



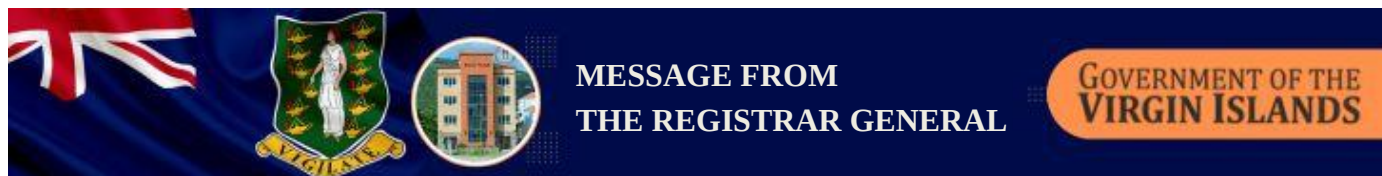
2025

ANNUAL REPORT & Accounts

Government of the Virgin Islands
Civil Registry and Passport Office



• Message from Registrar General	3
• Vision	5
• Mission	5
• Core Values	5
• Executive Summary	6
• Organisational Structure	7
• 2025 Organisational Overview and Capacity Building Initiatives	8
• Human Resources	10
• Staff Complement	12
• Capacity Building	13
• Customer Service Management	16
• Strengthened Collaboration with Foreign Agencies	19
• Governing Legislation & Regional and International Associations	21
• Digital Transformation and Innovation	22
• Budget	25
• Financial Report and Revenue	25
• Expenditure	29
• Budget Comparison (Civil Registration)	29
• Budget Comparison (Passport Administration)	32
• Outcome of Achievements for 2025	34
• Programme Performance Analysis	35
• Key Performance Achievements for 2025	39
• Key Programme Strategies for 2026	42
• Department Challenges	44
• Opportunities	50
• Conclusion	52



Dear Readers,

Strong governance rests on accurate records, secure identity systems, and the fair, transparent administration of status and belonging, supported by excellence in public service.

The year 2025 was one of consolidation, resilience, and purposeful progress for the Civil Registry and Passport Office (CRPO). In an environment marked by increasing demand for services, evolving identity and border management requirements, as well as ongoing resource constraints, the department remained steadfast in fulfilling its mandate to safeguard the civil status and identity of the people of the Virgin Islands.

Throughout the year, the focus of the CRPO was not only on maintaining operational continuity, but on strengthening the foundations for long-term transformation. Meaningful progress was made to support our initiative towards preserving and digitising vital records, modernising breeder documents, and advancing discussions on key digital systems that will enhance efficiency, security, and service delivery. These efforts are critical to ensuring that the Territory's civil records are protected against disaster risks and that our identity management systems meet international standards.

I am particularly proud of the commitment and professionalism demonstrated by the staff of the CRPO. Despite sustained pressure and staffing limitations, the team continued to deliver services with diligence, integrity, and care. Investments in leadership development and professional training have strengthened institutional capacity and positioned the department for succession and future growth.

Challenges remain, particularly in the areas of human resource capacity, budgetary constraints, legislative reform, and increasing service complexity. However, these challenges also present opportunities to rethink how we serve, to modernise our frameworks, and to deepen collaboration with our local, regional and international partners.

As we look ahead to 2026, the CRPO will remain focused on digital transformation, legislative strengthening, service excellence, and the continued protection of the Territory's vital records.

Our commitment is to build a modern, resilient, and client-centred department that inspires public trust and supports the social and economic development of the Virgin Islands.

I extended my sincere appreciation to the Government of the Virgin Islands, the Office of the Deputy Governor, and the dedicated staff of the Civil Registry and Passport Office for their continued support and collaboration.

T. Maduro

Tashi O'Flaherty-Maduro
Registrar General

10th February, 2026



To achieve excellence in service delivery.



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, stillbirths, marriages and adoption, solemnisation of marriages, processing applications for citizenship, visas, passports, belonging 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.



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.



This Annual Report provides Cabinet with an overview of the operational performance, key achievements, and challenges of the CRPO for the period January to December, 2025, and outlines the department's strategic priorities for 2026 in support of improved service delivery, digital transformation and good governance.

The CRPO continued to play a critical role in safeguarding the identity, nationality, and civil status of residents of the Virgin Islands during 2025. Despite increased service demands, capacity constraints, and legislative gaps, the Department recorded notable achievements in service delivery, records preservation, staff development, and digital transformation initiatives.

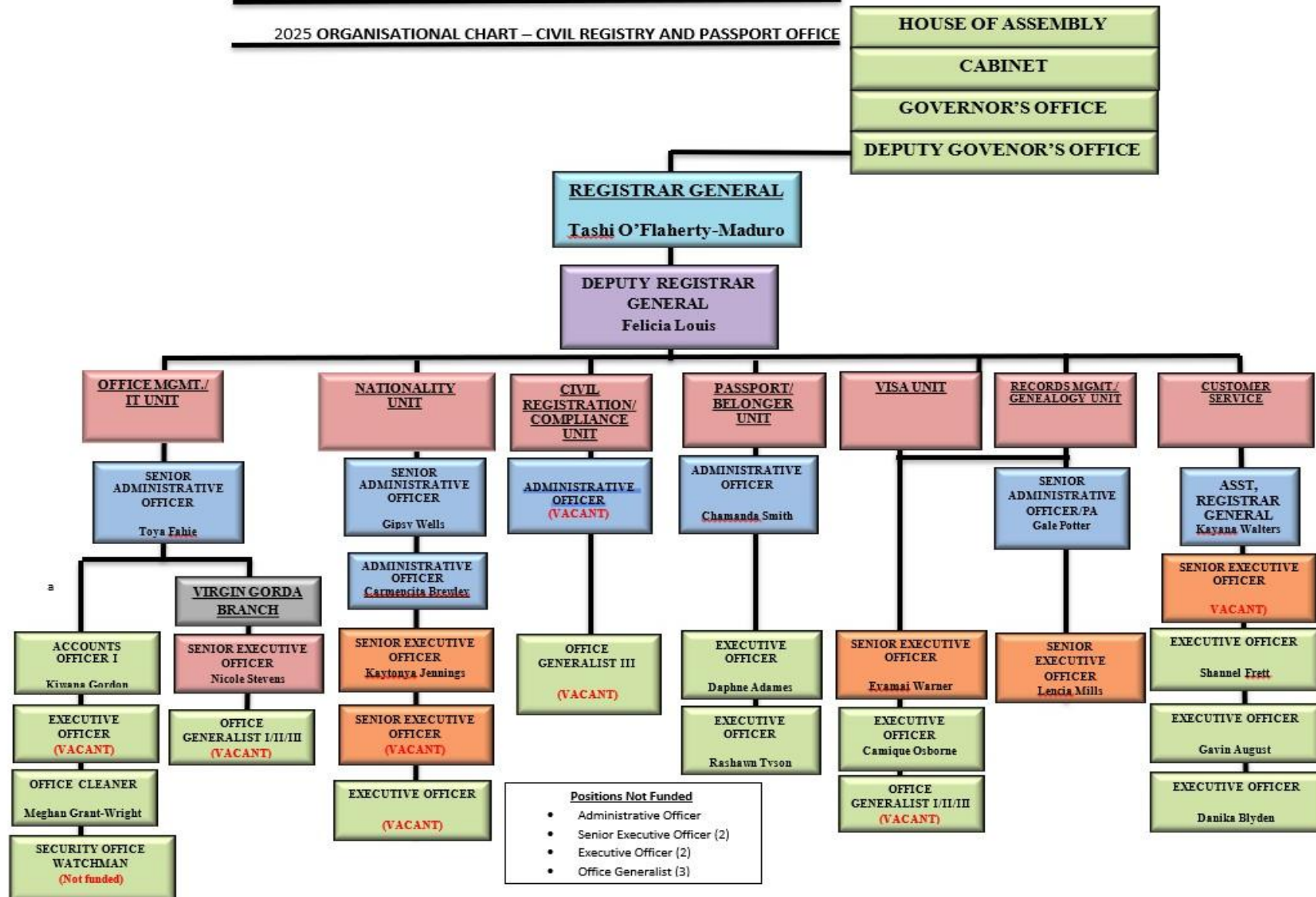
Key achievements for the reporting period included progress in the digitisation and preservation of vital records, continued modernisation of breeder documents, investment in staff development and leadership capacity, and advancement of discussions in the implementation of digital systems to support passport, nationality, and visa and border management functions. As these initiatives mature, they will contribute to a more agile, secure and citizen-centred service environment, ensuring that the Department remains responsive to evolving risks, technological advancements, and the growing expectations of the public.

In 2026, the CRPO will prioritise the acceleration of digital transformation initiatives, strengthen legislative and policy frameworks, enhance workforce capacity, and further improve service efficiency and accessibility. These priorities are intended to ensure the Department's continued ability to support national identity management, border integrity, and public service delivery objectives.



