

20 YEARS OF
SAFEGUARDING SINGAPORE'S BORDERS



REMEMBERING OUR PAST
SECURING OUR FUTURE



2003 - 2023
ICA Annual 2022 and
20th Anniversary Commemorative Book



Contents

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.

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MARVIN SIM

COMMISSIONER, ICA



Commissioner's Foreword

I am honoured to celebrate ICA's 20th anniversary with our officers, especially in the year when Singapore officially exited the acute phase of the COVID-19 pandemic and reverted to DORSCON green. ICA has braved through the pandemic in the past three years – managing evolving border measures, taking on new roles, coping with the sudden surge in volume for checkpoint and passport operations when our borders reopened – these are but some of the challenges we had to grapple with for the past year.

Why ICA Was Formed

As we emerged stronger from the storm, what we have gone through in the last three years, reminded us that ICA was formed for a purpose: To secure our borders, so that we have a safe Singapore.

Even in the darkest moments during COVID, we kept our borders safely opened for essential supplies and travels. We kept Singapore connected even while most countries closed their borders.

We were also one of the first few countries to fully reopen our borders. We could do this because Singapore has an effective and functioning border agency.

ICA was established on 1 April 2003 – a merger between the Singapore Immigration & Registration and the checkpoint functions of the Customs & Excise Department – against the backdrop of looming terror threats. The merger was to enable a more coordinated and quicker response to any security threat or crisis.

Immediately upon its formation, ICA had to deal with the health threat facing Singapore then — SARS (Severe Acute Respiratory Syndrome). With the need to set up temperature screening quickly at the checkpoints and the compulsion for strong operational coordination to contain SARS, the crisis united officers that came from two different organisations, setting the foundation for ICA to carry out its mission on border security and identification.

Over the past two decades, ICA has gone through significant transformations, leveraging technology and data to enhance its operations at both the checkpoints and services centres to deliver the service that our customers value without compromising security.

Connecting Singapore to the World: Innovate to Facilitate Cross-Border Travel and Trade

At the checkpoints, we continue to innovate our clearance capabilities to better manage the increasing volume of people and goods. As we make automated immigration clearance the norm under our New Clearance Concept (NCC), we installed 125 additional automated lanes in 2022 to enable more travellers to self-clear immigration. Our Automated

We were also one of the first few countries to fully reopen our borders. We could do this because Singapore has an effective and functioning border agency.



Singapore has become the first country in the world to introduce an automated lane that allows multiple travellers to perform self-immigration clearance as a group.



Clearance Initiative (ACI) with self-enrolment capability also enables eligible foreign visitors to use the automated lanes for immigration clearance on arrival, without prior enrolment of their biometrics. We also did away with inked endorsements for arriving foreign travellers and introduced e-Pass at all checkpoints.

With the implementation of the Special Assistance Lanes for family groups and wheelchair users last year, Singapore has become the first country in the world to introduce an automated lane that allows multiple travellers to perform self-immigration clearance as a group.

Automated clearance for travellers in vehicles at our land checkpoints is set to become reality in the near future, with the successful trial of the Automated Passenger In-car Clearance System at the Old Woodlands Checkpoint. The trial showed that over 94% of the travellers were able to self-clear without assistance.

In facilitating the movement of goods to support Singapore as a bustling hub for international trade, we continue to streamline processes to ensure that the clearance of goods is more secure and efficient. We successfully adapted the SG Arrival Card to facilitate paperless conventional cargo clearance via vehicle

number. We also ceased physical endorsement on cargo clearance permits in August last year.

Enabling Customers to Transact with ICA On the Go

At the services centres, we continue to digitalise our processes to meet our vision of “No Fuss, No Visit and No Waiting”. Our customers can save time and a trip to ICA to complete an application or be issued with a document.

Today, all of ICA’s core application services are online, providing members of the public the convenience of transacting with ICA anytime, anywhere. In 2022, we also launched MyICA mobile app that provides users access to our services at their fingertips; and digitalised our birth and death registration processes. Most recently in February 2023, we introduced digital long-term passes which can be accessed and downloaded on digital platforms like MyICA mobile app and FileSG. The new ICA Services Centre adjacent to the current ICA Building, when completed in 2024, will allow us to further automate our operations and provide members of the public a seamless and customised service experience.



Scan the QR code to view ICA's digital heritage gallery

A Big Thank You to ICA Officers

ICA may be a relatively young agency in the Home Team, but it stands on the shoulders of giants that have preceded it. Because of the strong foundations laid by our predecessor organisations, ICA is able to transform the way we secure our borders and safeguard Singapore.

I would like to thank our ICA officers, both past and present, who have worked very hard each day and pushed the boundaries to innovate. ICA is able to weather through the different decades, because of you.

This commemorative publication and the refreshed digital heritage gallery on the ICA website, which record ICA's heritage and the journey we have gone through, are dedicated to all ICA officers.

As Guardians of Our Borders, let us continue to work together to Secure our Borders, keep Singapore Safe and Connected to the world. Happy Anniversary to all ICA officers!

Marvin Sim
Commissioner, ICA

Congratulatory Messages from Our Leaders

FOR ICA ON ITS 20TH ANNIVERSARY

ICA was formed in 2003, as a merger between Singapore Immigration & Registration (SIR), and the checkpoint operations of the Customs & Excise Department (CED).

The formation of ICA marked a new chapter in Singapore's history of immigration and border control, which started from the days of the Straits Settlements.

Back then, Singapore was an active port city, with many immigrants from Britain, China, India, and the region. To ensure order, stability and public health, key Ordinances were put in place. Laws on citizenship and banishment were also enacted to control violence and troublemakers.

Today, the world is much more interconnected, both in terms of the flow of persons and trade. Our strong border security, robust immigration practices,

and good frameworks have helped ensure that Singapore is open and connected. We have grown not just into a shipping hub, but also a global aviation hub.

The importance of ICA's work, and the adaptability and competence of our officers, was seen during the COVID-19 pandemic.

Besides securing our borders, ICA also played an important role in keeping public health threats at bay – for example, by enforcing Singapore's immigration and stay-home measures, even after travellers had entered Singapore.

Meanwhile, ICA also pressed on in its transformation plans during the pandemic. Checkpoints and service centres were revamped, and processes were streamlined to better serve the public. When borders reopened, Singapore was

well-positioned to ride the wave of reopening, quickly ramping up to facilitate large volumes of cross-border travel and trade.

Open connectivity between Singapore and the rest of the world is essential to Singapore's survival. At the same time, the need for effective and tight security at our borders is ever more important, given the evolving nature of terrorism, trafficking and transnational threats.

I am confident that ICA will continue to do well, marrying good use of technology with a committed and effective workforce, to continue to keep Singapore safe and secure.

Congratulations on your 20th anniversary, and I wish ICA many more years of success.



Mr K Shanmugam

Minister for Home Affairs and
Minister for Law

Congratulations to ICA on your 20th anniversary. Although it is a relatively young agency in the Home Team, its impact on Singaporeans and Singapore is profound, as it stands on the foundation of its predecessor organisations.

