with stakeholders (customers, government agencies and local churches) to ensure that digital services align with their needs.

Our comprehensive review of key performance indicators has provided valuable insights on the services we offer. Through diligent analysis, we have identified areas of strength, areas for improvement, and opportunities for further enhancement in our processes and services.

We remain committed to leveraging these findings to continually refine our operations and better serve the needs of the public, ensuring efficiency, accuracy, and integrity.





KEY PERFORMANCE ACHIEVEMENTS FOR 2024

The Key Performance Achievements for 2024 reflect our steadfast commitment to enhancing service delivery, modernizing systems, and ensuring the integrity of our operations. Through strategic initiatives and collaborative partnerships, we have made significant strides in transforming the Civil Registry and Passport Office, positioning ourselves to meet the evolving needs of the public.

A significant milestone for the Civil Registry and Passport Office was securing Cabinet approval to engage in a transformative partnership with FamilySearch International. This collaboration aims at digitizing and preserving vital records, safeguarding them against risks posed by natural disasters and environmental factors. This initiative underscores our commitment to preserving critical historical records for future generations.

In addition, we have partnered with the Immigration Department and Canadian Bank Notes to upgrade the Border Management System, a vital step in modernizing our visa application processes. The upgrade will include an online customer application portal, streamlining the user experience and improving overall visa application processing efficiency.

Another notable achievement was our collaboration with His Majesty's Passport Office to introduce an innovative online adult passport renewal application portal. This initiative aligns with the ongoing modernization of our passport services, enhancing customer convenience by allowing citizens to renew their passports easily and securely, without the need for in-person visits, saving both time and resources.

Recognizing the evolving needs of our citizens, we have also introduced modernized non-marriage certificates. This reflects our continued effort to enhance the range of services we provide, ensuring the public has access to accurate documentation to meet personal and legal needs.

As part of our ongoing efforts to improve communication and accessibility, we successfully launched a digital notice board within the department. This tool serves as a dynamic

communication platform for both staff and the public, providing up-to-date information and enhancing transparency in service delivery.

In keeping with our commitment to improving service delivery, we introduced modernized naturalization forms. These new forms simplify the application process and improve efficiency, ensuring a smoother, more seamless journey for applicants pursuing citizenship.

As part of our modernization efforts, we have sourced and will introduce updated certificates for birth, death, stillbirth, adoption, and marriage in 2025. These certificates will feature enhanced security features, improved design, and greater ease of use for citizens accessing vital documents.

In 2024, we actively engaged in community outreach, including a public education campaign, to inform the public about their rights and relevant legislative changes. A key focus of this initiative was educating individuals about historical injustices regarding the right to citizenship, especially in relation to the ongoing issue of historical unfairness. This effort is part of our broader commitment to promoting awareness, equity, and inclusion in the Territory.

Recent legislative reforms in the United Kingdom have introduced pathways for individuals previously excluded from automatic citizenship acquisition despite their strong ties to the Virgin Islands. These reforms allow children born outside the Virgin Islands to British Overseas Territories (BOT) mothers before January 1, 1983, and children born to unmarried BOT fathers before July 1, 2006, to apply for both BOT and British citizenship through registration.

This important change represents a vital step in rectifying past injustices, offering affected individuals the opportunity for recognition and belonging.

Additionally, the Registrar General and Deputy Registrar General attended the 19th International Civil Aviation Organisation Symposium in Montreal, Canada, from November 13-15, 2024. The Symposium helped solidify valuable industry connections and provided critical insights on emerging trends in civil aviation and immigration. These insights position the Territory to stay aligned with global standards and best practices, and paved the way for developing necessary visa legislation for the Territory.

The introduction of new nationality fees, aimed at aligning the Territory's fee structure with other British Overseas Territories and the United Kingdom, brings several benefits. These increased fees reflect the true administrative costs of processing nationality applications and provide the necessary resources to enhance service delivery. The updated fee structure also ensures fairness and consistency with international standards, generating revenue that can be reinvested into infrastructure improvements, process modernization, and supporting the Territory's sustainable development plan.

In 2024, we worked diligently to strengthen our relationship with the BVI London Office, particularly in assisting British citizens residing in the Virgin Islands with UK passport challenges. Through effective collaboration, we streamlined communication and processes, ensuring timely responses and support for individuals facing difficulties obtaining UK passports and the return of original supporting documents. As a result of this strengthened partnership, we successfully resolved all cases, including those previously advised by His Majesty's Passport Office as ineligible for UK passports, ensuring all applicants received their British passports and documents by the end of the year.

During the year under review, significant emphasis was placed on enhancing communication with the Foreign, Commonwealth, and Development Office (FCDO) in collaboration with the Premier's Office regarding the restoration of the Virgin Islands' passport code from 'GBR' to 'VGB'. This initiative was prioritized following Bermuda's success in restoring its passport code. A formal request was sent by the Hon. Premier and Minister for Finance to the Minister for Overseas Territories, requesting reconsideration of this matter, underscoring the importance of the code in representing the Virgin Islands' identity on the international stage. FCDO has indicated they will consider the request contingent upon the Virgin Islands presenting a substantial number of cases demonstrating the challenges faced by citizens traveling to U.S. Territories and mainland U.S. due to the 'GBR' code appearing in Virgin Islands (BOTC) passports.