2025 ORGANISATIONAL CHART

2025 ORGANISATIONAL CHART – CIVIL REGISTRY AND PASSPORT OFFICE



The Civil Registry and Passport Office is a department that was created in 2005 and operates in Tortola and Virgin Gorda.

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, stillbirth, death and marriage registration issues;
- Solemnisation of civil weddings;
- Handling applications for marriage licences, thereby facilitating marriages performed in the Territory;
- Handling applications for appointment as Civil Marriage Officers;
- Providing certified copies of birth, death, stillbirth and marriage records and other registration entries, such as adoptions and marriage officers;
- Registering church buildings;
- Administration of affidavits to facilitate registration of births and amendment to civil records in the Territory;
- 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 pledges; and
- Processing applications for naturalisation and registration as British Overseas Territory citizens.

HUMAN RESOURCES

Human resources remained a critical enabler of service delivery for the CRPO during 2025. The Department continue to rely on a small but highly committed staff complement to deliver essential services including civil registration, passport, nationality, visas, identity and other related services to the public.

Despite capacity constraints and insufficient staffing levels to meet the steady increase in service demand, the Department successfully maintained operational continuity across all functional areas. Officers demonstrated adaptability and professionalism in managing increased complexity in casework and evolving compliance requirements, particularly in relation to passport, visas and nationality matters.

The Department's support staff capacity was strengthened through temporary human resources assistance provided under the RATED Programme with the Ministry of Tourism, Financial Services and Economic Development, as well as through the Summer and Christmas Temporary Employment Programmes administered by the Department of Human Resources. These initiatives provided critical short-term assistance in service delivery, administrative support, and backlog management, and contributed meaningfully to the Department's ability to meet periods of heightened public demand.

Notwithstanding the commitment and capability of team, the CRPO faced several human resource challenges during 2025 namely,

- Persistent staff shortages due to unfilled vacancies.
- Lack of funding to fill vacant positions.
- Increased workload pressures resulting from growing public demand.
- While leadership training progressed, technical training in specialised areas such as counterfeit and fraud detection remained a need.

- Transition planning for digital systems requires further structured training and change-management support.
- Employee burnout due to sustained high service volumes.
- Dependence on temporary staff programmes to fill operational gaps.
- Current core staff require enhanced competencies to support the strategic direction of the Department.

While temporary employment programme provided valuable support during peak periods in 2025, the human resource challenges experienced underscore the need for strengthened workforce planning, continued investment training and the establishment of additional performance positions to ensure operational resilience and continuity of service. Moving forward, strategic investment in human capital will be critical to supporting modernisation efforts, safeguarding institutional knowledge, and deliver efficient, client-focused services to the public.



Staff Complement

Table 1: Breakdown of Staff Complement for 2025

2025 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

Capacity Building

Capacity building remained a strategic priority for the CRPO during 2025. Recognising the increasing complexity of identity management, nationality determinations, visa administration, and passport processing, the Department focused on strengthening institutional capability through targeted training, leadership development, succession planning, and operational support.

These efforts were aimed at improving service delivery, strengthening governance, and ensuring organisational resilience in the face of growing demands and evolving regulatory requirements.

Additionally, the Department experienced significant enhancement in staff competencies through targeted quarterly training programmes provided by the UK Home Office. These initiatives delivered across the Overseas Territories, focused on strengthening nationality and citizenship administration, ensuring that citizenship offices in each Territory are supported to delivery high-quality, standardised and consistent nationality services. As a result, the Department has strengthened its capacity to manage complex nationality cases, uphold international best practices and deliver efficient, accurate, and compliant services to the public.

In tandem with these capacity building initiatives, significant progress was made in strengthening leadership and management capacity within the Department during the reporting period, as demonstrated by the following key achievements:

- The Registrar General, completed the Emerging Leaders' Development Programme, geared towards equipping future leaders with the tools to lead change across ministries and departments.
- The Deputy Registrar General successfully completed advanced leadership training through the CMI Level 7 Programme, strengthening her capacity to assume expanded responsibilities and prepare her for future senior leadership roles.
- Succession planning initiatives were actively pursued to reduce institutional risk and ensure continuity of operations.

These investments improved managerial effectiveness, strengthened accountability, and positioned the Department to respond more effectively to change and reform initiatives.

The Department also continued to build technical capacity through a combination of formal, in-house trainings. Emphasis was placed on:

- Strengthening skills in civil registration, passport processing, nationality and belonger status determinations.
- Enhancing application screening and case management capabilities, particularly for complex and high-risk cases.
- Improving staff understanding of compliance requirements and alignment with UK and international standards.
- Improving communication skills to equip staff with enhanced ability to communicate clearly, consistently, and manage difficult conversations.

Furthermore, operational mentoring and knowledge transfer were used to mitigate skills gaps and ensure consistency in service delivery.

Moreover, capacity building efforts in 2025 focused on preparing key staff for digital transformation. Key activities included:

- Internal readiness and familiarisation with proposed digital systems for passport and visa management functions.
- Engagement with system providers and external partners to understand future operational requirements.
- Building staff awareness of data protection, records security, and systems-based workflows.

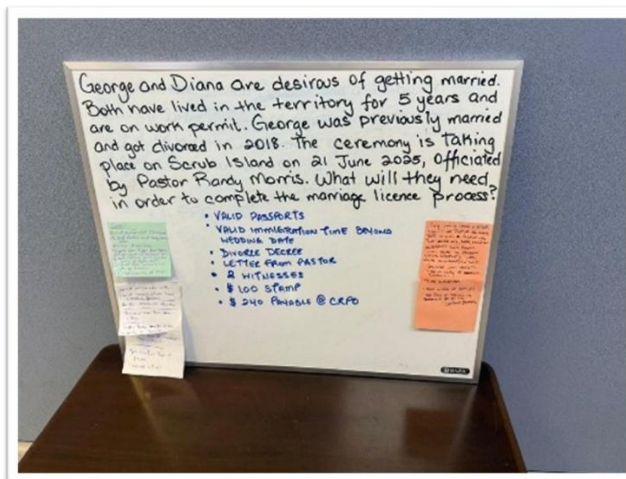
These efforts laid the foundation for smoother transition to digital platforms and reduced change-management risk.

Despite staffing limitations, the Department maintained service continuity through:

- Cross-training and role flexibility
- Strong internal coordination and effective supervision
- Commitment and professionalism of staff by managing increased workloads

As part of our activities, we strengthened capacity in mental health by training staff to identify signs of emotional strain, understand when to seek professional support, and develop self-awareness regarding their mental health. These sessions were designed to help staff better manage the demands of a high-pressure environment and reduce the risk of burnout.

Capacity building initiatives reduced operational vulnerabilities and strengthened the Department's ability to sustain service delivery under pressure. The 2025 implemented initiatives reflect a deliberate and strategic approach to strengthening the services offered by CRPO.



In 2025, CRPO measured its business activities through the systematic analysis of key performance indicators (KPIs), with a primary focus on processing times, service delivery standards, workload volumes and customer outcomes. These KPIs allow the Department to monitor efficiency, identify bottlenecks, and respond proactively when service standards are at risk.

A critical KPI used across passport, citizenship, civil registration, believer and visa operations is turnaround time, measured from the date of submission to the date of completion. Established processing timelines serve both as a benchmark for service performance and as a management control mechanism, ensuring accountability and consistency in service delivery.

Table 2: Application Processing Time

2025 APPLICATIONS		TIME FRAME
Visas		4-6 weeks 6- 8 weeks and more (During peak seasons)
Passport Applications		2-4 weeks 8-10 weeks (During peak seasons in accordance with His Majesty's Passport Office Guidance)
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 Two days – Ordinary Licences
Processing of Belongers Cards		Same day
Application for Citizenship		
☐	Naturalisation	Six months - one year
☐	Registration	One month

In cases where processing times approached or exceeded established maximum thresholds, the department implemented the following mitigation measures:

- Prioritisation of urgent or time-sensitive applications.
- Continuous monitoring and escalation of delayed cases.
- Direct engagement with applicants where additional information or documentation is required or information disseminated to clients on increased requirements for additional background checks based on recommendations highlighted in the Law Enforcement Report in conjunction with the Immigration Department.
- Internal workflow adjustments to improve efficiency.

The Department acknowledged that processing timelines are influenced by both internal systems and external factors beyond its direct control. This is particularly relevant for passports, nationality and visa services, which are processed in collaboration with His Majesty's Passport Office, UK Home Office/ Governor's Office and the Immigration Department/U.S. Intelligence Agencies, respectively. It is noteworthy that certain processing durations may be affected by operational or policy changes in partner agencies, despite the Department's continued efforts to optimise internal procedures and service delivery.

Additionally, attention is drawn to the fact that during the reporting period, the department experienced significant delays in the processing of BVI visa applications, primarily due to:

- Staff constraints and inadequate complements, with only two dedicated visa officers assigned to manage the full visa portfolio;
- Advanced background screening protocols for tourist visas, necessary to uphold the Territory's reputation as a jurisdiction committed to lawful and orderly migration.
- A significant increase in workload following the global closure of all British High Commissions Consular services for the Overseas Territories.