ICA sees Singaporeans through important milestones in our lives – from birth registration, to NRIC registration to death registration. ICA also issues our passports for our travel and ensures we clear immigration securely and efficiently through the checkpoints.

Behind the scenes, ICA safeguards Singapore’s security at our borders, while keeping Singapore connected to the world through facilitating the movement of people and goods for social and economic purposes. On 3 January 2023, ICA further expanded its role in border security by taking over from SPF the Protective Security functions at Woodlands and Tuas Checkpoints, with ICA officers being the first responders to security incidents at these land checkpoints.

I thank all ICA staff for playing such a vital role in Singapore’s safety and security, day after day. Wishing you every success in the years to come.



Mrs Josephine Teo
Minister for Communications
& Information and Second
Minister for Home Affairs

**Associate Professor
Dr Muhammad
Faishal Ibrahim**

Minister of State, Ministry of
Home Affairs and Ministry of
National Development



ICA has shown itself to be a forward-looking organisation, deeply dedicated to its mission to safeguard Singapore’s borders and uphold the laws of immigration and national registration.

Many ICA officers whom I have interacted with during my visits to the checkpoints, are passionate about what they do.

To enable officers to carry out their roles effectively, ICA explores new capabilities to streamline processes and enhance operations. One example is the Automated Passenger In-Car Clearance System prototype which uses biometrics to allow car travellers to self-clear immigration at our land checkpoints. ICA has also provided members of the public with more convenience by bringing its services online, including digitalising the birth and death registration processes, and issuing digital long-term passes.

I appreciate the hard work ICA officers put in every day. Heartiest congratulations to all ICA staff on your 20th anniversary!



I congratulate all ICA staff on reaching this momentous 20th anniversary milestone. ICA’s relentless pursuit to do better each day is evident from its recent initiatives, such as introducing the Special Assistance Lanes at selected passenger halls at Changi Airport that allow family groups and wheelchair users to self-clear immigration. This makes Singapore the first country to introduce an automated lane for multiple travellers to self-clear immigration as a group.

It also shifted all of its core application services online, providing members of the public the convenience of transacting with ICA anytime, anywhere.

I thank all ICA officers for their commitment and hard work. I am confident that ICA will continue to break new ground.

Ms Sun Xueling
Minister of State, Ministry
of Social & Family
Development and Ministry
of Home Affairs



Mr Pang Kin Keong
Permanent Secretary
(Home Affairs)

Congratulations to colleagues on ICA's 20th anniversary!

You have come a long way, in this short period of time. The last few years, in particular, have been a whirlwind of transformation. You have extensively leveraged recent advances in technology, to not just automate clearance processes, but fundamentally overhaul them.

This will make the immigration experience a faster and more pleasant one for travellers, and our borders even more secure. The frontline ICA officer of the future is more a data analyst, a profiling and investigation specialist, and no longer just someone endorsing passports.

I look forward to seeing all your initiatives materialise, both as PS(HA), and as a traveller.



Mr Aubeck Kam
Permanent Secretary
(Home Affairs Development)

Hearliest congratulations to ICA on its 20th anniversary!

My first memorable professional encounter with the ICA community was when Singapore Immigration & Registration was formed in 1998, through the merger of the Singapore Immigration and the National Registration Department.

The formation of ICA occurred at a time when the nascent Home Team identity was emerging. How ICA integrated itself with its more established Home Team counterparts such as the Police, SCDF, and CNB, is also the story of the maturing of the Home Team.

In your first two decades, you achieved the distinction of being among a few public sector organisations to have been recognised for organisational excellence, through the Singapore Quality Award with Special Commendation. Today, the ease of the passport application process is one of the hallmarks of the experience of a Singapore citizen, and your implementation of the New Clearance Concept and the Services Centre Next-Generation demonstrates that the spirit of innovation and transformation remains alive in ICA.

All the best as you enter your third decade!



Mr Clarence Yeo
Commissioner, ICA
(2010 - 2018)

My heartfelt congratulations to all past and present ICA officers on ICA's 20th anniversary. Time flies as it seems like only yesterday when we were busily preparing for the launch of ICA on 1 April 2003. It has been an honour and a privilege for me to be part of ICA's journey. I was fortunate to have had the opportunity to work alongside passionate, dedicated and hardworking ICA officers.

ICA has developed into a future-ready, technology-enabled and digitalised organisation offering innovative solutions in border security and identification. A big thank you to all of you in the ICA family for your steadfast commitment, unwavering support and wonderful memories! Happy 20th anniversary and best wishes for the future!

My heartfelt congratulations to ICA on its 20th anniversary. ICA has successfully built on the foundations of its predecessors to become a leading national registration, immigration, and border security agency. ICA continues to break new ground in redefining conventional wisdom, balancing the seemingly dichotomous twin objectives of security and service.

ICA's constant embrace of relevant technology and its people development is very evident. I am confident that ICA will continue to set global standards for identification and border security. Thank you for helping to keep Singapore safe and secure. My best wishes to the exemplary leadership and dedicated staff of ICA.



Mr Eric Tan
Commissioner, ICA
(2005 - 2010)



Mr Lock Wai Han
Commissioner, ICA
(2003 - 2005)

ICA was established on 1 April 2003 to strengthen Singapore's border defence against terrorism following the September 11 New York Twin Tower attacks and the growing global terrorist threats at that time. Even from Day 1, ICA was called upon to deal with SARS, in addition to terrorism, immigration and smuggling threats.

I am honoured to have played a part in ICA's journey and am pleased to see that ICA has continued to grow from strength to strength over the years, in technology, capabilities and professionalism. It continues to be the force behind Singapore's first line of defence against pandemics, terrorism and traditional border threats.

My heartfelt congratulations to ICA on your 20th anniversary!

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*



POLICY & TRANSFORMATION

CHUA YENG ENG
*Director Planning &
Review*

SIEW CHUI LIN
*Director Immigration &
Registration Review*

DOMINIC CHUA
*Director Immigration &
Registration*

CHUI WAI CHENG
*Director Policy &
Development*

ANGIE WONG
*Director Customer
Operations*



OPERATIONS

WONG HONG MENG
Director Intelligence

CHUA TUAN MENG
Domain Commander (Land)

COLIN TAN
Commander Woodlands

CHIA HOI MUN
Commander Coastal

MARAN S/O V K
SUBRAHMANIYAN
Commander Air Cargo

NAM LIANG CHIA
Director Enforcement

JULIA SNG
Domain Commander (Air)

CHUA SZE HOW
Domain Commander (Sea)

ALAN KOO
Commander Airport

LIAN LEE SIONG
Commander Ports

JACKSON TAN
Commander Tuas



CAPABILITY & TECHNOLOGY DEVELOPMENT

TAN SOR HOON
Director Technology

CHIA HUI KENG
*Director Information
Management*

SHARON WONG
*Director Corporate
Communications & Service*

PRAVINA JIT
Director Manpower

YONG KOI HIN
*Director Logistics,
Infrastructure & Finance*

THEODORE TAN
Director Ops-Tech

ERNEST SOO
Commander Training



Remembering Our Past



20 Years of Safeguarding Singapore's Borders:

ICA's Achievements

from 2003 to 2023

2003

Formation of ICA



On 1 April 2003, ICA was formed from a merger between Singapore Immigration & Registration and the checkpoint operations of the Customs & Excise Department.

