

SECURING OUR BORDERS SAFEGUARDING OUR HOME



ANNUAL
REPORT
2024



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OUR VISION

Secure Borders, Safe Singapore

OUR MISSION

We secure our borders and uphold our laws on immigration and national registration

OUR VALUES

Integrity, Commitment and Accountability

OUR PLEDGE

We, as ICA officers, pledge to uphold our values of integrity, commitment and accountability.

We pledge to ensure secure checkpoint clearance and effective administration of our laws on immigration and registration.

We pledge as part of the Home Team to make Singapore a safe and secure best home.



COMMISSIONER'S FOREWORD

2024 has been pivotal for ICA.

Redefining Border Clearance

We have realised our New Clearance Concept (NCC) vision of allowing all arriving visitors to clear immigration through the automated gates, and for all residents to clear immigration without passports. We are one of the first border agencies in the world to have done so, setting the standard of how border clearance could and should be done.

What we see today at Changi Airport is not a common sight for airports around the world. At Changi, arriving visitors are greeted with rows of immigration gates with minimal queues for immigration clearance. Despite record-breaking traveller volumes in 2024 surpassing pre-COVID-19 levels, NCC has enabled us to comfortably manage the increased demand with added clearance security and service efficiency.

The NCC is not just about allowing more travellers to use automated gates. We have made our border clearance regime more secure by leveraging data and technology and shifting risk assessment from on-arrival to pre-arrival. This means that on arrival, we have already identified the higher risk travellers whom we want to conduct more checks and interviews, before deciding whether to allow them entry to Singapore.

Beyond our transformation of border clearance, we remain vigilant in detecting and preventing contraband from entering Singapore, leveraging data to better target contraband smuggling. In 2024, we intercepted a significantly more contraband smuggling attempts, underscoring our commitment to securing Singapore's borders.

Providing Multiple Services, Within One Integrated Services Centre

ICA has restructured our three services centres, from product-centric to an integrated, function-centric model. This is supported by the new ICA Services Centre (ISC), which we have operationalised on 7 April 2025.

The ISC leverages technology and backend automation to provide a seamless experience for the public, allowing greater ease of access to multiple services within an integrated services centre.

We have realised our New Clearance Concept (NCC) vision of allowing all arriving visitors to clear immigration through the automated gates, and for all residents to clear immigration without passports.

ICA must ultimately be a workplace that our people enjoy coming to every day. This must be driven by the culture we collectively want to build in ICA.

It also enables us to build deeper capability in three functional areas – processing, managing appeals and customer operations. This marks the realisation of ICA's Services Centre Next-Generation (SCNG) vision – to bring greater convenience to our customers while streamlining application processing for our officers.

From July 2025, customers will also be able to collect both identity cards and passports via self-service kiosks instead of over the counter. These transformations reaffirm our commitment to delivering a more efficient, user-centric service experience.

Empowering Workforce, Building Resilient Officers

The people in the ICA team are the heartbeat of our transformation. Their unwavering dedication, dare-to-try spirit (even though we failed sometimes) and teamwork are the reasons why we have delivered on our transformation plans.

Our transformation plans require massive change management and training efforts. To ensure our officers can effectively carry out their enhanced job roles, we train and reskill over 4,000 officers.

We conducted NCC roadshows across the checkpoints through creative learning formats such as mock-ups of the new automated immigration gates, hands-on on prototype of the new system, interactive games and open dialogues with senior management. Customised service workshops with contextualised programmes for each checkpoint will also be rolled out progressively to all checkpoint officers starting from April 2025 to further strengthen their soft skills to professionally interact with travellers.

Our SCNG training, which commenced in late 2021, has also equipped around 500 ISC officers with the skillsets to manage multiple services efficiently at a single touchpoint.

With their perseverance and growth mindset, I am confident that we will successfully adapt NCC for the clearance of conveyances and cargo as we embark on our next phase of transformation journey.

Making a Collective Effort, Growing Stronger Together

The work we have done in redefining border clearance has not gone unnoticed; our work has garnered recognition both at home and abroad.

Changi Airport was named the best for immigration services in the Skytrax World Airport Survey 2024, while Singapore was ranked first globally in the Oxford University

Blavatnik Index of Public Administration for border services. Being a small nation, it is no mean feat to be recognised as the global leader in border services.

Locally, our corporate website won three awards in GovTech's Digital Services Awards 2024 for Best Functionality, Best Search Engine Optimisation and Best Accessibility.

Beyond our transformation plans, awards and recognition, ICA must ultimately be a workplace that our people enjoy coming to every day. This must be driven by the culture we collectively want to build in ICA. Since June 2024, we have embarked on an organisational culture discovery journey, drawing on our experiences from working together on our transformation plans over the last few years and reflecting on how we want to relate to each other within the organisation. Through this process, we collectively identified 'Teamwork', 'Trust' and 'Care' as the three key traits that we want to embrace as one ICA.

We will build on this as we continue to forge ahead with our transformation plans, working as a team, trusted to do the right thing and caring for each other.

MARVIN SIM

Commissioner, ICA

LEADERSHIP GROUP

COMMISSIONER & DEPUTY COMMISSIONERS

MARVIN SIM
Commissioner, ICA



ONG CHOON BENG
Deputy Commissioner
Capability & Technology Development



HSU SIN YUN
Deputy Commissioner
Operations



CORA CHEN
Deputy Commissioner
Policy & Transformation



LEADERSHIP GROUP

OPERATIONS

COLIN TAN

Domain Commander (Air)

LEONG MUN CHEONG

Commander Tuas

ALAN KOO

Commander Airport

WONG HONG MENG

Director Intelligence

NAM LIANG CHIA

Director Enforcement

CHIA HOI MUN

Commander Coastal

LIAN LEE SIONG

Commander Ports

**MARAN SUBRAHMANIYAN**

Commander Woodlands

CHUA SZE HOW

Domain Commander (Land)

HSU SIN YUNDeputy Commissioner
Operations**KELLY LIM**

Director Operations

JULIA SNG

Domain Commander (Sea)

LEADERSHIP GROUP

POLICY & TRANSFORMATION

DOMINIC CHUA

Director
Immigration & Registration

SIEW CHUI LIN

Director
Immigration & Registration Review

CHUI WAI CHENG

Director
Policy & Development

CHUA TUAN MENG

Director
Planning & Review

ANGIE WONG

Director
Customer Operations

CORA CHEN

Deputy Commissioner
Policy & Transformation

LEADERSHIP GROUP

CAPABILITY & TECHNOLOGY DEVELOPMENT

THEODORE TAN

Director
Ops-Tech

YONG KOI HIN

Director
Logistics, Infrastructure
& Finance

KWANG YEE LING

Director
Manpower

VIVIEN ANG

Director
(Immigration & Checkpoints
Programme Management
Centre) HTX

CHIA HUI KENG

Director
Information Management

ERNEST SOO

Commander Training

**POH LI LI**

Director
ICA Psychology

ONG CHOON BENG

Deputy Commissioner
Capability & Technology Development

SHARON WONG

Director
Corporate Communications & Service

As of 1 April 2025

HIGHLIGHTS

**Redefining Border Clearance
with New Clearance Concept**



PASSPORT NO MORE



"That's really fast.
Are you sure
everything is done?"



"But I didn't
even scan my
passport!"



With just iris and facial
scans, you can now
breeze through the
automated lanes



ICA successfully achieved our New Clearance Concept (NCC) vision to transform and redefine checkpoint clearance operations. Residents now enjoy passport-less clearance at major checkpoints and automated clearance was extended to all foreign visitors. Leveraging biometrics and data, the NCC has enhanced our profiling and detection capabilities, identifying more travellers who were ineligible for entry.