As a result of this global policy change, all applicants residing in the 92 visa required countries are now mandated to submit their applications directly to the CRPO for processing. This shift substantially increased application volumes without any corresponding increase in staffing resources to support the expanded workload.

The CRPO continues to demonstrate resilience, accountability, and strong customer service ethos in the delivery of critical public services. While staffing constraints and external policy changes placed additional pressure on operations, particularly in visa processing, the Department remained committed to meeting service standards wherever possible and achieved turnaround times outside of peak demand periods.

As it relates to BOTC passport processing, the department recorded a notable improvement in processing times for British Overseas Territories Citizen (BOTC) passports in 2025. Through operational efficiencies and strengthened internal processes, turnaround times were reduced from eight weeks to approximately two weeks during the latter half of 2025.

The improvements achieved in BOTC passport processing during the latter half of 2025 further highlight the Department's ability to adapt, optimize operations, and strengthen overall service delivery.

Going forward, sustained performance will be strengthened through adequate staffing support, digital transformation, continued process improvement, and alignment of resources with service demand to ensure the highest standards of customer service are maintained.



During the reporting period, the CRPO continued to strengthen strategic relationships with key international partners aimed at enhancing service delivery, capacity building, and support to Virgin Islanders abroad.

As part of these efforts, the Registrar General undertook an official visit to the United Kingdom, where engagements were held with several foreign agencies to discuss collaboration and support for Virgin Islanders experiencing challenges with international travel and immigration matters. In particular, discussions were held with the U.S. Department of Homeland Security (DHS) and U.S. Customs and Border Protection (CBP) to assist persons encountering difficulties with gaining entry into the United States.

These engagements yielded positive outcomes. Some individuals were successfully supported through the process, resulting in the approval of U.S. visas, while others were able to obtain redress in relation to their individual immigration cases with U.S. authorities. However, cases that are more complex remain under active review.

The Registrar General also engaged in capacity-building sessions with staff at the BVI London Office and the BVI Tourist Board (UK). These sessions provided valuable information on the services offered by the Civil Registry and Passport Office, including passport, nationality, belongers and visas services. This initiative strengthened the ability of these overseas agencies to effectively support Virgin Islanders residing in the United Kingdom, and the wider European region and enhanced coordination between local and overseas government agencies.

The engagements proved highly beneficial, strengthened existing relationships with UK-based agencies and established a new and strategic partnership with DHS and CBP. As a direct outcome of these discussions, CBP has agreed to support the Virgin Islands through the provision of international background checks, which will significantly enhance the integrity and effectiveness of visa and nationality services offered in the Territory.

Additionally, CBP advised that they are currently working closely with foreign partners on technological solutions aimed at strengthening border and immigration operations outside of the United States. This includes the development of a visa validation tool. Upon completion, the Virgin Islands has been identified as one of the first four international partners selected to participate in testing this tool when it becomes operational.

These collaborative efforts underscore the Government's commitment to strengthening international partnerships, enhancing institutional capacity, and improving services to citizens both locally and abroad, while reinforcing the Territory's border management and immigration systems.



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 does not hold membership for any regional or international organisations. However, through partnership with His Majesty's Passport Office and Entrust, the Department is affiliated with the International Civil Aviation Organisation (ICAO).

ICAO is the only United Nations Specialised Agency that has the mandate and responsibility for establishing, maintaining and promoting Standards and Recommended Practices (SARPs) related to the issuance and verification of machine-readable travel documents and related border control processes.

In addition, CRPO envisions in the near future to become an affiliate of FamilySearch International, one of the leading organisations in the world of genealogy. FamilySearch is an international, non-profit organisation dedicated to assisting individuals worldwide explore and document their family history and heritage.

The CRPO continued to advance its mandate through purposeful digital transformation and innovation, guided by a clear vision to modernise services, safeguard identity, and improve the overall experience of the citizens we serve. In an era where efficiency, security, and accessibility are paramount, the Department embraced technology as a strategic enabler to strengthen governance, enhance service delivery, and future-proof critical national systems.

Preservation and Digitisation of Vital Records

The preservation and digitisation of the Territory's vital records remained a key priority for the Department and are actively ongoing. Significant preparatory and implementation work has been undertaken to support the digitisation of historical and current records relating to births, deaths, and marriages. These efforts are intended to protect fragile documents, improve accessibility, and strengthen disaster recovery and business continuity arrangements.

While the Cabinet of the Virgin Islands approved the partnership with FamilySearch International, progress in this area continued in parallel with necessary legal considerations. The full implementation of record digitisation is contingent upon the finalisation of matters with the Attorney General's Chambers to ensure that all processes, standards, and safeguards were aligned with existing legal and regulatory frameworks.

Modernisation of Breeder Documents

The modernisation of breeder documents is another critical component of CRPO's digital transformation agenda and is currently in progress. This initiative focused on strengthening the security and integrity of civil certificates through updated formats, enhanced features, and improved alignment with modern identity management systems.

While design and preparatory work have advanced, full implementation is dependent on the alignment and configuration of the new certificates with the supporting information systems.

This process is ongoing and requires careful coordination to ensure system compatibility, accuracy and data capture, and seamless integration with existing registration and verification processes. Once completed, this initiative is expected to significantly enhance identity protection and reduce the risk of fraud.

Fostering a Client-Centred Service Culture

As part of its broader transformation agenda, the CRPO has begun to deliberately foster a culture that treats citizens as clients. This represents a shift in mindset and organisational approach, recognising that service excellence is as critical to public trust as the systems and processes. This has been recognised through commendations for excellence in service delivery during the reporting period.

Strengthening Passport, Visas and Border Management Systems

In collaboration with international partners, CRPO has made notable progress in strengthening passport administration and border management capabilities. Preparatory work and testing phases for enhanced system access have positioned the Department to more efficiently process British Overseas Territory citizen passport applications, improve data sharing, and meet evolving international security standards in 2026 and beyond.

Additionally, engagement with modern border management systems has laid the groundwork for improved visa processing. These systems support more robust screening, better risk management, and data-driven decision-making, critical components in an increasingly complex global mobility environment.

Building Digital Capacity and Capability

Innovation is sustained through people. Recognising this, CRPO has invested in building internal capacity to support digital transformation. Staff training, leadership development, and exposure to change management principles have been integral to ensuring that technological advancements are effectively adopted and embedded across the Department.

By equipping staff with the skills and competencies required to operate in a digital environment, the Department continued to strengthen institutional resilience and ensure continuity of service amidst change.

Digital transformation at CRPO was not solely about systems, it was fundamentally about people. Technology was leveraged to improve turnaround times, reduce bottlenecks, and create a more customer-centric service model. Process re-engineering, supported by digital tools, allowed staff to focus on value-added work, while ensuring greater accuracy and consistency in decision-making.

Looking Ahead

The Civil Registry and Passport Office remained committed to continuous improvement through digital innovation. Future priorities include expanding online service offerings, further automating internal workflows, and strengthening legislative and policy frameworks to support modern, technology-driven operations.

Digital transformation is an ongoing journey. Through strategic investment, strong partnerships, and a steadfast focus on service excellence, CRPO is positioning itself as a modern, responsive, and trusted Department, one that upholds the identity of the people it serves while meeting the demands of a rapidly evolving digital world.



FINANCIAL REPORT

Revenue

The Civil Registry and Passport Office earned a total of one million, two hundred thirty thousand, nine hundred and twenty dollars and seventy-five cents (\$1,230,920.75) in 2025. Revenue earned in 2025 showed a 16% decrease with a difference of two hundred thirty-one thousand, seven hundred and sixty-nine dollars and twenty-five cents (\$231,769.25) when compared to revenue earned in 2024 in the amount of one million, four hundred sixty-two thousand, six hundred and ninety dollars (\$1,462,690). Table 3 and figure 1 provides a monthly comparison of revenue earned in 2024 and 2025.