The new ICA crest and uniform were designed to build a common identity and foster a sense of belonging amongst officers from diverse organisational backgrounds.



Severe Acute Respiratory Syndrome (SARS)

Entrenched in different organisational cultures, ICA officers rose above the challenge during the SARS crisis to ensure our borders were protected.



2004

Submission of Application for Visa Electronically (SAVE)

SAVE was launched in October to enable online application for visa through authorised visa agents of the overseas missions, strategic partners in Singapore or local contacts.



2006

ICA Academy

The ICA Academy, housed at the former Jervois Primary School, was established to train ICA officers, with customised courses relevant to the requirements of a border security agency.



Singapore's new biometric passport

Officially launched in August, Singapore's new biometric passport contained unique biometric identifiers such as fingerprint data, facial image and passport details on a contactless chip.

The passport was later enhanced with additional security features and came with new visa page designs in 2017.



Enhanced Immigration Automated Clearance System (eIACS)

Singapore citizens who had registered for their identity cards and held valid machine-readable Singapore passports, were able to clear immigration via the automated lanes using their passports. This was extended to permanent residents in 2008 and Long-Term Pass holders in 2011.



2006

Biometric Identification of Motorbikers System (BIKES)

BIKES used biometrics and human detection technologies to authenticate single travellers on motorcycles. It was first launched at Tuas Checkpoint in October 2006 followed by Woodlands Checkpoint in February 2007. BIKES was subsequently enhanced to clear motorcyclists with pillion riders in 2010.



2008

Protective & Analytical Facility (PAF) at Tuas Checkpoint

As the first operational laboratory in the world to be based at a country's border, PAF began operations at Tuas Checkpoint on 1 December. It allowed for quick decontamination of people exposed to chemical or biological agents and on-site analysis of any such agents.



2012

Flexible Immigration Clearance System (Flexi-i)

Flexi-i, a hybrid lane that could be transformed from an automated lane into a manned counter and vice versa, was first implemented at Marina Bay Cruise Centre Singapore. It allowed ICA to optimise its resources by adjusting the ratio of automated lanes and manned lanes to meet operational needs.



Cargo Screening System (CASS)

Rollled out in October, CASS, a cargo screening system, allowed ICA to gather information and conduct analysis on selected consignments through cargo pre-clearance and scanning updating capabilities.



Electronic Re-Entry Permit (e-REP)

The e-REP was rolled out in January for permanent residents (PR) to renew, transfer or enquire about their REP applications online. It also allowed users to verify whether a PR was in possession of a valid REP.



2009

Integrated Checkpoints Command (ICC)

In view of the evolving security threats, the ICC concept was introduced progressively at Land, Air and Sea Domains. This strengthened the coordination among the Home Team agencies at the checkpoints, under a unified command and control structure.



2015

2017

Fast & Seamless Travel (FAST) initiative at Changi Airport

As part of Changi Airport's FAST initiative, ICA's automated lanes at Terminal 4 were enhanced to incorporate departure access controls and immigration clearance.



Cessation of departure endorsements

In April, ICA ceased to issue departure immigration endorsements to all departing foreign travellers, streamlining immigration procedures and providing more efficient departure immigration clearance for travellers.



2019

ICA Training Command

ICA Training Command was formed in October to drive and oversee ICA's training transformation, to support the new concept of ICA's operations.



Refreshed ICA crest, vision and mission

Launched at the Workplan Seminar to reflect ICA's transformation of its operations and delivery of services; and provided ICA officers with a sharper focus to carry out their duties.



Electronic Permanent Residence (e-PR) system

The e-PR system was introduced in December to allow applicants to submit their PR applications online.



2020

COVID-19 pandemic

When COVID-19 struck, ICA tightened Singapore's border control measures and constantly adjusted them to mitigate the evolving situation. In anticipation of a protracted fight against COVID-19, ICA leveraged technology and fine-tuned its operational processes to alleviate frontline officers' workload.

ICA also implemented and enforced the Stay-Home-Notice regime to minimise the risk of community spread from returning residents.



Singapore Arrival Card (SGAC) e-Service with electronic health declaration

Implemented in March to enable travellers to submit information prior to their arriving in Singapore. This replaced the need to fill out a paper-based disembarkation/embarkation card (commonly known as white card).



The SGAC was integrated with the health declaration function, which became a mandatory requirement for travellers entering Singapore during the pandemic outbreak.

2021

"On-the-Fly" Clearance and Mobile Cargo Screening System (Mobile CASS)

Since October, ICA had progressively implemented "On-the-Fly" clearance and Mobile CASS at Tuas Port to speed up the cargo clearance process. Drivers no longer needed to proceed to a holding area to wait for the results of the scanned images of their cargo containers but would



be informed of the results en route to the Terminal Exit Gate.

Through Mobile CASS, officers could instantly validate Cargo Clearance Permits, without them having to return to the duty office to do so. This reduced waiting time for the drivers.

100% online application for ICA's core services

ICA successfully moved applications for its core services online, allowing the public to make transactions with ICA anytime, anywhere.



2022

Electronic Visit Pass (e-Pass): Cessation of arrival endorsements

In March, ICA ceased inked endorsement stamps on passports for foreign visitors arriving in Singapore at all checkpoints. Instead, travellers will receive an e-Pass through email.



Multi-Modal Biometrics System (MMBS)

MMBS, which uses iris and facial biometrics as primary identifiers for immigration clearance, was implemented in July at all checkpoints.



2023

Taking over of Protective Security functions at land checkpoints

In January, ICA assumed protective security functions at the land checkpoints from the Singapore Police Force. Being the first responders to security incidents at the land checkpoints enabled ICA to achieve greater operational coordination, command and control in border security incidents.



Digital Long-Term Passes (LTP)

In February, ICA ceased the issuance of physical LTP cards. Instead, LTP holders can access and download their digital LTP from digital platforms such as MyICA mobile application and FileSG.



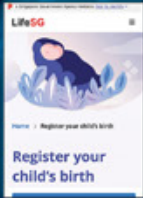
MyICA Mobile Application

The mobile application was launched in April to provide customers with a one-stop digital platform to access all ICA e-Services, including SG Arrival Card and health declaration function.



Digitalisation of birth and death registration

On 29 May, the birth and death registration processes were streamlined and digitalised to serve citizens better. Births and deaths can now be registered online, and the certificates downloaded from digital platforms.



Automated Clearance Initiative (ACI) with self-enrolment capability

The ACI with self-enrolment capability had been rolled out progressively since 2022. Eligible foreign visitors, including those visiting Singapore for the first time, can use the automated lanes for immigration clearance on arrival, without prior enrolment of their biometrics.