Capacity building remains a central focus, ensuring staff are equipped to effectively serve the public. A pivotal aspect of this initiative was the strengthened relationship with the UK Home Office, leading to a series of nationality training sessions for the Nationality Team in 2024. Additionally, we have prioritized capacity building in customer service and leadership development, preparing the team for future leadership roles and enhancing overall service

delivery. This initiative aims to significantly bolster the team's expertise, aligning with the broader goals of the Territory.

Finally, in February and October 2024, the Civil Registry and Passport Office was honored with the prestigious Public Service Star Award for exceptional customer service, as recognized by the Public Service Star Membership Club. This achievement highlights the department's commitment to excellence in serving the public and underscores the importance of delivering high-quality services.

Receiving this award is a testament to the hard work, dedication, and professionalism of the team in meeting the needs of the public. It validates our continuous efforts to improve customer experiences and align service delivery with best practices. This recognition also motivates us to uphold high standards and further innovate in areas such as digital transformation and public outreach.

Holistically, this award signals progress toward a broader goal of enhancing public sector performance. It reflects positively on the government's overall efforts to build a culture of service excellence, transparency, and accountability. This recognition sets a benchmark for other departments to follow, reinforcing the commitment to delivering exceptional services that meet the evolving needs of the public. Ultimately, it strengthens public trust and demonstrates the government's dedication to improving the lives of its citizens.





ACHIEVEMENTS

Throughout 2024, the Civil Registry and Passport Office has demonstrated an unwavering commitment to modernization, operational excellence and enhanced service delivery to our citizens. The department has achieved significant milestones in its quest to digitize our civil records and streamlining processes through innovation, which is designed to improve efficiency, accuracy, and accessibility of services.

The successful migration to integrated digital platforms will reduce processing times and streamline workflows, ensuring that the public receive timely and reliable services while bolstering internal coordination and transparency.

Additionally, the collaborative efforts with our industry partners and other international bodies have fostered a culture of innovation and continuous improvement. By engaging with stakeholders and adopting international best practices, we have met our key performance indicators. These achievements underscore our commitment to operational excellence and customer satisfaction, positioning our department as a resilient and forward-thinking leader in the public service. As we look to the future, our strategic investments and ongoing initiatives will continue to drive progress and maintain our competitive edge in serving the evolving needs of the public.



CHALLENGES

The year 2025 brought to light a variety of challenges, encompassing both short-term hurdles and ongoing issues. A list of those challenges are as follows:

Lack of Human Full Staff Complement

- Over the past few years, our department has continued to face the significant challenge of operating with an incomplete staff complement, a constraint that has had a tangible impact on our capacity to meet the ever-increasing demands of our customers. This ongoing challenge places undue pressure on our operations, especially given the breadth of services we provide. The Civil Registry and Passport Office experienced two staff transfers and one resignation during the year under review, as several employees sought transitions to less demanding areas within the government due to the overwhelming pressure and demands placed upon them daily.

As a result of these strains, staff members have experienced burnout, with some seeking support from the Employee Assistance Program (EAP) to cope. This situation underscores the heavy burden placed on our team and highlights the urgent need for a fully staffed complement. Without adequate resources, it is becoming increasingly difficult to deliver the level of service the public expects.

One area of particular concern is our Visa Unit, which handles visa services for over 92 countries that require visas to enter the Virgin Islands. Despite the critical nature of this service, the Unit is currently staffed by only one dedicated Visa Officer. The remaining two support staff members are stretched across multiple roles, including accounts, IT, visas, customer service, and office management. This lack of focus creates potential security risks and increases the likelihood of errors, as staff are forced to juggle competing demands in an effort to meet the public's needs.

The shortage of human resources has also notably impacted the Passport and Customer Service Units, leading to operational delays, backlogs, and extended waiting times for customers, which falls short of the department's service delivery standards.

To continue providing the high level of service expected, it is essential that we receive the necessary resources, including a full staffing complement, to meet the growing demands of the public. Addressing this issue is not just a matter of operational efficiency but also of safeguarding the integrity and security of the services we deliver.

Online Platform for Naturalisation

- To foster innovation, support the government's digital transformation agenda, and meet the growing needs of the public, it is essential to implement a digital platform for the online submission of naturalization and registration applications—one of our core services. This initiative will streamline processes, enhance service delivery, and fully digitize the application experience. It is projected to reduce back-office workloads by 50%, resulting in greater operational efficiency, faster processing times, and a significant reduction in backlogs.

To further establish ourselves as a globally recognized entity, securing the necessary funding is crucial for the continued modernization and optimization of our services. This will ensure that we not only meet the evolving needs of our citizens but also remain responsive and adaptive in an increasingly digital world.