Civil Registry & Passport Office Revenue Comparison 2024/2025				
	2024	2025	Difference	% Change
JANUARY	\$128,363	\$119,256	-\$9,107	-7%
FEBRUARY	\$120,509	\$90,402	-\$30,107	-25%
MARCH	\$112,650	\$117,266	\$4,616	4%
APRIL	\$133,084	\$107,427	-\$25,657	-19%
MAY	\$140,856	\$128,125	-\$12,731	-9%
JUNE	\$104,317	\$105,868	\$1,551.00	1%
JULY	\$160,004	\$132,675.75	-\$27,328.25	-17%
AUGUST	\$109,094	\$82,668	-\$26,426	-24%
SEPTEMBER	\$125,740	\$89,479	-\$36,261	-29%
OCTOBER	\$105,258	\$94,562	-\$10,696	-10%
NOVEMBER	\$100,175	\$74,874	-\$25,301	-25%
DECEMBER	\$122,640	\$88,318	-\$34,322	-28%
TOTAL	\$1,462,690	\$1,230,820.75	-\$231,769.25	-16%

Table 3 - Comparative table of CRPO Revenue Earnings 2024/2025

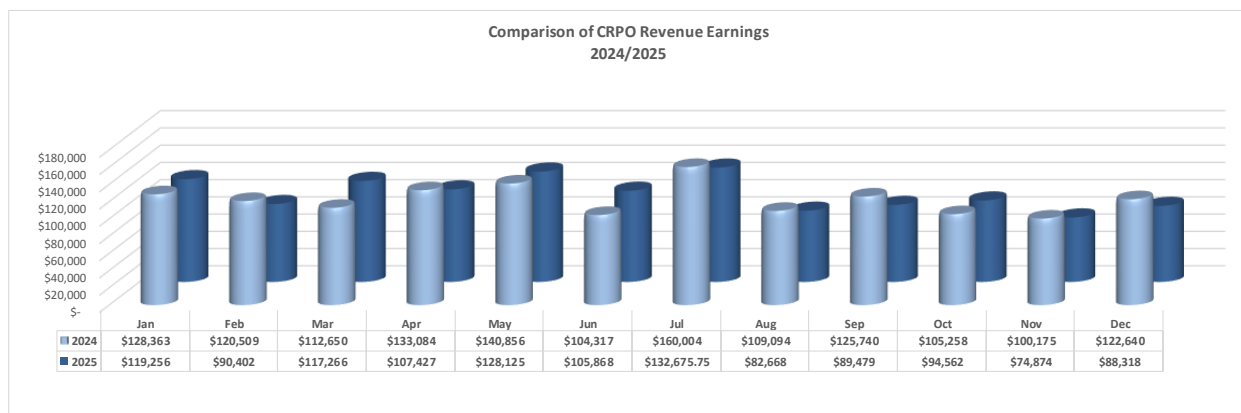


Figure 1 - Comparative graph of CRPO Revenue Earnings 2024/2025

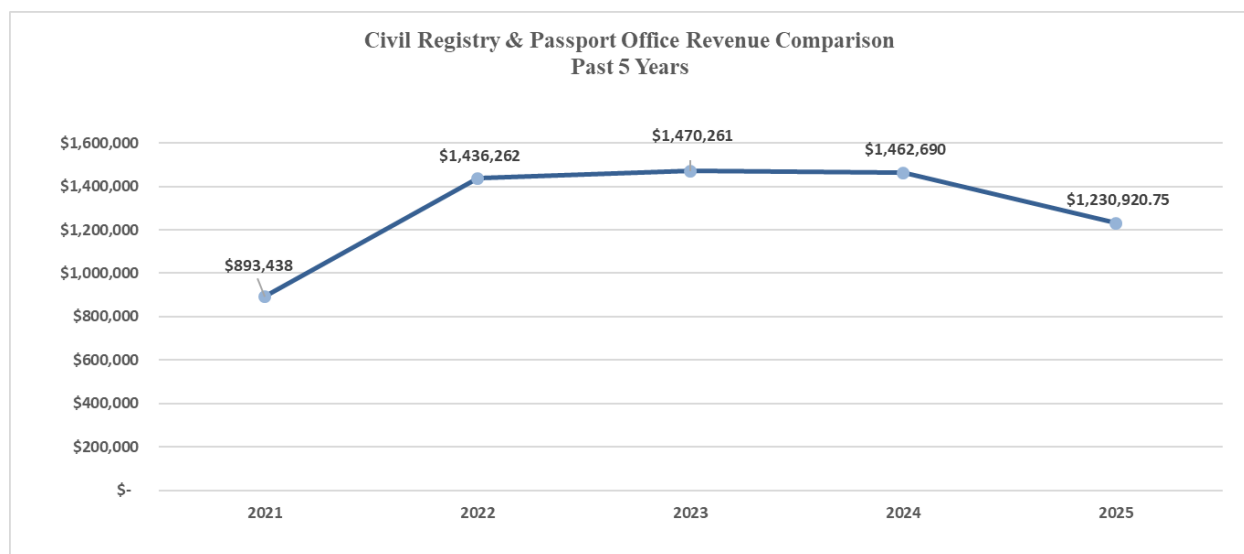


Figure 2 - CRPO revenue comparison for past 5 years

Over the course of 2025, revenue declines were recorded across three of the Department's three major service, namely; visa, BOT passport and belonger services. Nationality services was the only major service to experience an increase in revenue during the period.

Visa services generated a total of four hundred and seventy-five thousand, one hundred and twenty-five dollars (\$475,125) in 2025, representing a decrease of 36%, with a difference of two hundred sixty-seven thousand, seven hundred and fifty dollars (\$267,750), compared to the seven hundred forty-two thousand, eight hundred and seventy-five dollars (\$742,875) collected in 2024. This decline is primarily attributed to the enactment of Statutory Instrument No. 48 of 2024, which waived visa requirements for Guyanese nationals (See Figure 4).

BOT passport services recorded a 7% decrease in revenue, amounting to seventeen thousand, two hundred and ninety dollars (\$17,290), with collections falling from two hundred fifty-three thousand, six hundred and twenty-five dollars (\$253,625) in 2024 to two hundred thirty-six thousand, three hundred and thirty-five dollars (\$236,335) in 2025.

Belonger services also saw a 16% decline in revenue, amounting to twenty-four thousand, one hundred dollars (\$24,100), with collections falling from one hundred forty-nine thousand, seven hundred and twenty-five dollars (\$149,725) in 2024 to one hundred twenty-five thousand, six hundred and twenty-five dollars (\$125,625) in 2025.

The observed decrease in passport and belonger services in 2025 was likely be attributed to a combination of factors. A reduction in spending power among residents may have contributed to the decline in revenue for these services as well as several aviation incidents during the year may have heightened travel concerns, further affecting demand.

In contrast, nationality services experienced a significant increase of seventy-one thousand, six hundred and eighty-five dollars (\$71,685) at 47%, rising from one hundred fifty-one thousand, one hundred dollars (\$151,100) in 2024 to two hundred twenty-two thousand, seven hundred and eighty-five dollars (\$222,785) in 2025.

Figure 3 illustrates a comparative analysis of revenue earnings for 2024 and 2025 across the Department’s major services.

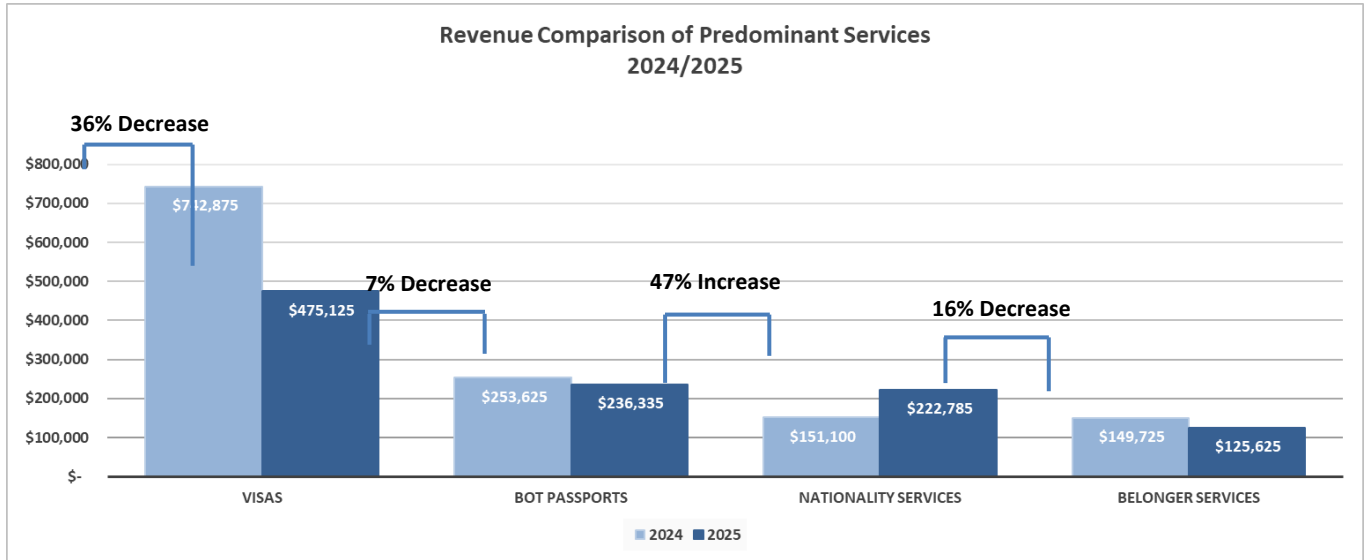


Figure 3 – CRPO Revenue Comparison of Predominant Services 2024/2025

Figure 4 illustrates revenue received by service category for the year 2025.