Reinforcing Our Present

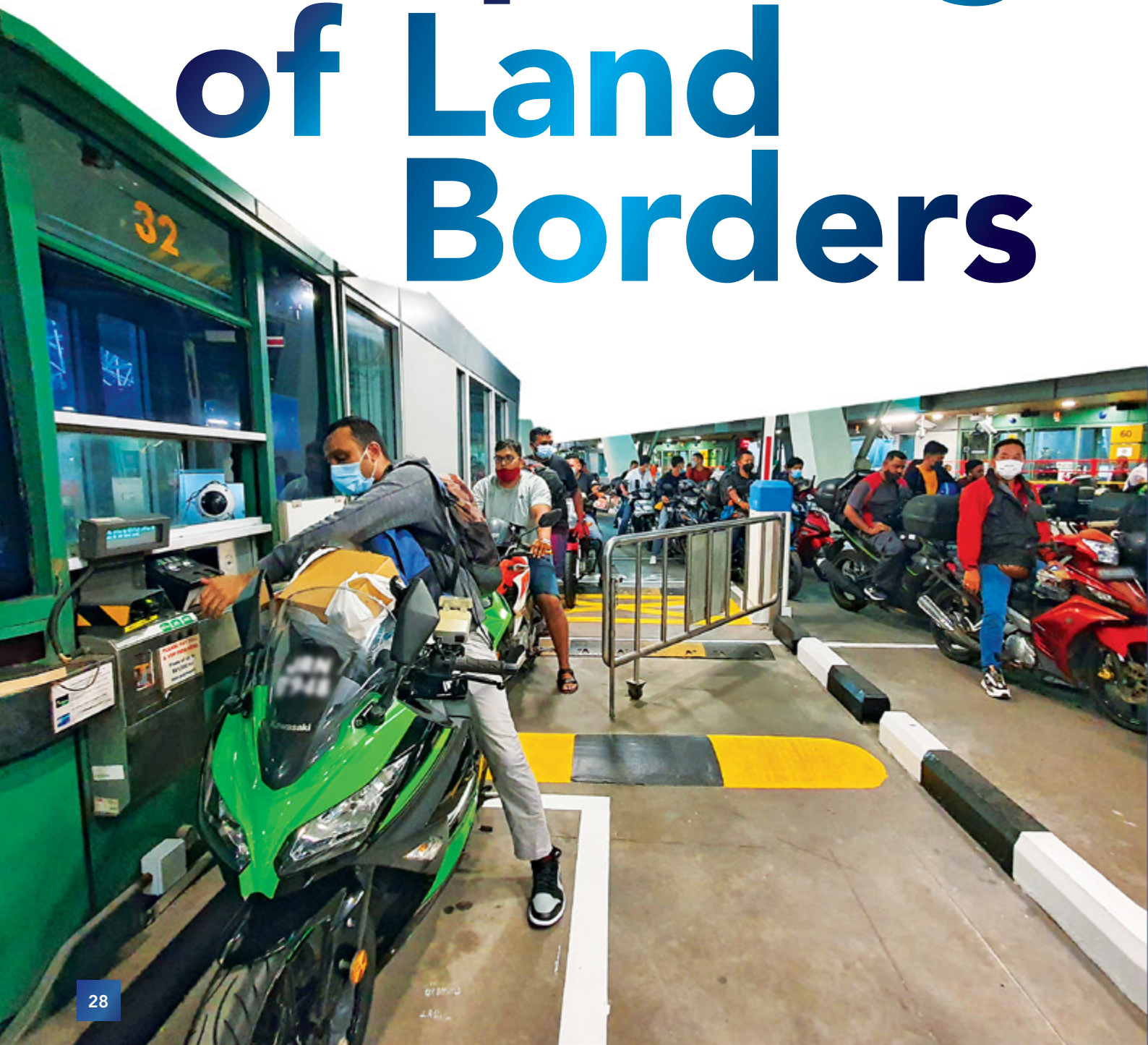
Singapore's land, air and sea borders reopened to welcome travellers, with ICA seeing an unprecedented surge in applications for Singapore passport and immigration facilities. An additional 125 automated lanes were installed in 2022, while over 300 officers were redeployed to manage the passport application surge.

To reinforce operational excellence, ICA continues to work with our stakeholders and the public to build trust and develop capabilities.



Reopening of Land Borders

and Lifting of Health Declaration for Vaccinated Singapore Residents



The Vaccinated Travel Framework (VTF) was implemented on 1 April 2022, marking a significant milestone in our transition towards living with COVID-19 along with the reopening of our land borders. Fully vaccinated travellers were once again able to travel between Singapore and Malaysia via all modes of land transport, without the need for any COVID-19 tests or quarantine. The health declaration requirement for fully vaccinated Singapore residents

entering via the land checkpoints was also lifted on 15 April 2022 to provide greater convenience.

ICA officers, together with other agencies and our Malaysian counterparts, worked hard to plan and operationalise the reopening of our land borders. The successful implementation of the VTF was a testament to officers' commitment and dedication to operational excellence.



Queues formed at the land checkpoints, with travellers eager to cross the borders at the stroke of midnight on 1 April 2022



Supporting

ESPA

Trade and Travel

The sea passenger checkpoints were fully reopened to travellers with the resumption of ferry and cruise services at Singapore Cruise Centre (SCC) from 15 June 2022. “LE LAPEROUSE” was the first international cruise ship that berthed at SCC on 28 September 2022, with ICA facilitating the immigration clearance of her passengers. ICA also oversaw the operations of new ferry routes between Tanah Merah Ferry Terminal (TMFT) and Desaru Coast Ferry Terminal and Tanjung Pengelih Ferry Terminal from 7 July 2022 and 1 December 2022 respectively.

All Hands on

DECK

Prior to full reopening, ICA supported quarantine-free travel under the Vaccinated Travel Lane (VTL) – Sea between TMFT and select Indonesian terminals as well as “Cruise-To-Nowhere” sailings at Marina Bay Cruise Centre Singapore (MBCCS). ICA further supported the maritime industry by reviewing their crew application processes to enhance stakeholders’ experience.

Double cruise ships calling at
Marina Bay Cruise Centre Singapore

Enhancing AIR Connectivity

Reopening of Changi Airport T2 South and T4



Operations at Changi Airport Terminal 2 (T2) and Terminal 4 (T4) were suspended during the COVID-19 pandemic in tandem with the sharp decline in flights. During this period when T2 was refurbished, ICA also retrofitted the arrival hall with 34 new automated lanes including six Special Assistance Lanes (SAL). The SALs provide more convenience to travellers, allowing family groups and wheelchair users to self-clear immigration. Similarly, T2 Departure Hall was retrofitted with 19 automated lanes, including four SALs.

With the resumption of air travel, T2 has since resumed partial operations with the reopening of T2 Arrival South on 29 May 2022, followed by T2 Departure South as of end January 2023. Likewise, T4 has reopened since 13 September 2022 to ease the passenger load at the other terminals.