Lack of Visa Legislation

- A policy paper has been drafted and is awaiting new legislation to establish a legal framework for all visa-related operations. This legislation is essential for implementing robust security measures and comprehensive watch lists. Addressing these ongoing issues is critical, as the development of this legislation will enable the proper regulation of visa services in the Virgin Islands, ensuring alignment with industry standards and maintaining parity with global partners.

Insufficient Security

- The Civil Registry and Passport Office is subject to strict security regulations due to its role in handling sensitive national security matters, including passports and visas. In accordance with international standards, His Majesty's Passport Office (HMPO) has recommended that all British Overseas Territories (BOTs) install a full suite of scanners and detectors to properly screen individuals entering the premises. Given the modern-day threats of terrorism and other security risks, maintaining vigilance is imperative.

Additionally, the shared occupancy of the lower and high courts within the same building as the Civil Registry and Passport Office further exacerbates security concerns. Therefore, ensuring the safety of patrons and staff members at all times remains a top priority.

Budgetary Constraints

- Insufficient budget allocations continue to hinder the department's operations and the ability to accomplish certain goals that would assist in modernizing and streamlining services, while increasing efficiency and overall customer service experience.



OPPORTUNITIES

The Civil Registry and Passport Office has made significant strides in key areas, creating numerous opportunities for future growth and innovation. The successful partnership with FamilySearch to digitize and preserve civil records opens doors for further advancements in disaster preparedness, ensuring the protection of vital records in the event of natural disasters. This initiative not only safeguards the territory's historical data but also positions the department as a leader in digital archiving. By leveraging this technology, the department can enhance its reputation and build stronger relationships with regional and international partners.

In addition, the planned upgrades to the Border Management System, including the introduction of an online portal for visas, create opportunities to improve customer service efficiency. Implementing modern digital platforms will streamline processes, reduce wait times, and provide easier access to services for the public. These improvements will set a new standard for service delivery, further aligning the territory with global best practices. As these systems are implemented, staff will also have opportunities for upskilling in new digital tools, helping to build internal capacity for future growth.

The introduction of online passport application services presents a significant opportunity for the Civil Registry and Passport Office to enhance operational efficiency and optimize customer service delivery. Moving away from the traditional manual submission of adult passport renewals will allow customers to complete applications at their convenience, reducing the need for in-person visits and eliminating paperwork. This shift not only streamlines the application process but also leads to faster processing times, improved transparency, and higher customer satisfaction rates.

The introduction of modernized forms for nationality and other civil services, along with the increase in nationality fees, provides opportunities to align the department's offerings with global standards and enhance revenue earnings. This revenue can be reinvested into continuous improvement initiatives, such as the development of more sophisticated digital services and public outreach campaigns. Additionally, ongoing community engagement efforts aimed at addressing historical inequities, such as providing a clear path to citizenship, demonstrate the

department's commitment to social justice and inclusivity. These efforts will foster greater public trust and create an innovative environment, thereby expanding services.

By transitioning to digital platforms, the Civil Registry and Passport Office can optimize resource allocation. This move will eliminate most administrative tasks, thereby freeing up staff members to focus on more complex issues and improving overall productivity. It also provides the office with the capacity to handle a larger volume of applications more efficiently, which is particularly beneficial as the demand for services continues to grow. The introduction of online services aligns with global best practices and modernizes the department's approach to public administration.

Moreover, this digital transformation opens new opportunities for the Civil Registry and Passport Office to play a leading role in the government's broader digital transformation agenda. The implementation of online services sets a benchmark for other departments to follow, fostering an environment of innovation and improved access to public services across the territory. These advancements, along with the development of visa legislation and updates to nationality fee structures, position the office as a trendsetter ready to meet the evolving needs of its public and contribute to the overall national sustainable development plan as well as digital transformation.



CONCLUSION

In conclusion, the Civil Registry and Passport Office has made significant strides in modernizing its services, enhancing operational efficiency, and improving customer service delivery over the past year. Through key partnerships, such as the engagement with FamilySearch for record digitization and the Canadian Bank Note's upgrade of the Border Management System, we have positioned ourselves at the forefront of digital transformation. The introduction of online passport renewal services, modernized certificates, and public education initiatives further demonstrates our commitment to meeting the evolving needs of our clients while preserving the integrity of the Territory's vital records.

Our achievements, including recognition through the Public Service Star Award, are a testament to the hard work of our team and our shared vision of providing exceptional service to the public. Looking ahead, we remain focused on continuous improvement. These efforts will not only enhance service delivery but also contribute to the broader goal of modernizing public administration in the Virgin Islands.

As we move forward, the Civil Registry and Passport Office is dedicated to remaining adaptable and responsive to both internal and external challenges, ensuring that our services are efficient, customer-focused, and aligned with the needs of the Territory. We are confident that with continued support and collaboration, we will achieve even greater success in the coming year.

We would like to take this opportunity to express our heartfelt appreciation to all of our dedicated team members and stakeholders for their continued support and collaboration throughout the year. Their contributions have been invaluable in helping the Civil Registry and Passport Office achieve its goals and advance the quality of service we provide to the public.



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