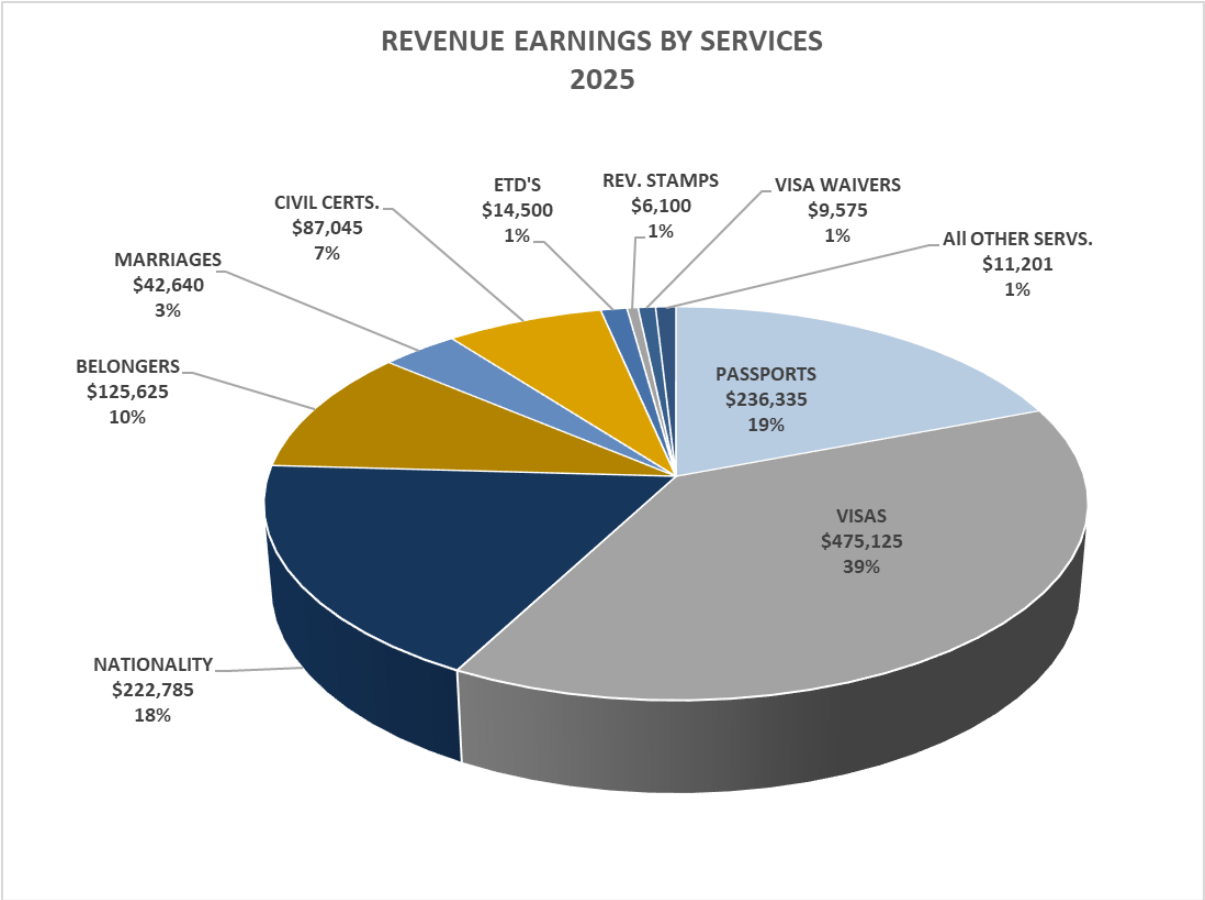


Figure 4 - CRPO 2025 Revenue Earnings by Services

Expenditure

The Civil Registry & Passport Office operated under two sub programmes, namely Civil Registration (21144073) and Passport Administration (21144074). For the 2025 financial year, an approved budget of \$765,378.15 was allocated for Passport Administration under Head 2144074. Additionally, \$633,821.85 was approved for Civil Registration under Head 21144073. The combined allocation for these two programme areas resulted in an overall approved budget of \$1,399,200.00, supporting the continued delivery of passport, civil registration, and related identity management services.

Tables 4 and 5 provide a breakdown of the department's expenditure for 2025.

2025 BUDGET COMPARISON								
CIVIL REGISTRATION – 21144073								
Sub-head	Account Description	Approved Annual Budget	Reallocation	SAP	Admin. Adjustment	Adjusted Budget	Expenditure	Remaining Budget
511120	Permanent Secretaries/ Heads	97,515.00				97,515.00	97,515.12	-0.12
511130	Personnel (Staff) Salaries	413,143.00	21,854.00	5,266.00		440,263.00	446,877.37	-6,614.37
511210	Travel Allowance	10,400.00				10,400.00	10,400.64	-0.64
511411	Telephone Allowance	1,684.80				1,684.80	1,684.80	0.00
511413	Car Allowance	0.00				0.00	0.00	0.00
511414	Special Duty Allowance	0.00				0.00	0	0.00
511419	Entertainment Allowance	3,240.00				3,240.00	3,240.00	0.00
511529	Performance of Marriages Allowance	17,000.00	-7,000.00			10,000.00	8,250.00	1,750.00
511431	Acting Allowance and Leave Relief	0.00				0.00		0.00
512210	Social Security Contributions	16,996.56		234.00		17,230.56	17,872.01	-641.45
512220	Payroll Tax	27,178.97		311.00		27,489.97	27,583.09	-93.12
512230	Health Insurance	19,673.54		389.00		20,062.54	20,587.88	-525.34
521999	Other Rent	7,800.00	-520.00			7,280.00	7,280.00	0.00
522110	Mobile	2,256.00	228.00			2,484.00	2,286.00	198.00
522120	Landline	0.00	25.00		1.00	26.00	22.98	3.02
522130	Internet	1,320.00	110.00			1,430.00	1,430.00	0.00

522220	Electricity (General)	48,000.00				48,000.00	41,072.46	6,927.54
522320	Drinking Water	800.00				800.00	799.40	0.60
522610	Postage and Courier Costs	18,000.00	-800.00			17,200.00	17,062.00	138.00
523110	Book and Subscription s	0.00				0.00		0.00
523120	Printing	13,000.00	-443.00			12,557.00	12,556.80	0.20
523130	Stationery	3,000.00	2,000.00			5,000.00	4,994.76	5.24
523140	Minor Office Equipment	7,452.00				7,452.00	7,312.47	139.53
523150	Software	21,500.00	1,500.00			23,000.00	23,000.00	0.00
523160	Furniture and Appliances	5,440.00	720.00			6,160.00	6,148.00	12.00
523165	Fixtures and Fittings	200.00	800.00			1,000.00	789.90	210.10
523199	Other General Supplies	2,500.00	5,000.00			7,500.00	7,313.38	186.62
523210	Uniforms	0.00				0.00		0.00
523225	Construction Materials	3,180.00	-1,679.00		-1.00	1,500.00	1,500.00	0.00
523299	Miscellaneous Supplies	0.00				0.00		0.00
524115	Office Equipment - Minor Repair	12,000.00				12,000.00	9,288.00	2,712.00
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	600.00	0.00
525130	Subsistence (Domestic)	250.00	375.00			625.00	600.00	25.00
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	4,410.00			6,810.00	6,784.00	26.00

528170	Cleaning Services	0.00				0.00		0.00
528299	Other Consultancy	0.00				0.00		0.00
528620	Remittance and Agents Charges	0.00				0.00		0.00
528625	Bank Charges and Fees	130.00				130.00	90.00	40.00
528665	Freight Charges	1,460.28	-1,285.00			175.28	175.00	0.28
528699	Other Services	7,258.00	8,304.00			15,562.00	11,975.00	3,587.00
529110	Entertainment	0.00	1,165.00			1,165.00	1,165.00	0.00
573110	Refunds of Revenue Former Yrs.	0.00				0.00		0.00
TOTAL		765,378.15	34,764.00	6,200.00	0.00	806,342.15	798,256.06	8,086.09

Table 1 - 2025 Expenditure (Civil Registration - 21144073)

2025 BUDGET COMPARISON

PASSPORT ADMINISTRATION – 21144074

Subhead	Account Description	Approved Annual Budget	Reallocati on	SAP	Admin. Adjust ment	Adjusted Budget	Expenditure	Remaining Budget
511130	Personnel (Staff) Salaries	391,802.00	-21,854.00	43,740.00		413,688.00	413,687.56	0.44
511220	Part Time Wage Earners	12,053.00				12,053.00	12053.04	-0.04
511410	Travel Allowance	0.00				0.00		0.00
511411	Telephone Allowance	0.00				0.00		0.00
511414	Special Duty Allowance	0.00				0.00		0.00
511415	Commuter's Allowance	2,808.00				2,808.00	2,808.00	0.00
511531	Acting Allowance and Leave Relief	0.00				0.00		0.00
512210	Social Security Contributions	16,794.21		1,965.00		18,759.21	16,675.61	2,083.60
512220	Payroll Tax	18,399.78		2,020.00		20,419.78	20,258.79	160.99
512230	Health Insurance	15,249.86		3,275.00		18,524.86	15,831.51	2,693.35
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	174,635.00	-12,910.00			161,725.00	146,580.23	15,144.77
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	2,080.00				2,080.00	1,975.00	105.00
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		633,821.85	-34,764.00	51,000.00	0.00	650,057.85	629,869.74	20,188.11

Table 2 - 2025 Expenditure (Passport Administration - 21144074)



The following table shows a comparison of services rendered during 2024 and 2025.