■ Overcoming the Unprecedented Surge in

Passport Applications

When borders reopened in April 2022, the volume of passport applications increased more than three times, compared to before the pandemic. Long queues were formed outside ICA Building (ICAB) as many Singaporeans were eager to expedite their applications for travel.

Over 300 officers from other work units were redeployed to manage the unprecedented surge. ICA extended operating hours at ICAB and started 24/7 cyclic shifts to increase production and issuance capacity. During this period, many officers had to sacrifice their family and personal time to attend to operational exigencies. With the unyielding commitment by officers, ICA successfully brought down the surge by September 2022.

Scan the QR code to view
how our committed officers
managed the passport surge



Managing the surge in applications for immigration facilities

Extend Visit Pass Online

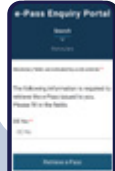
- All extension applications **must be submitted online**.
- **No walk-in** applications.
- **For assistance**, please approach the information counter (Level 4) from Mon to Fri, 8am to 12pm.



What information do you need for the online extension?

- Personal particulars
- DE number*

* DE number can be found in e-Pass issued via email upon arrival.

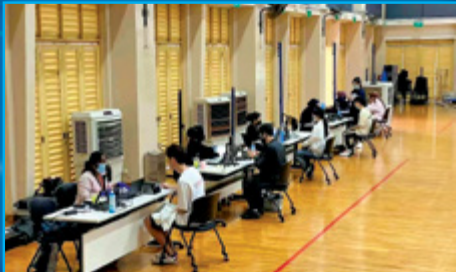


How to retrieve e-Pass?

- Retrieve via e-Pass portal in MyICA Mobile
- Or visit ICA website go.gov.sg/epassenquiry

Scan QR code to apply now

Alternatively you may use MyICA Mobile or visit ICA website at go.gov.sg/extend-visit-pass



ICA saw more than 30% increase in applications for Short-Term Visit Pass, Long-Term Visit Pass and Student's Pass, as compared to the volume received during the pre-COVID period. Undeterred by the challenges, staff from the Visitor Services Centre (VSC) and redeployed officers from the checkpoints put in extra hours to manage the unprecedented increase in workload.

VSC also pressed on to implement several enhancements in their e-Services to enable more applicants to transact online instead of over the counter. It also improved the online interfaces for better clarity and friendliness to users, and automated some backend work processes for greater efficiency.

To better manage the crowd at the ICA Building, off-site services were extended to additional educational institutions to provide biometrics enrolment services for their foreign students. Through these multi-pronged approaches, ICA effectively managed the surge in workload.

Takeover of Protective Security Functions

at Land Checkpoints

On 3 January 2023, ICA assumed protective security functions at Tuas and Woodlands Checkpoints from the Singapore Police Force (SPF). Being the first responders to security incidents at the land checkpoints enabled ICA to achieve greater operational coordination, command and control in border security incidents.



Foundation for this expanded role had been laid over the past few years. In April 2018, the Immigration Act was amended to empower ICA officers to conduct searches and arrest suspicious people within and in the vicinity of the checkpoints. To date, more than 300 officers at the land checkpoints had undergone training to acquire skills such as tactical movement and on-the-job training with SPF.



1 2 Monitoring the security situation at land checkpoints



Exercise Genesis

To validate ICA's operational readiness, a multi-agency exercise codenamed "Genesis" was conducted at Tuas Checkpoint on 16 November 2022. More than 200 personnel from ICA, SPF and Singapore Civil Defence Force (SCDF) were involved. Minister for Home Affairs and Minister for Law, Mr K Shanmugam, and key appointment holders from the Home Team observed the exercise.

The exercise scenarios depicted armed attacks with ensuing casualties and injuries. ICA's First Response Team officers contained the threat quickly and successfully. Thereafter, SCDF's emergency responders conducted rescue and evacuation once the area had been secured.



Scan the QR code to view the highlights of Exercise Genesis



Official Opening of Tuas Port

Tuas Port officially opened on 1 September 2022, against the backdrop of the COVID-19 pandemic. Challenges faced included supply chain disruptions, frequent adjustments to safety measures and manpower shortages. Despite these challenges, checkpoint operations at Tuas Port were successfully rolled out on 1 October 2021, a year before the official opening.

First mooted in 2012, Tuas Port is the fifth container port to be built in Singapore and will consolidate current operations of Tanjong Pagar, Keppel, Brani and Pasir Panjang Terminals.

ICA plays an integral role in shaping the future of the Singapore Port landscape, with the introduction of several new features to improve cargo clearance and security.

With On-the-Fly clearance, cargoes are scanned en route to the exit, providing greater convenience to hauliers and improving clearance time.

ICA equipped officers with specialised tools to improve the efficiency of additional checks for cargoes. Pallet stackers were also introduced to expeditiously remove



goods from within the containers for enhanced checks.

Mobile Cargo Screening System (CASS), as part of ICA's New Clearance Concept initiative for cargoes, was first introduced at Tuas Port. The CASS allowed officers to access key information and clear cargo permits on-the-go.



“ Mobile CASS allows us to view and update permits anywhere in Tuas Port, such as outside the ICA Cargo Inspection Centre or even at the neighbouring Singapore Customs office.

- CI (1) Hazimah Binte Jamil



“ With the availability of the pallet stacker, it is less time-consuming to move palletized cargo consignment in and out of the container during unstuffing operations. It increases overall efficiency.

- SGT 3 Mohamad Sharom Bin Saharil

“ Our X-ray machine is useful and beneficial for our checks in Tuas Port's Cargo Inspection Centre. It comes in handy when we do unstuffing or when checking items that we have difficulties opening.

- SGT 3 Puah Boon Hai

25th ASEAN DGICM:

Collaborating Across
Borders and Innovating in
a Post-COVID World

Singapore hosted the 25th ASEAN DGICM (Directors-General of Immigration Departments and Heads of Consular Affairs Divisions of the Ministries of Foreign Affairs) from 23 to 25 August 2022 at the Hilton Singapore Orchard Hotel. This is an annual gathering for the heads of ASEAN immigration agencies to discuss and foster regional cooperation on immigration and consular matters towards ASEAN Community-building goals.





Being the first physical DGICM following the reopening of borders, the forum focused on border security and strengthening coordination to facilitate essential travel during unforeseen circumstances. Minister for Communications & Information and Second Minister for Home Affairs, Mrs Josephine Teo graced the opening ceremony.