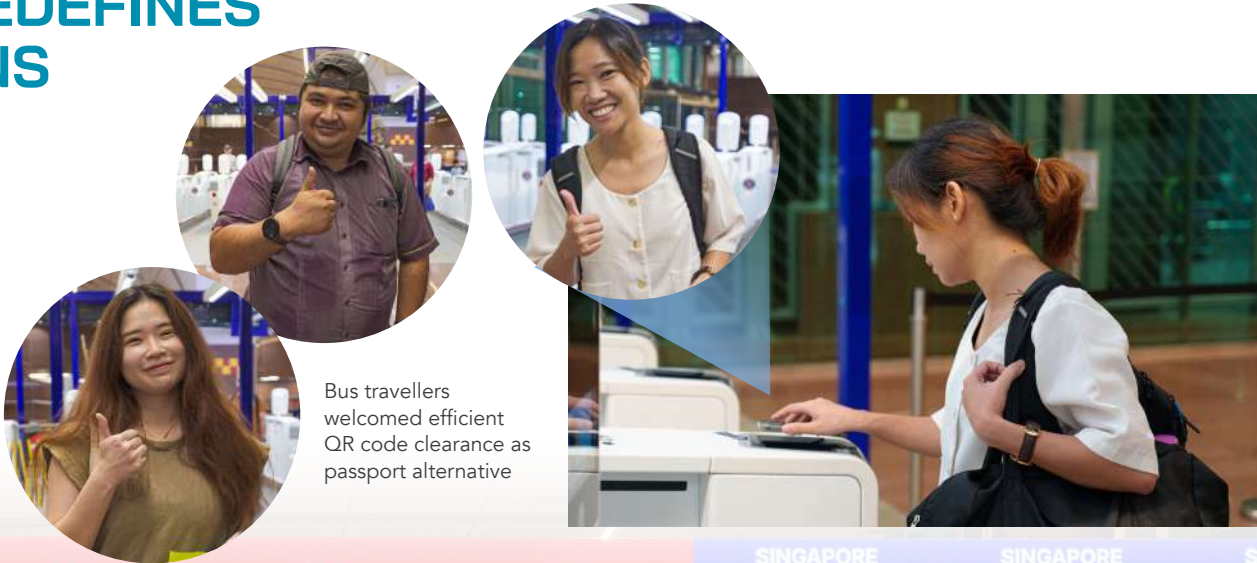


An Assessment and
Investigation (A&I)
officer conducts
profiling at automated
lanes to identify
travellers requiring
more stringent checks



QR CODE CLEARANCE REDEFINES CHECKPOINT OPERATIONS

Since March 2024, all travellers arriving and departing Singapore by car have been able to use QR codes in lieu of passports. The QR code clearance was subsequently rolled out to motorcyclists and their pillion riders, as well as bus passengers. Travellers at Woodlands and Tuas Checkpoints now enjoy faster and more convenient clearance with QR codes.



Bus travellers welcomed efficient QR code clearance as passport alternative





With BIKES 2.0, motorcyclists can use QR code for immigration clearance

To support the roll-out of QR code clearance, the Biometric Identification of Motorbikers (BIKES) was upgraded in August 2024 and deployed to all automated motorcycle lanes. With BIKES 2.0, motorcycle travellers can now save about 30% clearance time when using QR code clearance.



The LED lighting strips implemented in BIKES 2.0 provide visual confirmation for every successful biometric verification



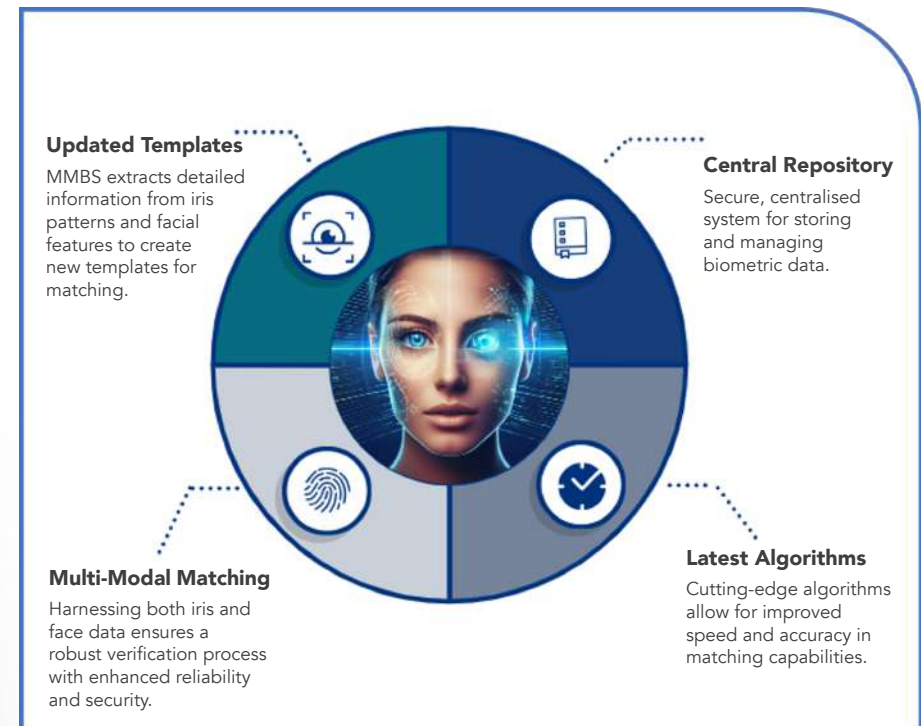
Motorcyclists praised the QR code clearance for its ease of use in all weather conditions



ENHANCED BIOMETRIC SYSTEM FOR FASTER, MORE SECURE CLEARANCE

To support New Clearance Concept (NCC), the Multi-Modal Biometrics System (MMBS) was upgraded in August 2024 to increase facial and iris matching speeds by 20 times with improved accuracy.

This reduced officers' intervention and boosted efficiency. Travellers now enjoy faster, seamless clearance through the automated lanes without compromising security.



Enhanced clearance efficiency achieved with MMBS upgrade for real-time matching



HIGHLIGHTS

Transforming to Services Centre Next-Generation



PROGRESSIVE IMPLEMENTATION OF INTEGRATED PROCESSING SYSTEM

The first phase of the Integrated Processing System (IPS) was successfully rolled-out to complement front-end services offered by the integrated ICA Services Centre (ISC) in June 2024. With the consolidation of ISC's various backend systems into a single processing system, ISC officers will also be equipped with data across applications to make more holistic and informed decision.



Gearing up for the roll-out of IPS with trainings and hands-on practices

You are applying for your family.

Based on our assessment, you can apply for:

Spouse

TEST SPOUSE

[Remove applicant](#)



**Permanent Residence
(PR)**



**Long-Term Visit Pass
(LTVP)**



For eligible applicants who can apply for multiple products within a single application, the processing time will be based on the product with the longer

[Help us improve](#)

IPS e-Services (IPSES) landing page: Customers apply for multiple naturalisation products under one application

REDESIGNING PROCESSES FOR A MORE SEAMLESS TRANSACTION EXPERIENCE AT INTEGRATED SERVICES CENTRE

In April 2024, ICA restructured its three product-centric services centres into an integrated, function-centric ICA Services Centre (ISC), optimising resources allocation and enhancing service efficiency. ISC officers have undergone extensive cross-training and deployment over the past two to three years, equipping them with the skills to support multiple products seamlessly.

With the reduced need for customers to visit ICA in person due to the digital transformation of ICA's services, the ISC operates on a five-day week, Monday to Friday, since September 2024.



Knowledge sharing: ISC officers cross-train to excel in their new roles as Service Advisors



Operational since 7 April 2025, the new ISC Building promises enhanced service delivery and customer experience



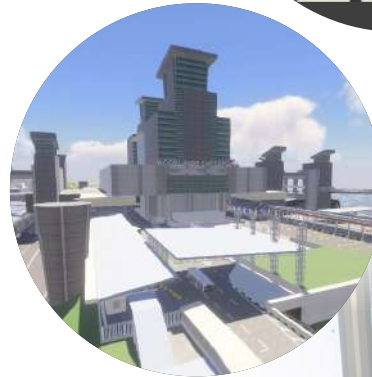
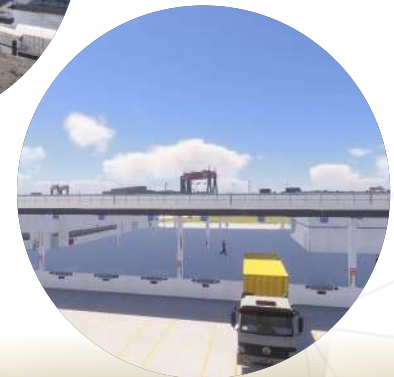
HIGHLIGHTS

**Building a future-ready
workforce**



DECENTRALISING TRAINING AND ENHANCING ICA'S OPERATIONAL READINESS

On 6 November 2024, ICA launched the new Home Team Simulation System (HTS2) Satellite Centre at Sea Domain Training Centre, jointly set-up with Home Team Academy (HTA) and Home Team Science & Technology Agency (HTX). Leveraging simulated reality, HTS2 recreates emergency scenarios and command post setups for Home Team departments to provide officers with realistic, terrain-specific training. Open to all ICA officers, it strengthens officers' operational readiness and inter-agency coordination, sharpening crisis management skills to enhance security incident preparedness at checkpoints.