While the data reflected a higher percentage increase in passports issued in 2025 compared to 2024, this trend appeared inconsistent with the corresponding revenue figures for 2025, which showed a decrease relative to the previous year. This variance is attributed to a large number of passports that were initially printed with the incorrect issuing authority, namely His Majesty's Passport Office (HMPO), rather than the Virgin Islands, necessitating the reprinting of these passports during 2025. Additionally, passports issued to senior citizens aged 65 years and older were provided free of charge, which further contributed to the observed discrepancy between the volume of passports issued and the revenue collected for the reporting period.

Together, these factors explained the misalignment between passport issuance statistics and revenue performance in 2025.

Table 4: Comparison of Services Rendered in 2024 and 2025

SERVICES	YEAR 2024	YEAR 2025	% INCREASE/ DECREASE
Emergency Travel Documents	94	127	35%
BOTC Passports Processed	2297	2648	15.3%
Registration of Births	204	226	11%
Stillbirth	1	0	100%
Registration of Deaths	168	152	9.5%
Cremated Remains Entered into the Territory	32	64	100%
Registration of Adoptions	5	2	60%
Registration of Marriages	150	133	11%
Apostilles	119	120	0.84%
Visas Processed	4,281	2,479	42%
Belonger Cards Issued	1380	1079	21.8%
Children Who Were Registered	76	69	9.2%
Persons Approved for Naturalisation	90	265	74.3%
Casework (Citizenship)	258	466	80.6%
Appointment of Marriage Officers	3	6	100%
Biometric Enrolment	83	129	55.4%

The CRPO continued to serve as a cornerstone institution in safeguarding identity, nationality, and civil registration within the Territory. During the reporting period, the Department remained committed to strengthening service delivery, enhancing operational integrity and advancing modernisation initiatives, while navigating increasing public demand and evolving regulatory expectations.

Despite resource constraints and growing service complexity, the Department maintained its focus on providing excellence in service delivery.

To ensure accountability, transparency and measurable progress, the Department continued to align its operations with clearly defined Key Performance Indicators (KPIs) listed below. These indicators provided a structured framework for assessing service delivery efficiency, revenue performance, digital engagement and risk management outcomes.

- **Customer Service Delivery Efficiency:** During the reporting period, the Department remained focused on delivering timely, professional, and client-centred services, while managing fluctuating demand levels and resource constraints.

KPIs:

- Average passport processing times (reduction from 4-8 weeks to 2 weeks).
- Percentage of applications processed within established service standards.
- First-time application acceptance rate (applications submitted without need for resubmission)
- Average front-line wait time.
- First contact resolution rate: percentage of customers' issues or inquiries resolved during the first contact 95%.
- Percentage of services delivered without errors or the need for rework. Achieve 99% accuracy in service delivery.
- Percentage completion of development and implementation milestones for the proposed online passport and visa application portal.
- Percentage of customers who reported being satisfied with the service they received. During the

year, several commendations were submitted through the Customer Service Care Unit, under the Star Membership Club, recognising both individual employees and the Department as a whole for professionalism, efficiency and quality service delivery.

- **Technology Innovation & Digital Transformation:** Modernised systems to enhance passport, visas and nationality services, security, efficiency, and data integrity.

KPIs:

- System configuration and iterative refinement of the portal framework.
- Percentage of internal process testing completed to validate workflows and functionality of new systems.
- Level of engagement with internal and external stakeholders to validate process.
- Completion of system security validation and regulatory compliance checks.
- Staff trained on portal usage, troubleshooting, and customer guidance.

- **Stakeholder Engagement and Communication:** Strengthened institutional collaboration and international alignment.

KPIs:

- Enhanced staff capacity.
- Number of formal stakeholder meetings held.
- Number of active partnership agreements.
- Participation in regional/international meetings.
- Number of joint training or technical assistance initiatives completed.
- Number of strong partnerships or collaborations established (e.g., Family Search, Foreign and Commonwealth Office, BVI London Office and U.S. Homeland Security/Customs and Border Protection).
- Public awareness and outreach efforts.

- **Customer Satisfaction and Public Feedback:** Improved transparency, responsiveness, and public trust.

KPIs:

- Customer satisfaction survey results.
- Percentage of complaints resolved within established timeframe.
- Number of service improvements actions implemented based on feedback.
- Percentage of clients rating service as satisfactory or above.

- **Risk Management and Disaster Preparedness:** Safeguarded national identity records and ensured operational continuity.

KPIs:

- Effectiveness of inter-agency collaboration such as the Attorney General's Chambers in advancing the FamilySearch initiative to safeguard civil records against potential disasters.
- Number of staff trained in disaster response protocols.
- Incidents of document fraud detected and mitigated.

- **Strengthened Economic Stability:** Revenue monitoring, strategic assessment, and diversification planning aimed at strengthening economic sustainability.

KPIs:

- Completion of revenue sustainability review.
- Submission of 18 proposed revenue streams for Cabinet's approval.
- Advancement of proposals for policy consideration.
- Maintenance of expenditure within approved budget limits.

- **Staffing and Capacity Building:** Strengthened human capital and institutional resilience.

KPIs:

- Staff-to-application volume ratio.
- Percentage of staff completing professional development training.
- Staff retention rate.
- Sick leave/absenteeism rate.

- Employee engagement rate.
- Percentage of employees achieving ‘meets expectations’ or higher in annual performance appraisals.
- Average improvement in employee performance ratings compared to the previous year.
- 100% of staff performance appraisals completed and reviewed by the scheduled deadline.
- Public Service Management Code compliance rate.
- Number of succession planning positions identified.
- Number of vacant positions filled.

The CRPO remained steadfast in its mandate to protect identity, preserve national records, and facilitate secure mobility. As operational demands evolve, the Department remained committed to maintaining the highest standards of integrity, professionalism, and service excellence.

As we advance digital transformation initiatives, strengthen partnerships, and enhance disaster resilience measures, the Department remained focused on building a modern, secure, and sustainable integrated framework governing identity, visa, passport and nationality services. We are confident that the strategic groundwork laid during this period positioned the CRPO to meet the Territory’s present and future needs with professionalism, resilience, and accountability.





In 2025, the Department advanced a transformative agenda focused on digital modernisation, strengthened governance, enhanced security, and improved service delivery. Through strategic investments, legislative reform, and international collaboration, the Department made significant progress toward modernising visa, passport, and civil registration services while safeguarding national identity and preserving vital records for future generations.

These strategic initiatives translated into measurable results, with the Department recording the following key performance achievements for 2025:

1. Digital Transformation of Visa Services

- eVisa Platform framework completed.
- Payment integration to BVI Government's payment system advanced, with final collaboration with BVI Government and Canadian Bank Notes.
- System testing in progress to ensure functionality, security, and user readiness.

2. Legislative Reform

- Completed draft visa legislation to modernise governance and align with international best practices and standards.
- Legislation submitted for stakeholder consultation, pending legal review.
- Completed draft belonger policy to regulate internal processes for handling applications for persons deemed to belong to the Virgin Islands. This policy provided a clear operational framework, standardise procedures, and ensured consistency, efficiency, and transparency in the Department's management of such matters.

3. Preservation/Digitisation of Civil Records

- Cabinet approved partnership with Family Search International.
- Space was identified on the second floor of the Sakal Building for the necessary structural adjustments undertaken to ensure the space meets operational, security, and functional requirements for the Genealogy Unit.
- Guidance and assistance from the Attorney General's Chambers has been sought to resolve outstanding issues related to the Data Protection Act and the sharing of public documents. This matter is critical for advancing the proposed partnership with Family Search International, as it will ensure that compliance and data protection requirements are met before collaboration can proceed.

4. Enhancement of Passport Services

- Adult BOTC passport renewal web platform development completed.
- System testing ongoing to ensure operational readiness.
- Payment portal integration completed to support end-to-end online service delivery.

5. Modernisation of Breeder Documents

- New modern, historical and secured marriage and adoption certificates sourced in 2025 in line with new births, deaths and stillbirth certificates sourced in 2024.
- System integration ongoing to support issuance and verification.

6. Bilingual and Standardised Forms

- Introduction of bilingual forms to improve accessibility.

7. Public Education Transparency

- Ongoing public education initiatives to inform citizens and stakeholders of service improvements.
- Continued collaboration with GIS and DGO to improve transparency, public communication, and timely updates on departmental initiatives.

8. Strengthening International Security and Border Management

- Established strategic relationships with the DHS and CBP, and key United Kingdom border agencies to enhance international security cooperation and border management capacity.