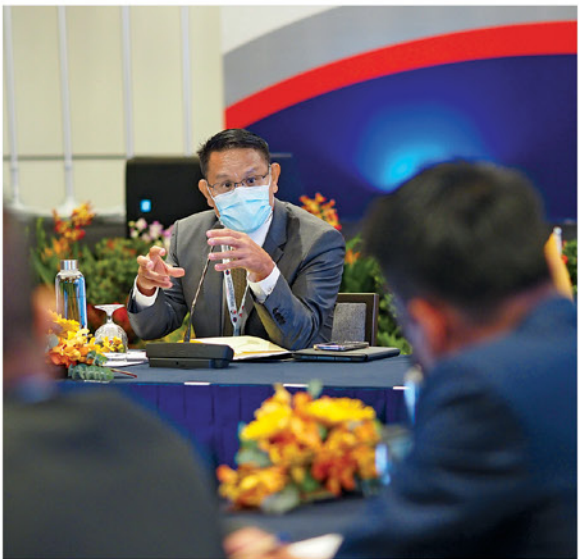
The 25th DGICM also saw the inauguration of the first DGICM + 3 Consultation with People's Republic of China, Japan and Republic of Korea, in addition to the regular DGICM + Australia Consultation.

Participants appreciated the opportunity to reconnect with each other physically in Singapore, and the meeting was lively with much candid exchanges of views during the plenary sessions.

Minister of State, Ministry of Home Affairs and Ministry of National Development, Associate Professor Dr Muhammad Faishal Ibrahim and Commissioner ICA hosting a welcome dinner for delegates



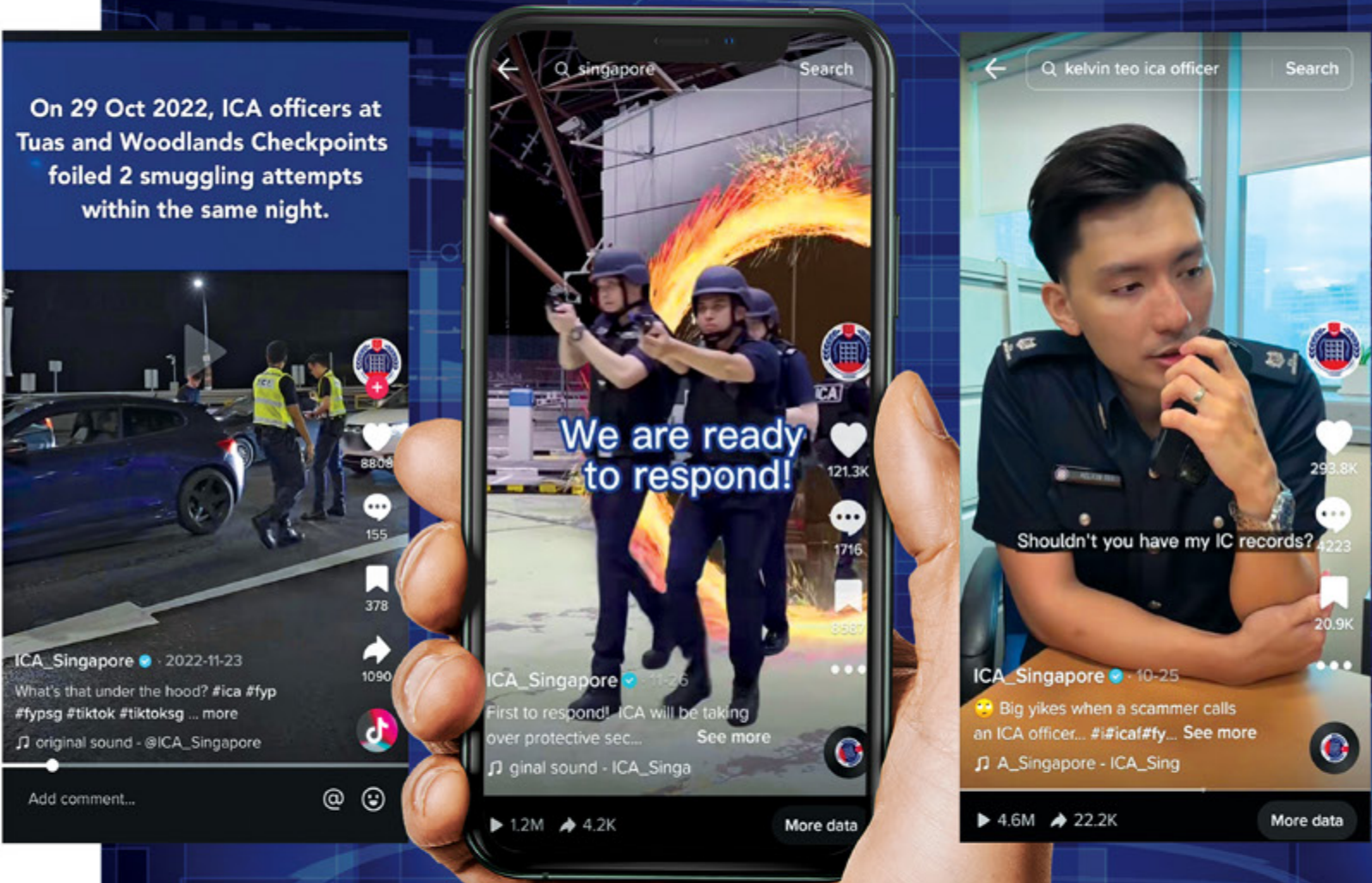
Commissioner ICA receiving the DGICM chairmanship from the Philippines



Building Trust: Expanding ICA's Presence in the Social Media Space

ICA had progressively built up its social media presence since 2008 and will continue to do so. Over the years, it kept up with the latest social media trends to connect with different target audiences. In September 2022, ICA launched its TikTok channel which had garnered more than 100,000 followers in six months. The rapid increase in followers was a positive affirmation that its content was both informative and entertaining.

To better engage audiences on the different channels, ICA curates different content for each social media platform. ICA's Facebook page is the key channel to communicate timely corporate information, while its Instagram and TikTok channels provide bite-sized, shareable content to engage audience more informally.



ICA's Social Media Journey: When the Channels Were Launched

2008

2009

2015

2021

2022



New Clearance Concept

Enabling automated and paperless clearance for travellers, vehicles and cargo



Services Centre Next-Generation

Digitalising processes for services, and leveraging robotics and biometrics for secure management of documents at the new ICA Services Centre



Securing Our Future

ICA explores new capabilities, and streamlines and digitalises processes for its checkpoints and services centres, so that we are ready for tomorrow.

A Stamp of Approval:



Moving from Inked Endorsements to Electronic Passes

The electronic pass (e-Pass) is the electronic form of inked endorsements, which are issued via email to arriving travellers in Singapore. First introduced in October 2021 for travellers arriving by air, the e-Pass is part of ICA's transformation efforts in digitalisation and digitisation to streamline work processes under the New Clearance Concept (NCC).

In March 2022, the issuance of the e-Pass was extended to all checkpoints, along with the launch of the e-Pass Enquiry Portal to provide travellers with the convenience of retrieving their e-Pass information online. In March 2023, the e-Landing Pass and e-Special Pass were introduced for sea crew and travellers who are allowed entry under extenuating circumstances respectively.