Customisable scenarios created in different terrains, e.g. Woodlands Checkpoint, Changi Airport Terminal 3, Singapore Cruise Centre and Tuas Ports



Immersive training in action: Officers engage in customisable, realistic scenarios in HTS2

CONTEXTUALISED TRAINING FOR FIRST-TIME SUPERVISORS

ICA has launched training programmes to equip first-time frontline supervisors with the skills needed to effectively perform their new roles as Group Leaders (GLs). These include the ICA Inspector Conversion Course and Basic Leadership Training Pack, designed to develop and enhance leadership skills and tradecraft competencies of the newly promoted Inspectors and GLs below the Inspector rank.



The inaugural ICA Inspector Conversion Course, which commenced in July 2024, aimed to equip newly promoted Inspectors with vital skills for leadership roles



Scenario-based learning: Newly-promoted Inspectors sharpened their skills through immersive role-playing

UPSKILLING OFFICERS IN SERVICE DELIVERY TO ENHANCE CUSTOMER EXPERIENCE

As we redefine our operations and processes, it is important for our frontline officers to create positive customer experiences consistently across our touchpoints. To further support our officers including the Senior Assistant Commanders, Assistant Commanders and Project Leads in professional service delivery, Corporate Communications & Service Division rolled out a series of workshops to share best practices or techniques, hear ground challenges and clarify concerns.

In September 2024, a Customer Experience (CX) Workshop for website editors and project leads emphasised customer-centric service design through collaborative, hands-on activities.



CX workshop introduced customer journey mapping – a vital tool for enhancing customer experience



Service workshop invited Mr Cleon Ong from ICA Psychological Services to guide officers on mitigating stressful situations

Service workshop designed specifically for frontline checkpoint officers shared service tips and facilitated focus group discussions

Similarly, four Service Workshops in September and October 2024 focused on improving service delivery and traveller experience at checkpoints. The sessions included sharing of service tips, strategies for mitigating stressful situations, and real-case discussions. These activities facilitated collaboration among officers from various checkpoint environments through sharing of their best practices.



Service workshop concluded with dialogue sessions to address frontline challenges and support solution

DATA: THE HEART OF ICA'S DIGITAL TRANSFORMATION

To support ICA's digital transformation, Information Management Division drives ongoing improvements in data integrity, competency, and protection. In April 2024, ICA launched the Insight Hub on SG-Teams to facilitate idea exchange, skills development and project collaboration among data practitioners in ICA. The Data Analytics Competency Framework was updated in December 2024 to align with the latest data technologies and methodologies.



Dissemination of internal communications message on data protection



A peek into ICA's Insight Hub: Fostering ideas, skills and collaboration



Data classification workshops conducted for middle management

HIGHLIGHTS

**Strengthening our capabilities
and corporate identity**



EXPANDING ICA'S BRAND PROFILE AND FOOTPRINT: CNA INSIDER DOCUMENTARY: "INSIDE WOODLANDS CHECKPOINT"

To commemorate the Causeway Centennial, ICA ventured its first foray into a non-commissioned documentary series. Through collaboration with Channel News Asia (CNA), the series showcased the role of Woodlands Checkpoint and ICA officers in safeguarding Singapore's land borders.

Over the course of three months, CNA shadowed a select group of officers to capture a comprehensive portrayal of checkpoint operations. The footage highlighted officers managing high volumes of passenger, conveyance and cargo traffic, while concurrently, handling challenging travellers and detection of contraband.

The two-part series, aired on 11 and 12 November 2024, is available on MeWatch and CNA Insider's YouTube channel. The series has garnered about 1.67 million views and received 14,300 likes.



*Behind the scenes:
Capturing the challenges
faced by ICA officers
in action at Woodlands
Checkpoint*



Two-part series of the documentary aired on 11 and 12 November 2024



Part 1 of the video



Part 2 of the video

HAVE YOU DONE YOUR HOME WORK?

ICA launched a public education campaign to raise awareness among homeowners about the importance of verifying the immigration status of their prospective foreign tenants.

The campaign was featured through digital displays at selected HDBs and condominiums, infographic posters, pamphlets, and digital web banners and posters on social media and the ICA website.

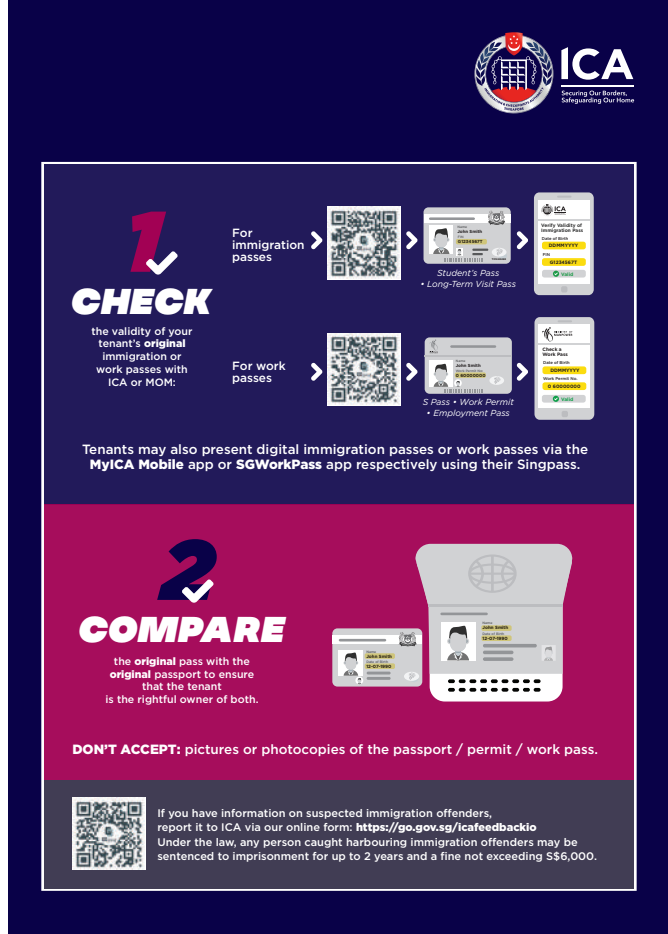
"Remember to do your HOME work and conduct mandatory checks for a stress-free rental!"



**DEAR LANDLADY,
HAVE YOU
DONE YOUR
HOME
WORK?**

If you're renting out your property, verify that your tenants are not illegal immigrants or overstayers. Follow the instructions behind to conduct the mandatory checks for a stress-free rental.

ICA
Securing Our Borders,
Safeguarding Our Home



**1
CHECK**

For immigration passes

For work passes

Verify the validity of your tenant's original immigration or work passes with ICA or MOM:

ICA
Securing Our Borders,
Safeguarding Our Home

Tenants may also present digital immigration passes or work passes via the **MyICA Mobile** app or **SGWorkPass** app respectively using their Singpass.

**2
COMPARE**

the original pass with the original passport to ensure that the tenant is the rightful owner of both.

DON'T ACCEPT: pictures or photocopies of the passport / permit / work pass.

If you have information on suspected immigration offenders, report it to ICA via our online form: <https://go.gov.sg/icafeedbackio>
Under the law, any person caught harbouring immigration offenders may be sentenced to imprisonment for up to 2 years and a fine not exceeding S\$6,000.

ICA
Securing Our Borders,
Safeguarding Our Home

ICA PASSPORT-FREE JINGLE MUSIC VIDEO

For the first time, ICA partnered with HEPMIL (SGAG) to create a jingle music video celebrating our transformation plans and passport-free clearance initiatives across various checkpoints.

The catchy jingle promotes the adoption of passport-free clearance. The video organically garnered over 1.2 million views across ICA's social media platforms, receiving positive feedback from the public and internal audiences.



"It's a wrap!" with the SGAG crew and ICA's Digital Communications Branch



Special thanks to our checkpoint colleagues for facilitating the shoots

Scan the QR code to listen to the jingle!