9. Restoration and Reconfiguration of Nationality Unit Offices

- With assistance and support of the Office of the Deputy Governor, successfully completed restoration works to two offices within the Department, following flood damage sustained in 2024 to improve functionality, safety, and workflow efficiency.

Collectively, these achievements reflected the Department's continued commitment to innovation, good governance, and excellence in public service. The progress made in 2025 has laid a strong foundation for the full implementation of key reforms in 2026, positioning the Department to deliver more secure, efficient, and citizen-centred services while supporting national and sustainable development and border integrity.



The key strategies for 2026 are as follows:

1. Strengthen the Territory's Civil Registration and Vital Statistics (CRVS) Framework

• Establish structured collaboration with PAHO and other Agencies

- Prioritised continuing engagement and discussions with local development partners to design and implement a new CRVS system. This initiative was driven by the need to address ongoing challenges with the current CRIS system, including the lack of familiarity of the current system supporter, incomplete projects, delayed server migration, and minimal progress over the past five years.
- Partnered with PAHO to modernise and strengthen the Civil Registration Framework in alignment with International CRVS standards.
- Established a formal technical cooperation framework with PAHO to support legislative review, system integration, capacity building, and vital statistics improvement.
- Strengthened institutional capacity in civil registration and knowledge exchange with UK agencies.

2. Full Implementation of Digital Visa Services

• Launch of the eVisa Online Portal

- Public information campaign
- Public rollout of the eVisa online portal by Q2 of 2026.
- Structured training sessions to equip the wider staff as well as the public with the necessary knowledge and guidance to navigate the new system effectively
- End-to-end digital processing, including submission, assessment, and payment.
- Enhanced accessibility, reduced processing times, and improved customer experience.

3. Revised Legislative Frameworks

- Amendments to the Marriage Act to modernise registration processes and strengthen legal safeguards to improve efficiency and compliance.
- Revisions to the Births and Deaths Registration Act to align the Territory's civil registration practices with international standards.
- Finalised the Belongers Policy to formalise and regulate internal and administrative processes for handling belongers applications.
- Completed stakeholder consultations to ensure the proposed visa legislation fully reflect the needs and perspectives of all relevant parties.
- Completed final draft of the visa legislation for formal submission to Cabinet.
- Secured Cabinet's approval and commence implementation to modernise visa governance and strengthen regulatory oversight.

4. Introduced Online Passport Services

- **Online BOTC Adult Passport Renewals**

- Public information campaign.
- Public implementation of online BOTC passport adult renewals to be rolled out in 2026.
- Structured training sessions to equip the wider staff as well as the public with the necessary knowledge and guidance to navigate the new system effectively.
- Enhanced accessibility, reduced processing times, and improved customer experience.

5. Preservation and Governance of Civil Records

- **Digitisation and Preservation of Historic Records**

- Digitised and preserved historic civil records to ensure long-term protection and accessibility, in collaboration with the Attorney General's Chambers, including the resolution of ongoing issues related to the Data Protection Act.
- Established a Genealogy Unit in the Virgin Islands through partnership with Family Search International.
- Structured training sessions to equip the wider staff as well as the public with the necessary knowledge and guidance to navigate the new system effectively.

6. Secured Modernisation of Breeder Documents

- **Upgraded Civil Certificates**

- Rollout of new secure and historical birth, death, marriage, adoption, and stillbirth certificates.
- Strengthened identity integrity and fraud prevention measures.

7. Capacity Development and Workforce Strengthening

- **Technical and Leadership Training**

- Targeted technical training to support digital systems, security, and service delivery.
- Leadership development to strengthen success planning and institutional resilience.

8. Revenue Enhancement and Sustainability

- **Introduction of New Revenue Streams**

- Introduction of 18 new revenue streams, subject to Cabinet's approval.
- Promote economic sustainability and reinvestment in digital transformation and service excellence.



The year 2025 presented a range of challenges that mirrored those experienced in previous years, highlighting both short-term operational hurdles and ongoing systemic issues. These challenges include the following, which required careful management and strategic oversight to mitigate impact on service delivery. Despite these difficulties, the Department remained committed to maintaining operational continuity, improving processes, and advancing initiatives aimed at strengthening service delivery and organisational resilience.

Lack of Adequate Staff Complement

The Department continued to face longstanding human resource challenges arising from an insufficient staff complement, which remained one of the critical resources required to effectively meet the growing demand for services by the public. Noting that nine (9) established positions have remained vacant and unfunded for several years, this has impacted operational capacity and service delivery.

In 2023, the Department's approved staff complement was reduced from 25 to 19 officers, a level which remains unchanged. This reduction has further constrained the Department's ability to respond to increasing service volumes and expanded operational responsibilities.

Records also indicate that successive requests for additional staffing were submitted by the former Registrar General dating back to 2018, highlighting that this challenge predates the current administration and reflects a structural resourcing gap rather than a short-term operational issue.

One area that remained of high 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, only two dedicated Visa Officers currently staffs the Unit.

The remaining two supporting staff are stretched across multiple roles, covering accounts, information technology, customer service and office management. This situation reflected a broader trend across other units, including passports, belongings and nationality, where the same level of resource constraints results in staff performing multiple functions. This lack of focus created potential security risks and increased the likelihood of errors, as staff are forced to juggle competing demands across different areas, in an effort to meet the public's demands.

While the team has demonstrated exceptional dedication and resilience, it is important to acknowledge that achieving the department's objectives under significantly constrained human resources presented practical limitations. Adequate staffing and resources are essential to meet the growing needs and demands of the public, and to ensure the delivery of services that are efficient, high-quality, and sustainable. Addressing these resources constraints was critical to maintaining operational effectiveness and supporting long-term service excellence.

Budgetary Constraints

Over the past six to nine years, the CRPO operated under sustained budgetary constraints that have significantly impacted its capacity to fully modernise operations, strengthen infrastructure, and respond effectively to the growing demands of the public. While the Department continued to demonstrate resilience, innovation, and commitment to service excellence, limited financial allocations have restricted the acquisition of critical resources necessary to enhance operational efficiency and achieve strategic objectives.

The increasing complexity of passport, visa, nationality and civil registration services, particularly in a rapidly evolving global security environment, required modern systems, adequate staffing, secure infrastructure, and updated equipment. However, constrained budgets have limited the Department's ability to implement key improvements. Such circumstances are neither sustainable nor aligned with the standards expected of a national authority responsible for identity management and border integrity.

If the Territory is to advance toward a modern, secure, and digitally enabled CRPO, a clear and sustained commitment to strategic financial investment is essential. Budgetary support must reflect the critical national security role of the Department and the increasing public reliance on its services. Without adequate and predictable funding, the Department's ability to support the Government's broader transformation goals, strengthen service delivery, and maintain international compliance standards will remain constrained.

Online Platform for Naturalisation

A key operational challenge facing the CRPO was fostering innovation and supporting the government's digital transformation agenda, as well as meeting the growing needs of the public. To address this, it was essential that we implement a digital platform allowing for the online submission of applications for naturalisation and registration, one of our core services. In alignment with the Government's Digital Transformation Agenda and the growing expectations of the public for accessible, technology-driven services; the implementation of a secure digital application platform is both a strategic necessity and a service imperative.

The semi-manual and appointment-based system contributed to extended wait times, increased public complaints, and significant administrative demands on back-office staff. The introduction of a comprehensive online submission platform would streamline the end-to-end application process, reduce in-person appointment congestion, and modernise the client experience. Projections indicated that digitisation of this service could reduce back-office administrative workload by approximately 40%, which would result in improved operational efficiency, faster processing times, and a measurable reduction in application backlogs.

This investment is further justified by the demonstrated growth in demand for nationality services. The reporting period reflects a 47% increase in revenue generated from nationality-related services, underscoring both the expanding reliance on this core function and its importance as a significant revenue stream for the Territory. Strengthening and modernising this service area is therefore not only operationally prudent but fiscally strategic.

To further position the CRPO as a globally recognised entity, it is crucial that we secure the necessary funding to continue modernising and optimising 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 significant institutional challenge remained as the absence of a formal legislative framework governing visa services within the Virgin Islands. At present, visa operations are largely guided by policy, administrative practice, and international best standards; however, the lack of codified legislation limits the Department's ability to regulate, enforce, and standardise visa processes with the full authority of law.

Recognising this gap, the first draft of a comprehensive visa legislation has been developed and is being circulated for stakeholders' consultation. The proposed framework will ultimately seek Cabinet's approval to formally regulate visa services in the Virgin Islands and establish clear statutory authority for decision-making, compliance measures, eligibility criteria, appeals mechanisms, and enforcement provisions.

The importance of this legislative framework cannot be overstated. A modern visa regime must be grounded in law to ensure transparency, accountability, procedural fairness, and alignment with international border management standards. Codified legislation will strengthen national security safeguards, reduce legal ambiguity, support risk-based screening, and enhance the Territory's credibility in regional and international partnerships.