Making Automated Immigration Clearance the Norm



Providing travellers with more secure, efficient and seamless immigration clearance experience; increasing ICA's capacity to handle increasing traveller volume

Automated Clearance Initiative

The Automated Clearance Initiative (ACI) with self-enrolment capability was first implemented at designated automated lanes in Changi Airport in October 2022. It has since been rolled out to all terminals in Changi Airport, and the passenger halls of Woodlands and Tuas Checkpoints. This enables eligible foreign visitors, including those visiting Singapore for the first time, to use the automated lanes for immigration clearance on arrival, without prior enrolment of their biometrics. Once enrolled, they will be able to use the automated lanes when they depart and on subsequent visits to Singapore.



Special Assistance Lanes

From 6 November 2022, ICA implemented the Special Assistance Lanes (SALs) at selected passenger halls in Changi Airport for Singapore residents, allowing family groups and travellers using wheelchairs to enjoy the convenience of immigration self-clearance with their facial and iris biometrics. The SALs will also be installed at the land and sea checkpoints from 2023.

Scan the QR code to find out how the SAL works



Providing the convenience of self-clearance for family groups and travellers using wheelchairs



Implementation of the New Clearance Concept for Cargo



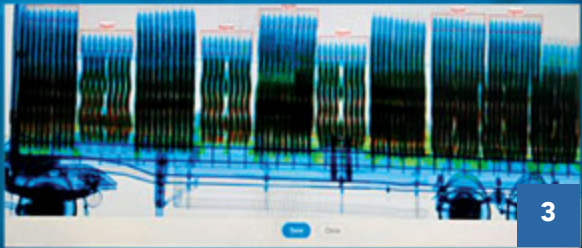
To manage the increasing cargo volume, ICA is transforming the cargo clearance process with the New Clearance Concept for Cargo (NCC Cargo). Through greater use of automation, paperless clearance and artificial intelligence (AI) for risk profiling of cargoes, the cargo clearance and waiting time for drivers is reduced, thus bringing greater efficiency to the trade industry.

NCC Cargo initiatives implemented:

- Ceased to manually endorse Cargo Clearance Permits (CCPs)
- Equipped ICA officers with the Mobile Cargo Screening System (CASS) on tablet to validate CCPs on the spot
- Implemented paperless cargo clearance process for conventional cargo where these details can be automatically retrieved during clearance

Moving forward:

- Implement Automated Cargo Permit Clearance to streamline and automate the process for cargo clearance
- Enable lorry drivers and attendants to self-clear immigration using biometrics



1 Using Mobile CASS on tablet

2 Using the SGAC Cargo module for paperless clearance

3 4 Using AI for X-ray image analysis helps officers to automatically flag out anomalies

4 Barrier lifts once clearance is completed

3 Driver and passengers use the kiosk to submit their biometrics (facial and iris)

Canopy with controlled lightings optimises the environment for the biometric scanners to work effectively

Contactless biometric scanners scan the biometrics (iris and facial) of travellers

2 Driver scans own passport and passports of passengers (if any) at the self-help kiosk

Sensors detect whether the vehicle is a saloon car or SUV and the height of the self-help kiosk will automatically adjust to suit the vehicle's height

How does clearance via APICS work?

1 Driver drives into the clearance zone

Cameras to automate number plate recognition



Exploring Future Capabilities: Automated Passenger In-Car Clearance System

The Automated Passenger In-Car Clearance System (APICS) is a proof-of-concept trial to automate the immigration clearance of travellers in vehicles, using contactless biometrics (i.e. scanning of facial and iris biometrics). APICS was trialled at Old Woodlands Checkpoint from 21 June to 31 October 2022.

Over 400 cars and 700 travellers were cleared via APICS during the trial. Over 94% of these travellers were able to self-clear without officers' assistance. Trial findings were used to fine-tune the system, including incorporating a step-by-step video and audio cues to guide users through the immigration clearance process. The trial proved the viability of secure and reliable automated clearance of travellers in vehicles.



Feedback from trial participants

- "APICS is seamless – quite fast and good for frequent travellers. Very useful."
- "Smooth. I'm happy with the experience."
- "This is definitely better than the current counters"
- "As seamless as the airport's"
- "You (had) better build more!"

Exploring Future Capabilities:

Robotic Escort Security System

MIC AND
CALL BUTTON

PUSH BUTTON AND
ENTRY SLOT FOR
PASSPORT INSERTION

27" PRIMARY SCREEN

SIDE SPEAKERS

CHARGING PLATE



The Robotic Escort Security System (RESS) is a proof-of-concept project to leverage robotics solutions to replace Auxiliary Police Officers (APOs) in routine security tasks, such as escorting travellers from the immigration counters to the duty office for further checks. The RESS is equipped with obstacle-detection sensors for autonomous navigation around the passenger halls and provides audio cues to remind travellers to follow closely.

The RESS was trialled at Tuas Checkpoint from 15 August to 30 November 2022. The early findings from the trial were used to improve the subsequent iterations of the system tests.

Transacting Anytime, Anywhere with MyICA Mobile Application

In April 2022, ICA launched its MyICA mobile application (app) to provide customers with a one-stop digital platform to transact with ICA. The app allows users to access all ICA e-Services, including SG Arrival Card with health declaration functions.

Customers can now easily self-help via this digital channel. They also enjoy fewer visits to the ICA Building and greater accessibility to ICA's services and products anytime, anywhere.

The app will be continuously enhanced to improve users' experience.



Digitalisation of

Birth and Death

Registration

Since 29 May 2022, the birth and death registration processes had been made simpler as part of the Government's ongoing efforts to streamline and digitalise services to serve citizens better.

All parents, regardless of their immigration and marital status, can register their child's birth online via LifeSG. They will receive a digital notification to download their child's digital birth certificate from ICA's e-Service known as the "electronic Retrieval of Certificates and Instant Verification" or eRECEIVE.

The streamlined death registration process does not require the next-of-kin to physically register the death at a registration counter. The death will be automatically registered by ICA once the medical practitioner certifies the death online, and the digital death certificate can be downloaded by the next-of-kin from My Legacy.



Digitising ICA-issued Long-Term Passes



In the past: Long-Term Pass (LTP) holders waiting to collect their physical LTP cards at the Visitor Services Centre, ICA Building

LTP holders were recruited and interviewed to provide feedback on their needs and tested early prototypes of the digital LTP



Officers from GovTech, HTX and ICA collaborated on the development of the digital LTPs



The Long-Term Pass (LTP) issued by ICA – Long-Term Visit Pass, Student's Pass and MSF-granted Dependant's Pass – legitimises a foreigner's long-term stay in Singapore. From 27 February 2023, ICA had ceased the issuance of physical LTP cards. Only digital LTPs will be issued.

With this initiative, LTP holders no longer risk misplacing their LTPs nor have to visit ICA for the collection of the physical card. Government agencies and

private entities can also easily verify the passes online.

ICA is now a step closer to realising ICA's vision for Services Centre Next-Generation, where online transactions and digital documents would be the norm.

The successful implementation of this initiative was made possible with the support of HTX, GovTech and all the ICA stakeholders.