ACCOLADES AFFIRM ICA'S COMMITMENT TO DELIVER SERVICE EXPERIENCE THAT CUSTOMERS VALUE

In 2024, ICA received multiple accolades in recognition of its dedication to enhance customer experiences consistently across all touchpoints.

In April 2024, Changi Airport was awarded the title of **World's Best Airport Immigration Service**, by **Skytrax**, an internationally recognised air transport rating organisation. This recognition was based on key criteria such as staff efficiency and courtesy, waiting times, priority lane access and the effectiveness of automated clearance lanes. Over the years, ICA and the Changi Airport Group collaborate closely to improve traveller experience.

ICA's digital excellence was also recognised at the **Digital Services Awards (DSA) 2024**. Its Corporate Website and e-Services portal won accolades for Best Functionality, Best Search Engine Optimisation, and Best Accessibility. These awards underscored ICA's ongoing commitment to enhancing user experiences across its digital platforms.



Congratulations to ICA Airport Command in receiving the World's Best Airport Immigration Service Award 2024



ICA and HTX clinched three awards from DSA 2024 – a testament to our commitment in enhancing our citizens' digital experiences when transacting with ICA



ICA's innovative and impactful digital engagement was also recognised at the **Ministry of Digital Development and Information (MDDI) Comms Excellence Awards 2024**, where the in-house MyICA Mobile App Campaign received top honours. The campaign successfully boosted app downloads, encouraged online application submissions and promoted the adoption of QR code clearance by travellers. The outcome exceeded targets, reaching 2.48 million views and generating 120,400 engagements across ICA's social media platforms.



MyICA mobile app campaign, aimed to increase app downloads as a prelude to promote QR code clearance, exceeded its targets and won MDDI's Comms Excellence Award 2024



CELEBRATING THE CAUSEWAY CENTENNIAL

To mark the 100th anniversary of the Johor-Singapore Causeway, ICA collaborated with the National Heritage Board to launch a travelling exhibition at Woodlands Civic Centre on 28 June 2024. The month-long exhibition showcased Woodlands Checkpoint and community stories, highlighting the Causeway's century-long role in facilitating trade and travel between Singapore and Malaysia. It also underscored ICA's commitment to securing this historic gateway.



Replica of then-immigration booth at Woodlands Checkpoint



A showcase of the Causeway's rich history and significance, organised by National Heritage Board in collaboration with ICA

ICA Woodlands Command and the Jabatan Imigresen Malaysia, Bangunan Sultan Iskandar (JIM BSI) also commemorated the occasion with friendly futsal and bowling matches. As a gesture of camaraderie, both teams exchanged jerseys featuring the number 100, symbolising the Causeway's 100-year milestone. These events celebrated our shared history while reinforcing the enduring partnership between ICA and JIM BSI, setting a positive tone for the century ahead.



100th Anniversary of the Causeway Celebrations with ICA Woodlands Command and JIM BSI



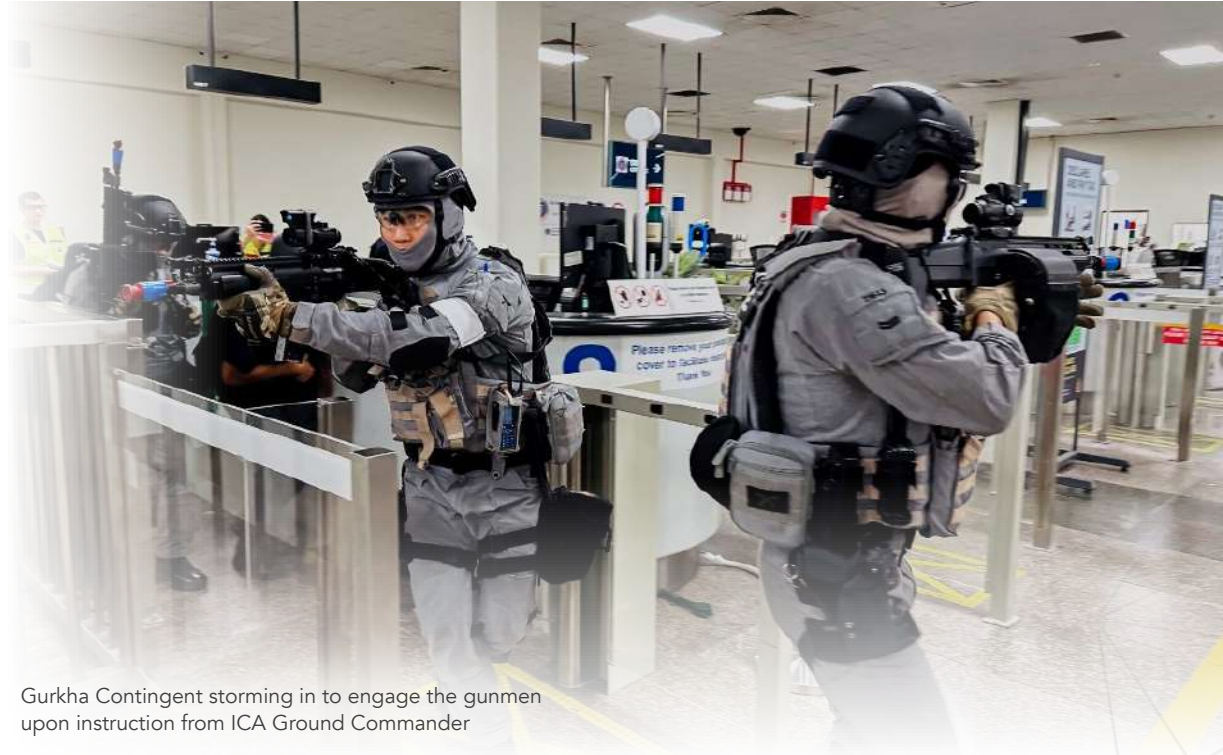
JIM BSI kicked off celebrations with a futsal match in Johor Bahru



ICA Woodlands Command hosted a bowling event at Orchid Country Club

ICA'S ENHANCED CRISIS PREPAREDNESS EXERCISES

On 9 May 2024, ICA conducted **Exercise Genesis II** at Woodlands Checkpoint, simulating a coordinated gunmen attack scenario. The drill evaluated ICA's command and control capabilities and reinforced inter-agency collaboration with Singapore Police Force (SPF) and Singapore Civil Defence Force (SCDF), marking one year since ICA assumed protective security functions at the Land Domain.



Gurkha Contingent storming in to engage the gunmen upon instruction from ICA Ground Commander



First Response Team officers containing the gunmen at Woodlands Arrival Bus Hall



Armed ICA officers securing the zone for SCDF's facilitated rescue operations

In September 2024, ICA participated in GovTech's **Crisis Management Exercise 2024** to validate responses to major Information and Communications Technology (ICT) and data incidents through simulated scenarios, a mock press briefing, and multi-agency forums. Collaborations with the Ministry of Home Affairs (MHA), Home Team

Science and Technology Agency (HTX), Civil Aviation Authority of Singapore (CAAS) and Maritime and Port Authority of Singapore (MPA) underscored strong partnerships and demonstrated readiness to manage incidents of varying scales.



Command Post Set-up: Preparing for 2-day exercise



Synergy in Action: Officers pooling expertise to tackle crisis management scenarios

TRAINING BEYOND BORDERS: STRENGTHENING REGIONAL CONNECTIONS

ICA regularly organises training programmes for our foreign counterparts, to promote strong relations and facilitate the exchange of best practices. In 2024, these efforts included the five-day ASEAN Border Cooperation for Managers (ABCM), jointly hosted with the Singapore Ministry of Foreign Affairs and the Japan International Cooperation Agency, as well as the three-day Passenger Clearance Module (PCM) for officers from the Indonesian Directorate General of Immigration (DGI).



ABCM 2024: 12 immigration leaders from the ASEAN region strengthened networks and gained firsthand insights into Interpol's capabilities and ICA's checkpoint operations at Changi Airport and Marina Bay Cruise Centre



At the 23rd PCM opening ceremony, 98 DGI officers commenced training to hone their profiling and document examination skills in passenger clearance

STRENGTHENING TIES WITH OUR INTERNATIONAL COUNTERPARTS

6TH ICA-AUSTRALIAN BORDER FORCE BILATERAL MEETING AND COLLABORATIVE INSTRUMENT SIGNING

On 31 January 2024, ICA delegation attended the 6th ICA-Australian Border Force (ABF) Bilateral Meeting at ABF Headquarters in Canberra, Australia. The meeting marked a significant milestone with the signing of a Collaborative Instrument between ICA and ABF, reinforcing a strong foundation for continued cooperation and shared objectives. In addition to sharing of best practices, the ABF hosted site visits to Australia's immigration and cargo examination facilities.