The establishment of a robust visa legislative framework is therefore a critical step in modernising immigration governance, protecting the integrity of the Territory's borders, and ensuring that visa services are administered in a manner that is consistent, legally sound and internationally compliant.

Insufficient Security

The Civil Registry and Passport Office continued to operate within an environment where security infrastructure remains insufficient for the nature and sensitivity of the services provided. As an office responsible for the issuance of passports, the processing of visas, nationality matters, and other functions directly connected to national security, the absence of comprehensive access control and screening measures presents an ongoing operational risk.

Globally, passport and visa offices operate under stringent security protocols, including controlled entry systems, scanners, and detection equipment to screen all persons entering the building. In the Virgin Islands, this level of security has historically been taken for granted and has not been fully aligned with international best practice standards.

In 2019, the then Her Majesty's Passport Office recommended that all British Overseas Territories install a complete set of screening scanners and detection systems in accordance with international standards. In an era marked by evolving terrorism threats, transnational crime, identity fraud, and other modern security risks, the Territory is not immune to these global realities. Vigilance and proactive security enhancement are therefore essential.

The security concerns are further compounded by the co-location of the CRPO within the same building as the High Court and Magistracy. The daily movement of individuals attending court proceedings, often involving high-tension or sensitive matters, heightens exposure to potential security incidents.

Observed vulnerabilities within the shared building environment exacerbate the risks faced by staff and members of the public who access the facility for services offered by CRPO or court services.

The Department and its staff have continued to experience threats and hostile interactions from members of public. Such occurrences presented legitimate safety concerns and reinforced the necessity of implementing enhanced security infrastructure and protocols to protect staff and visitors alike.

Finalise Partnership with FamilySearch International

Despite Cabinet's approval, the formalisation of the strategic partnership with FamilySearch International remained an ongoing challenge, primarily due to legal considerations relating to data governance and information sharing. While the Department has made significant progress toward concluding this important collaboration, consultations with the Attorney General's Chambers have been required to address constraints arising under the Data Protection Act, particularly as they relate to the electronic hosting and publication of digitised civil records.

Under the proposed partnership, FamilySearch International would not only digitise the Territory's historical records at no cost to the Government, but would also maintain secure electronic copies within its archival system and publish eligible records on its global genealogical platform.

However, clarification has been necessary to ensure that the sharing and publication of such records are fully compliant with domestic data protection requirements. At the same time, the Registration of Births and Deaths Act provided for the public accessibility of certain records, and reconciling these legislative provisions has required careful legal review.

The Office of the Deputy Governor has maintained consistent engagement through formal requests and follow-up correspondence in an effort to bring this matter to resolution. It is essential that this process be treated with urgency, as delays may jeopardise the partnership and create reputational risk, including the perception that the Government of the Virgin Islands is unable to advance strategic modernisation initiatives with international partners.

Moreover, the preservation of civil records is of critical national importance given the Territory's vulnerability to natural disasters, including hurricanes and earthquakes. Completing this partnership will ensure the secured digitisation and global archiving of these irreplaceable records, safeguarding them for future generations and ensuring continuity of service in the face of potential disaster events. Timely resolution is therefore imperative to protect the Territory's historical and legal records while maintaining compliance with applicable laws.



The 2025 reporting period presented the CRPO with significant opportunities to strengthen its institutional framework, modernise operations, and enhance long-term sustainability. While shifts in application volumes, evolving revenue patterns, and increasing compliance requirements have influenced the operational landscape, these developments have also created a foundation for strategic advancement and service innovation.

A key opportunity lies in further enhancing service delivery efficiency and customer experience. Fluctuations in demand provided space for the Department to refine internal workflows, strengthen appointment systems, and reinforce performance monitoring through clearly defined Key Performance Indicators (KPIs). By focusing on measurable service standards, improved communication protocols, and structured feedback mechanisms, the Department was well-positioned to deepen its client-centred approach while maintaining the integrity and accuracy of breeder documents and passport services.

Digital transformation remains one of the most significant opportunities for the Department. The continued development and fine-tuning of the proposed online passport and visa application portals as well as the proposed design of a new nationality and civil registration system represent a transformative step toward modernised service delivery. Through comprehensive internal testing, stakeholder validation, and system refinement, the Department is laying the groundwork for a secure and efficient digital platform. Beyond the portal initiative, the ongoing digitisation of civil records will strengthen disaster resilience, reduce reliance on manual processes, enhance auditability, and support long-term data preservation.

The modest decline in revenue experienced during 2025 also created an opportunity for proactive financial reassessment and diversification planning. The identification of eighteen (18) proposed revenue streams reflects a deliberate and strategic approach to strengthening economic sustainability.

Subject to approval, these measures may modernise fee structures, improve cost recovery alignment, and introduce value-added services that enhance financial resilience while maintaining equitable access to essential services. This strategic review positions the Department to pursue revenue stabilisation and incremental growth in the coming years.

Strengthened partnerships and inter-agency collaboration further present meaningful opportunities. Continued engagement with the Attorney General's Office, His Majesty's Passport Office, technology partners, and international stakeholders supports regulatory alignment, knowledge transfer, and institutional capacity building. The proposed partnership with FamilySearch to digitise historical and current civil records represents a particularly significant opportunity to safeguard national archives against disaster risk and preserve the Territory's heritage for future generations.

Enhancements in background verification processes and risk-based screening frameworks provide additional opportunities to reinforce border integrity and national security objectives. As global mobility patterns evolve, the Department is well-positioned to implement strengthened due diligence mechanisms that protects the Territory while facilitating legitimate travel and lawful migration.

Investment in workforce development also remains a critical opportunity. As service complexity increases and digital initiatives advance, targeted training, succession planning, and capacity-building efforts will ensure that staff are equipped to manage modernisation efforts effectively. Strengthening human capital will be essential to sustaining service excellence and maintaining operational resilience.

Collectively, these opportunities reflect a Department actively positioning itself for transformation and long-term stability. The strategic groundwork established in 2025 spanning digital readiness, revenue planning, stakeholder collaboration, performance monitoring, and disaster preparedness provides a strong foundation for continued modernisation. Through deliberate planning and measured implementation, the Civil Registry and Passport Office is poised to enhance service delivery, safeguard national identity records, and strengthen institutional sustainability for the benefit of the Territory.



The 2025 reporting period has been one of measured progress, institutional reflection, and strategic groundwork for the Civil Registry and Passport Office. While the Department experienced shifts in application volumes and a modest decline in revenue across several service areas, operational integrity, service standards, and regulatory compliance remained firmly intact.

Throughout the year, the Department continued to safeguard the identity and civil status of the people of the Virgin Islands through the accurate registration of vital events, the issuance of passports and nationality documentation, and the preservation of national records. Enhanced verification measures, strengthened internal controls, and ongoing performance monitoring through established Key Performance Indicators ensured that efficiency was balanced with security and accuracy.

Significant preparatory work was undertaken in support of digital transformation initiatives, including the refinement and internal testing of the proposed online passport and visa application portal. Continued digitisation efforts and stakeholder engagement positioned the Department to advance modernisation while strengthening disaster resilience and data protection safeguards.

The identification of eighteen (18) proposed revenue streams further demonstrated proactive fiscal leadership in response to evolving revenue patterns. While these measures remained under consideration, they reflect the Department's commitment to long-term economic sustainability and responsible financial stewardship.

Importantly, the dedication, professionalism, and resilience of the Department's staff have remained central to maintaining service delivery standards amidst increasing operational complexity and resource constraints. Investment in capacity building and structured performance monitoring continued to strengthen institutional capability.

As the Civil Registry and Passport Office looks ahead, the foundation established during 2025 positions the Department to advance modernisation, strengthen partnerships, enhance customer service delivery, and reinforce border integrity. Through deliberate planning, strategic collaboration, and continued accountability, the Department remained committed by upholding its vision and mission, through excellence in service delivery, integrity, and resilience.

POSTAL ADDRESS:

- ☐ CIVIL REGISTRY & PASSPORT OFFICE
- ☐ P.O. BOX 3199
- ☐ ROAD TOWN, TORTOLA VG
- ☐ 1110
- ☐

PHYSICAL ADDRESS:

- ☐ CIVIL REGISTRY & PASSPORT OFFICE
- ☐ 1ST FLOOR, SAKAL PLACE, WICKHAM'S CAY II
- ☐ ROAD TOWN, TORTOLAVG
- ☐ 1110
- ☐ TEL: (284) 468-3035

EMAILS:

- ☐ INFOCRIS@GOV.VG
- ☐ BVIVISAS@GOV.VG
- ☐
- ☐

VIRGIN GORDA BRANCH:

- ☐ VANTERPOOL BUILDING
- ☐ THE VALLEY, VIRGIN GORDA
- ☐ TEL: (284) 468-6503
- ☐

WEBPAGE:

- ☐ WWW.CRISVI.GOV.VG
- ☐ WWW.BVI.GOV.VG
- ☐

FACEBOOK:

- ☐ WWW.FACEBOOK.COM/BVICRPPPO
- ☐
- ☐