Site visit to Container Examination
Facility in Melbourne



Formal inking of Collaborative Instrument between ICA and ABF

1ST MILIPOL ASIA PACIFIC-TECHX SUMMIT 2024

Commissioner ICA, Mr Marvin Sim, was invited as a panellist at the inaugural Milipol Asia Pacific-TechX Summit 2024 on 4 April 2024. He shared on the current security landscape, emerging threats, and the importance of government-industry collaboration to enhance security and efficiency in border management.



Commissioner, ICA
as the guest speaker
for *Securing Borders:
Threats and Challenges*

AI AND HOMELAND SECURITY

3 - 5 Apr 2024

Sands Expo & Convention Centre, Singapore





In a separate closed-door session, the Biometrics Institute, in partnership with ICA and the Home Team Science and Technology Agency (HTX), led an in-depth discussion on the transformative impact of biometrics in homeland security. ICA also presented its New Clearance Concept (NCC) that redefined checkpoint clearance operations. Participants gained valuable insights into the developments in facial biometrics and artificial intelligence, as well as outreach initiatives that will transform operations and enhance assessment capabilities of officers at the checkpoints.



Deputy Director (Operations Division), Mr Phua Chiew Hua outlined the NCC's objective of creating a seamless, more efficient, and secure automated clearance process, and explained how advanced analytics are used to enhance assessment capabilities at Singapore's checkpoints (Photo: HTX)

VISIT BY HONG KONG IMMIGRATION DEPARTMENT

On 17 and 18 October 2024, ICA hosted a delegation from the Hong Kong Immigration Department (HKID), led by Director of Immigration, Mr Benson Kwok Joon-Fong. The visit provided an opportunity for the delegation to gain insights into ICA's checkpoint operations and transformation initiatives at Changi Airport and Woodlands Checkpoint.

Visit to Changi Airport



Enjoying Singapore's signature dishes



FOSTERING PARTNERSHIPS WITH PUBLIC AGENCIES

In support of the Public Service Division's Service Delivery Short-Term Immersion Programme (SD STIP) initiated since 2022, ICA hosted several learning visits and sharing sessions for officers across public agencies.

ICA hosted two programme sessions – one at the Workplan Seminar 2024 with 40 participants, and another at Changi Airfreight Centre (CAC) with 17 participants – highlighting innovative technology applications through New Clearance Concept (NCC) and Services Centre Next Generation (SCNG) initiatives.



SD STIP at CAC: Exclusive look at ICA's cargo clearance operations



SD STIP at ICA's Workplan Seminar 2024: Showcasing of NCC and SCNG initiatives that redefined our border clearance and service delivery

Additionally, on 13 November 2024, ICA hosted a learning journey at Woodlands Checkpoint as part of the **4th Executive Leadership Programme (ELP)** for senior Public Service leaders. This five-week milestone programme featured briefings on ICA's Transformation Journey, insights into Land Checkpoints' operations, challenges and future plans, and an observation of the Woodlands Integrated Operations Centre to deepen understanding of border control operations and crisis management.



4th ELP Site Visit: Participants gaining insights into ICA's Transformation Journey and its border control operations at Woodlands Checkpoint

LAYING THE GROUNDWORK OF ICA'S NEW SERVICES CENTRE BUILDING

On 7 April 2025, the ICA Services Centre (ISC) was operationalised to provide the public with a suite of services within an integrated services centre.

Construction had commenced in October 2020 amid the COVID-19 pandemic and its associated challenges. The building obtained its Temporary Occupation Permit on 16 December 2024. Recognised with the Building and Construction Authority's Green Mark Award Platinum, the ISC boasts energy-efficient systems, the use of low Global Warming Potential refrigerants, and enhanced indoor air quality. It also features pandemic-resilient measures such as contactless lift buttons and automated doors, achieving significant energy savings - 25% in cooling and 56% in lighting.



Open House on 8 January 2025: Officers exploring their new workspace



Construction of ISC began in October 2020, overcoming COVID-19 pandemic hurdles and complex engineering challenges, including its proximity to an underground MRT station



Topping out ceremony held on 5 December 2023 – a significant milestone marking the end of all building structural works



Almost ready! ISC takes shape after four years of construction (October 2024)

SIGNIFICANT CASES



SIGNIFICANT CASES

COASTAL COMMAND, ICC (SEA)

17 January 2024

Singapore Cruise Centre

WHAT HAPPENED

- A male Indonesian was referred for enhanced checks due to detection of cigarettes in the pocket of his trousers during x-ray screening.
- A total of 22 packets of cigarettes and bundles of cash amounting to USD\$ 30,000 (approximately SGD \$40,500) were uncovered in his backpack and luggage.
- The Indonesian man and exhibits were referred to Singapore Police Force (SPF) and Singapore Customs (SC) for further investigations.

OFFENCE

Undeclared currencies exceeding \$20,000 and possession of duty-unpaid cigarettes

OUTCOME

The Indonesian man was fined for his failure to make the requisite declaration of the movement of cash into Singapore, and for the possession of duty-unpaid cigarettes.



ENFORCEMENT DIVISION

30 January 2024

Singapore Changi Airport Terminal 2
Departure
Check-in counter

WHAT HAPPENED

- A male Senegalese was arrested for producing a suspected forged Swiss passport and fake Swiss identity card at the departure check-in counter.
- The counter staff detected discrepancies on the Swiss passport and preliminary checks revealed that the passport belonged to a different person.
- The Senegalese man was referred to ICA and investigations revealed that he entered Singapore using his Senegal passport and had obtained the forged Swiss documents prior his arrival in Singapore.

OFFENCE

Possession of false foreign travel document

OUTCOME

The Senegalese man was convicted and sentenced to eight months' imprisonment.



Original Senegal Passport



Forged Swiss Passport

SIGNIFICANT CASES

INTELLIGENCE DIVISION

WHAT HAPPENED

- Since January 2024, ICA officers had been targetting Malaysian drivers suspected of smuggling duty-unpaid cigarettes into Singapore.
- Through data mining efforts, ICA officers uncovered the involvement of one syndicate member and shared the information with SC.
- On 2 October 2024, SC conducted an inland inspection and arrested the syndicate member from a tipoff.



January to October 2024



Woodlands Checkpoint, Arrival Car Zone



OFFENCE

Attempted smuggling of duty-unpaid cigarettes



OUTCOME

36 individuals were arrested and over 12,000 cartons of duty unpaid cigarettes were seized.

The syndicate member was sentenced to four months' imprisonment and a fine of \$5,000, in default of one month's imprisonment.



COASTAL COMMAND, ICC (SEA)

WHAT HAPPENED

- A male Singaporean was referred for further checks as ICA officers detected four live geckoes from two boxes belonging to him.
- The Singaporean man and exhibits were referred to National Parks Board (NParks).



3 February 2024



Singapore Cruise Centre



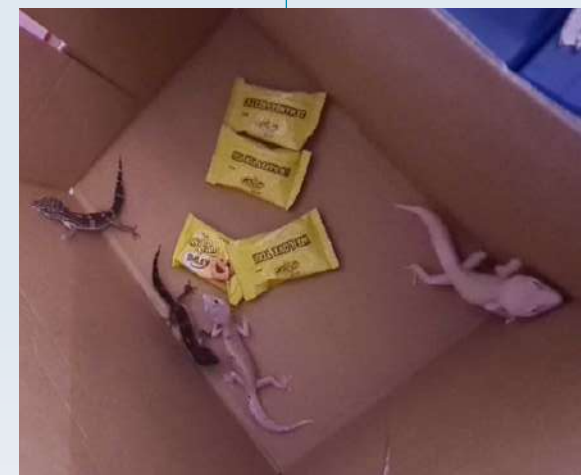
OFFENCE

Attempted smuggling of live reptiles



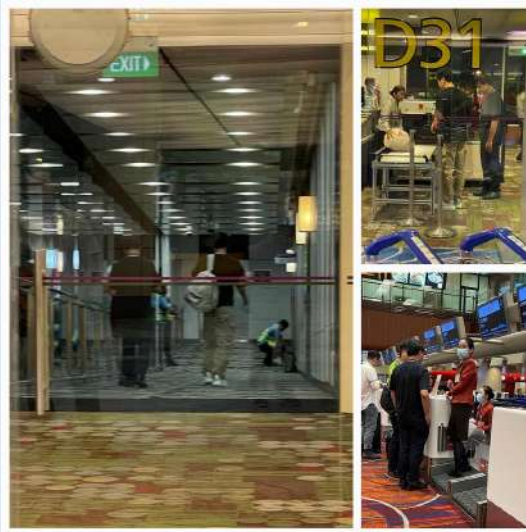
OUTCOME

NParks has taken appropriate enforcement action against the Singaporean man.



SIGNIFICANT CASES

ENFORCEMENT DIVISION



5 February 2024



Singapore



OFFENCE

Transnational scam syndicate that perpetrates cheating offences targeting victims in China.



OUTCOME

Both PRC nationals were successfully deported and permanently barred from re-entering Singapore

WHAT HAPPENED

- In early January 2024, SPF arrested two male People's Republic of China (PRC) nationals in Singapore who are key members of a transnational scam syndicate that perpetuates cheating offences targeting victims in China.
- On 2 February 2024, they were referred to ICA's Repatriation Branch for deportation arrangements. ICA officers worked swiftly with the relevant agencies to secure both PRC nationals' travel documents and flight tickets to ensure that they were deported as soon as possible.

INTELLIGENCE DIVISION



March to November 2024



Various checkpoints



OFFENCE

No offence disclosed



OUTCOME

These 67 travellers were refused entry into Singapore at various checkpoints

WHAT HAPPENED

- In March 2024, ICA observed that there was an increase in the number of Chinese social visit pass holders caught selling tissue papers and keychains at hawker centres. Many of them were physically handicapped or were deaf and mute.
- Backend data analysis identified other travellers who could be entering Singapore for similar intents.
- Between March and November 2024, a total of 67 travellers with dubious intentions were detected at various checkpoints.



SIGNIFICANT CASES

ENFORCEMENT DIVISION



Illegal Immigrant (B1)

Abettor (B2)

WHAT HAPPENED

- A male Bangladeshi illegal immigrant (B1) was arrested by Police Coast Guard for his unlawful entry into Singapore and referred to ICA for investigations.
- Further investigations revealed the involvement of another Bangladeshi Special Pass holder (B2) who met up with the said illegal immigrant at the shoreline and abetted his unlawful entry into Singapore.



10 April 2024



Singapore



OFFENCE

- Unlawful entry into Singapore
- Abets unlawful entry of an illegal immigrant



OUTCOME

- B1 was sentenced to six weeks' imprisonment and three strokes of the cane.
- B2 was sentenced to six months' imprisonment and three strokes of the cane.

INTELLIGENCE DIVISION



24 April 2024



23 Woodlands Industrial Park E1



OFFENCE

Remained unlawfully in Singapore and attempted smuggling of e-vaporisers and components



OUTCOME

For immigration offences, both were sentenced to a composition fine of \$2,000 in default of four days' imprisonment.

For tobacco-related offences, one was sentenced to ten months' imprisonment and a composition fine of \$7,000 in default of 14 days' imprisonment while the other was sentenced to ten months' imprisonment and a composition fine of \$9,000 in default of 18 days' imprisonment.

WHAT HAPPENED

- ICA officers conducted an enforcement operation at a warehouse suspected to house immigration offenders.
- During the operation, two male Thai overstayers and more than 400,000 e-vaporiser and components worth more than S\$5 million were uncovered.
- The Thai nationals and exhibits were referred to Health Sciences Authority (HSA) for investigations.

SIGNIFICANT CASES

WOODLANDS COMMAND, ICC (LAND)

WHAT HAPPENED

- During a routine inspection, ICA officers detected seven puppies and one kitten concealed in a modified car boot compartment of a Malaysia-registered car, driven by a male Malaysian.
- The Malaysian driver and live animals were referred to the (NParks) for further investigations.



23 May 2024



Woodlands Checkpoint, Arrival car zone



OFFENCE

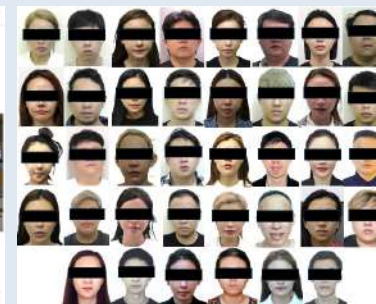
Attempted smuggling of live animals in a modified car boot compartment



OUTCOME

The Malaysian man was sentenced to 44 weeks' imprisonment.

INTELLIGENCE AND ENFORCEMENT DIVISIONS



WHAT HAPPENED

- Since May 2024, ICA officers established two networks of married Singaporean-Vietnamese couples suspected to have entered into a marriage of convenience (MOC).
- A series of operations conducted from June to November 2024 resulted in the arrest of 35 offenders involved in MOC linked to the two identified networks.
- Investigations revealed that these Vietnamese women's intentions were to obtain Long-Term Visit Passes and remain in Singapore to work in the entertainment sector.



Between May to November 2024



Various locations in Singapore



OFFENCE

- Entering a marriage of convenience
- Arranging a marriage of convenience



OUTCOME

- 25 offenders were sentenced to at least six months' imprisonment for entering a MOC.
- One offender was sentenced to nine months and ten weeks' imprisonment for entering and arranging a MOC.
- Court proceedings for the other ten offenders are still ongoing.

SIGNIFICANT CASES

ENFORCEMENT DIVISION

WHAT HAPPENED

- A lorry driven by a Malaysian driver (B1) was referred for checks and uncovered another male Malaysian (B2) hiding in the cargo compartment.
- Both Malaysians were arrested and referred to ICA for investigations.
- Further investigations revealed that B2 was being investigated by HSA. To evade punishment, B2 sought assistance from another male Malaysian (B3) to arrange for his illegal departure.
- Subsequently, B3 was detected and arrested at Tuas Checkpoint.



19 July 2024



Tuas Checkpoint,
Departure Cargo Zone



OFFENCE

- Attempted illegal departure
- Abets illegal departure



OUTCOME

- B1 and B3 were each sentenced to ten months' imprisonment for abetting the illegal departure of B2.
- B2 was sentenced to 28 weeks' imprisonment.



WOODLANDS COMMAND, ICC (LAND)

WHAT HAPPENED

- A lorry, driven by a male Malaysian, was referred for enhanced checks due to anomalies in the scanned images.
- ICA officers uncovered the concealment of more than 3,250 cartons of duty-unpaid cigarettes amongst declared consignments. Additionally, several packets of crystalline substance suspected to be controlled drugs and drug paraphernalia were detected.
- The Malaysian driver and exhibits were referred to the SC and the Central Narcotics Bureau (CNB) for further investigations.



8 August 2024



Woodlands Checkpoint,
Arrival Cargo zone



OFFENCE

Attempted smuggling of duty unpaid cigarettes and detection of crystalline substances suspected to be controlled drugs and drug paraphernalia



OUTCOME

The Malaysian man was sentenced to eight months' imprisonment for his drug-related offence, and 31 months' imprisonment for his customs offence.



SIGNIFICANT CASES

COASTAL COMMAND, ICC (SEA)

WHAT HAPPENED

- A female Indonesian was referred for enhanced checks due to anomalies in the scanned images of her luggage.
- ICA officers uncovered a total of 65 packets of assorted cigarettes from the luggage, concealed in aluminium foil wrapping and further wrapped in clothing.
- The Indonesian woman and exhibits were referred to SC for further investigations.



18 August 2024



Singapore Cruise Centre



OFFENCE

Possession of assorted cigarettes concealed inside a luggage



OUTCOME

The Indonesian woman was administered with a stern warning, in lieu of prosecution.



AIRPORT COMMAND, ICC (AIR)

WHAT HAPPENED

- A male Vietnamese was referred for further checks due to suspicious behavioural indicators.
- During x-ray checks and a search on his luggage, 16 live birds were found at the bottom of the luggage's compartment:
 - 9 Oriental white-eye birds
 - 3 Red-whiskered bulbul birds
 - 2 Chinese hwamei birds (scheduled species)
 - 2 White-rumped shama birds (scheduled species)
- The Vietnamese man confessed that he was promised a sum of \$2,000 when he successfully brings in the live birds for an unknown Singaporean.
- The Vietnamese man and exhibits were referred to NParks for further investigations.



27 August 2024



Changi Airport, T4 Baggage



OFFENCE

Attempted smuggling of live birds



OUTCOME

The Vietnamese man was sentenced to 20 weeks' imprisonment.



SIGNIFICANT CASES

AIR CARGO COMMAND, ICC (AIR)

WHAT HAPPENED

- ICA officers conducted a routine inspection on a piece of personal luggage belonging to a male Indian national and detected 58 Indian Star Tortoises concealed in the luggage
- The exhibits were seized and referred to NParks for further investigations.



29 August 2024



Changi Airport Terminal 2



OFFENCE

Smuggling of Indian Star Tortoises (scheduled species)



OUTCOME

The Indian man was sentenced to 16 months' imprisonment.

WOODLANDS COMMAND, ICC (LAND)

WHAT HAPPENED

- A Malaysia-registered vehicle was referred for enhanced checks as it emitted strong cigarette smell
- During the checks, 1,000 units of assorted e-vaporiser and 2,100 units of assorted e-vaporiser pods were uncovered beneath the trays of bread rolls.
- The Malaysian driver and exhibits were referred to HSA for further investigations.



30 August 2024



Woodlands Checkpoint, Arrival Car zone



OFFENCE

Attempted smuggling of assorted e-vaporisers and e-vaporiser pods



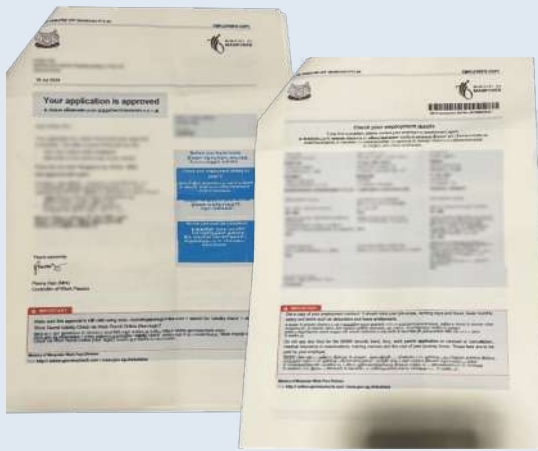
OUTCOME

Investigations by HSA are ongoing



SIGNIFICANT CASES

AIRPORT COMMAND, ICC (AIR)



WHAT HAPPENED

- Five male Indian nationals were assessed for their entry eligibility into Singapore.
- They presented In-Principle Approval letters (IPA) issued by the Ministry of Manpower (MOM) as supporting documents for their entry assessment.
- Upon scrutiny, ICA officers discovered discrepancies on the letters and further checks revealed that the letters were invalid.



2 September 2024



Changi Airport
Terminal 2 Arrival Hall



OFFENCE

Possession of forged Ministry of Manpower's In-Principle Approval letters



OUTCOME

The five Indian nationals were refused entry into Singapore

ENFORCEMENT DIVISION

WHAT HAPPENED

- On 8 February 2022, a Singaporean man (B1) and a Vietnamese woman (B2) were arrested by ICA for making false statements on visit pass applications.
- Investigations revealed that the couple solemnised their marriage on 19 August 2016 with the intention of entering a marriage of convenience (MOC).
- B1 received a fee of \$8,000 for entering a marriage to prolong B2's stay in Singapore as well as an additional \$6,400 for extending her Visit Pass multiple times.
- Two Vietnamese arrangers were found responsible in arranging this MOC.



Case concluded on
13 September 2024



Singapore



OFFENCE

- Entering a marriage of convenience
- Arranging a marriage of convenience



OUTCOME

- B1 was sentenced to six months' imprisonment and composition fine of \$8,000, in default of four weeks' imprisonment
- B2 was sentenced to six months' imprisonment
- One arranger was sentenced to six months' imprisonment
- Another arranger was sentenced to nine months' imprisonment and composition fine of \$4,000

SIGNIFICANT CASES

INTELLIGENCE DIVISION AND WOODLANDS COMMAND



13 September 2024



Woodlands Checkpoint, Arrival Lorry Zone

WHAT HAPPENED

- In collaboration with SC, ICA provided live support to SC's inland enforcement operations, leading to positive detection of a lorry attempting to smuggle duty-unpaid cigarettes through Woodlands Checkpoint.
- A total of 4,501 cartons of duty-unpaid cigarettes were uncovered from a consignment of metal crane mats.
- The total duty and Goods & Services Tax evaded amounted to \$441,998.20 and \$45,783.27 respectively.
- The male Malaysian driver and exhibits were handed over to SC for further investigations.



OFFENCE

Attempted smuggling of duty-unpaid cigarettes hidden within consignment of metal crane mats



OUTCOME

Investigations by Singapore Customs are ongoing



AIR CARGO COMMAND, ICC (AIR)



28 and 29 September 2024



Changi Airfreight Centre

WHAT HAPPENED

- On 28 and 29 September 2024, ICA officers detected anomalies in scanned images of low-value goods (LVGs).
- Concealed in shoe boxes, the LVGs were physically examined.
- A total of 7,400 sticks of duty-unpaid cigarettes were uncovered over two days.
- All exhibits were seized and referred to SC for further investigations.



OFFENCE

Importation of duty-unpaid cigarette sticks concealed in shoe boxes



OUTCOME

A total of 18 cases ranged from seizure without offender to composition sums between \$1,400 and \$2,400 were imposed by SC



SIGNIFICANT CASES

ENFORCEMENT DIVISION



Attempted illegal departure (B1)



Abettor (B2)

WHAT HAPPENED

- A male Bangladeshi (B1) was arrested by Police Coast Guard for attempting to leave Singapore illegally and was referred to ICA for investigations.
- Further investigations revealed that a Bangladeshi Work Permit holder (B2) had abetted B1 to depart illegally.
- At the night of the incident, B2 accompanied B1 to Woodlands Waterfront where B1 jumped into the water to swim to Malaysia, while B2 kept a lookout.



9 October 2024



Singapore



OFFENCE

- Attempted illegal departure
- Abets illegal departure



OUTCOME

- B1 was sentenced to two months' imprisonment.
- B2 was sentenced to six months' imprisonment.

INTELLIGENCE DIVISION AND AIR DOMAIN INTEL



11 October 2024



Changi Airport Terminal 2, Departure South / Transit Area



OFFENCE

Illegal transmigration



OUTCOME

The five Sri Lankan men were sentenced to eight months' imprisonment.

The six Malaysian men were issued with a stern warning, in lieu of prosecution, and were repatriated.

WHAT HAPPENED

- Through data analysis and investigation by ICA officers, five Sri Lankan men were found to be in possession of counterfeit passports, while six Malaysian men suspected of abetting the offence.
- The counterfeit passports bore the Sri Lankans' photos with identities of the Malaysians and contained suspected forged United Kingdom's visas and forged Singapore immigration endorsements.
- Upon further interview, the Sri Lankans admitted their plans to travel to London for better employment opportunities and were instructed by a facilitator to switch to the counterfeit passports during their transit in Mumbai.



SIGNIFICANT CASES

AIR CARGO COMMAND, ICC (AIR)



10 November 2024



Changi Airfreight Centre

WHAT HAPPENED

- ICA officers detected anomalies in scanned images of low-value goods (LVGs) declared as clothes and daily necessities.
- The LVGs were physically examined and found to contain a total of 99 kilograms of assorted beauty products.
- The exhibits were seized and referred to HSA for further investigations.



OFFENCE

Attempted smuggling of assorted beauty products



OUTCOME

The items were disposed of by HSA.



AIRPORT COMMAND, ICC (AIR)



12 November 2024



Changi Airport, T3 Baggage

WHAT HAPPENED

- ICA officers profiled a male Indonesian for further checks and found that he had five casino chips amounting to SGD \$17,000 in his belongings.
- The Indonesian man and exhibits were seized and referred to SPF for investigations under Section 173 of the Casino Control Act 2006.



OFFENCE

Possession of more than \$10,000 worth of casino chips outside designated site



OUTCOME

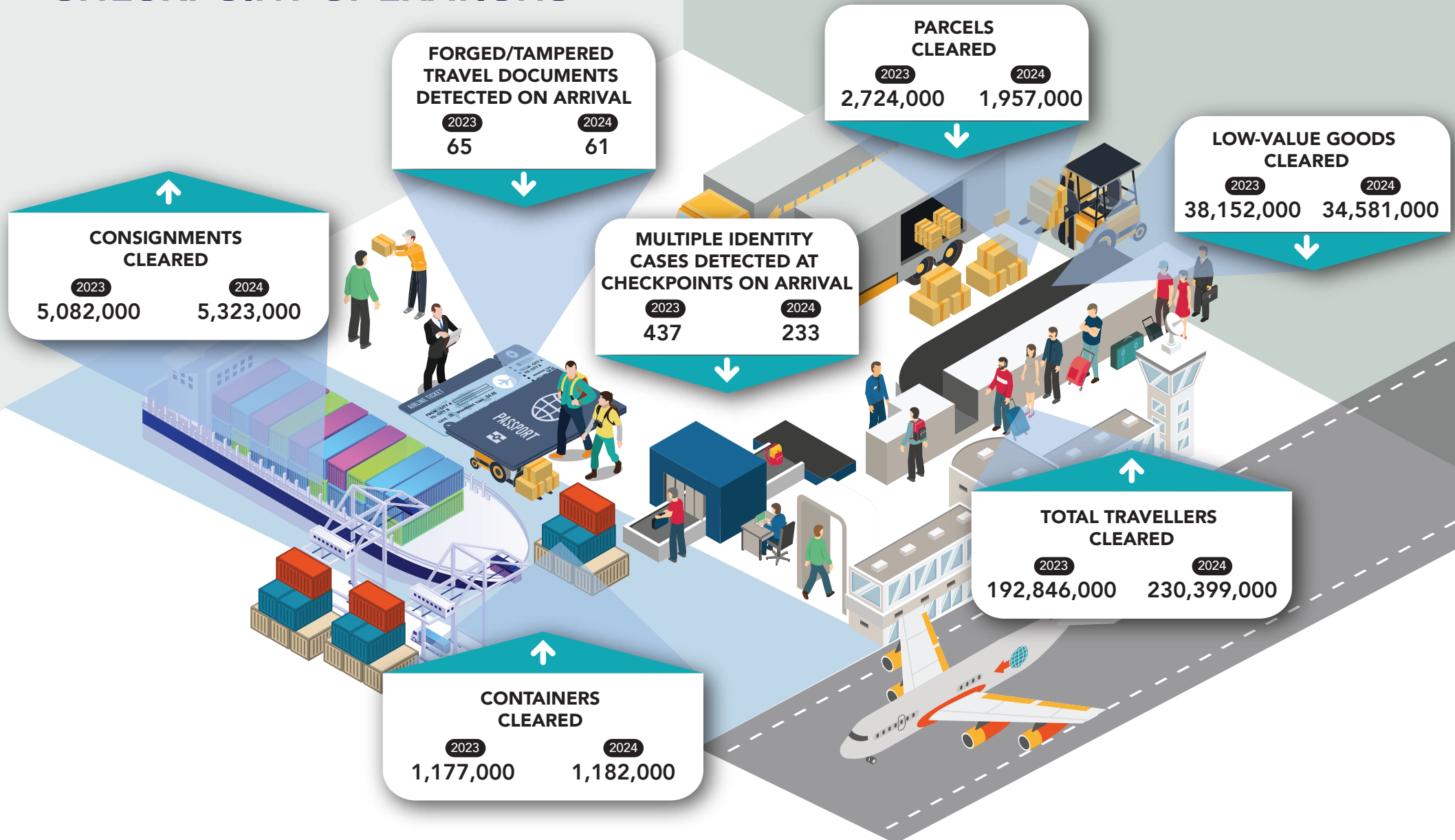
SPF had taken enforcement action against the Indonesian man.



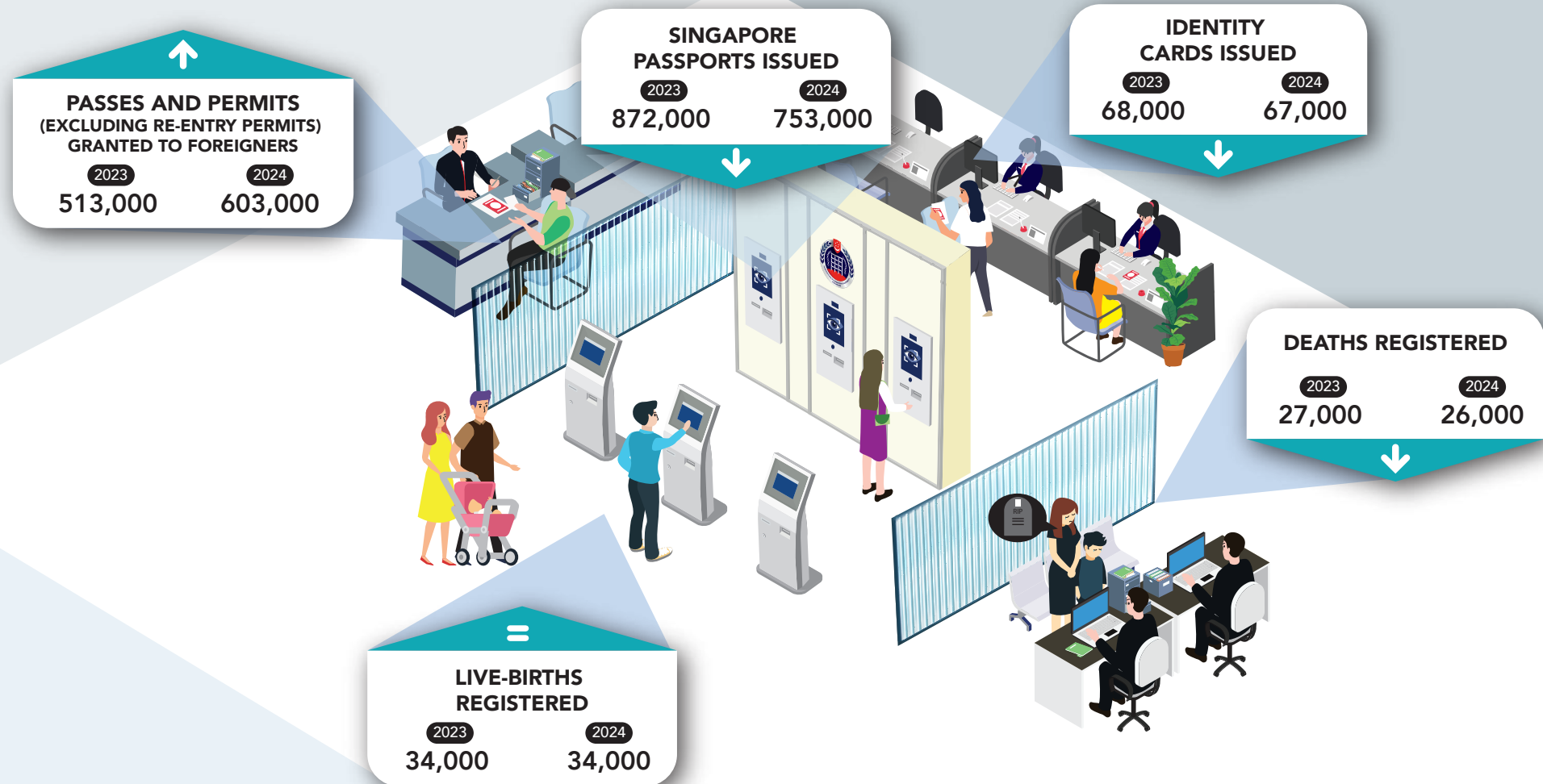
ANNUAL STATISTICS



CHECKPOINT OPERATIONS

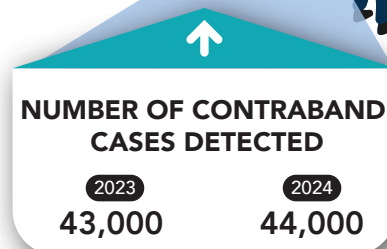


SERVICES CENTRE OPERATIONS



Figures are rounded to the nearest thousand.

ENFORCEMENT OPERATIONS



Figures are rounded to the nearest thousand.



ACKNOWLEDGEMENTS

The Corporate Communications & Service Division would like to thank all those who have helped in one way or another, to make the ICA Annual 2024 possible.

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