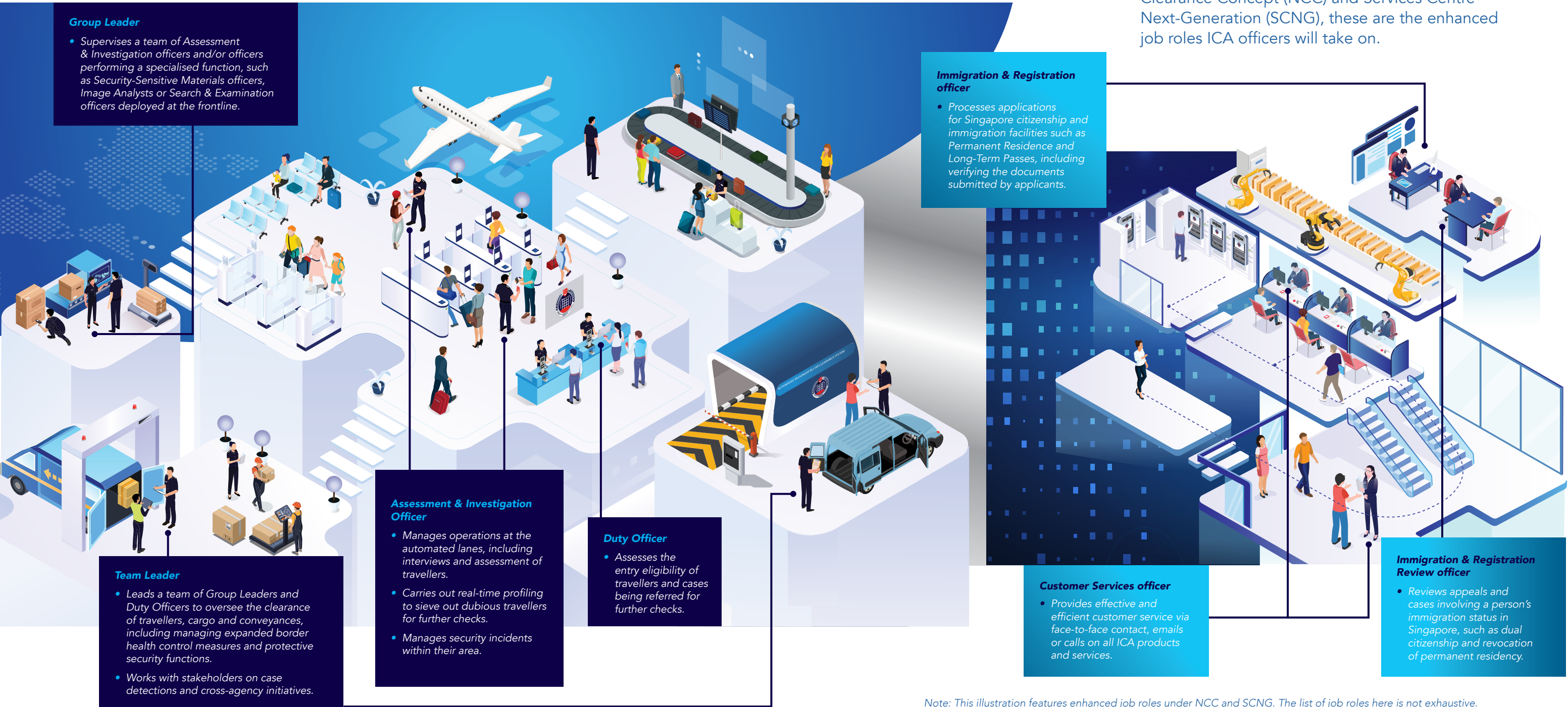
Our People **Guardians of Our Borders**



ICA's Enhanced Job Roles

What We Do as Guardians of Our Borders

As ICA moves towards transforming its checkpoint and services centre operations under the New Clearance Concept (NCC) and Services Centre Next-Generation (SCNG), these are the enhanced job roles ICA officers will take on.



Note: This illustration features enhanced job roles under NCC and SCNG. The list of job roles here is not exhaustive.

Ready for New Clearance Concept:



Investigative Interview Training

To prepare ICA officers to undertake new roles under the New Clearance Concept (NCC), ICA commenced its training on Investigative Interview in January 2022.

The two-day course, developed in conjunction with ICA's Enforcement Division, equips officers with the skillsets to conduct investigations. The training serves to enhance ICA's interview process at the checkpoints and upskill our officers to transit to NCC operations.

To strengthen learning outcomes, officers took part in role-plays and seminar discussions, to apply interviewing techniques on suspicious travellers as well as to share their experience with fellow officers.

As of December 2022, around 1,500 officers had completed the training on Investigative Interview.

Virtual Reality

for Protective Security Training

ICA developed a Virtual Reality (VR) training system to enhance Protective Security training and implemented it in our Basic and Intermediate Protective Security, and First Response Team courses.

Comprising 20 scenarios that aim to train officers in two areas – Incident Response and Security Awareness, the system is easy to operate where officers don the wireless VR headset and use the hand-held controller for navigation. Officers will then be transposed into a 3D virtual environment, emulating the real-world people, cargo, or vehicle clearance zones.

VR simulates high-risk incidents which are too costly to simulate in the real world, and encourages hands-on exploration and learning from mistakes through trial and error.



Caring for Our Officers

ICARE2, whose mandate is to spearhead and implement initiatives to ensure the continued well-being of ICA officers, kicked into high gear with the lifting of COVID-19 safe management measures in early 2022.



Sports and Games



Inter-Domain Competitions: Competitions were held to promote interactions within and among work units.



ICARE2 Run: Officers enjoyed the 3.5km scenic running route from Kallang Riverside Park towards the Singapore Flyer.



Home Team Games 2022: Many officers took part in competitive sports and games. ICA emerged winners in Futsal, Sepak-Takraw (Open) and Xiangqi.

Dragonboat Interest Group Sessions: Several sessions were organised to nurture interest in the sport, with the aim of setting up a competitive ICA dragonboat team in future.



Social and Family



ICA Cohesion Day: Officers enjoyed the day at HomeTeamNS Khatib with their colleagues and family, bonding over activities such as bowling, piloxing and air-soft games.



Annual Community Service Project 2022: As part of corporate social responsibility, ICA adopted Rainbow Centre, Margaret Drive School by conducting fund-raising activities and helping out in Rainbow Centre's initiatives. ICA also received the Charity Gold award in 2022 for outstanding contributions to Community Chest.

Thank you ICA officers for your hard work in 2022!



Services Centre Operations

	2021	2022
Identity Cards issued	67,000	70,000
Singapore passports issued	300,000	1,253,000
Passes and permits (excluding re-entry permits) granted to foreigners	314,000	466,000
Live-births registered	39,000	36,000
Deaths registered	24,000	27,000

Enforcement Operations

	2021	2022
Illegal immigrants arrested	56	57
Overstayers arrested	299	357
Harbourers of immigration offenders arrested	184	166
Employers of immigration offenders arrested	52	60
Persons arrested for marriage-of-convenience- related offences	1	9
Number of contraband cases detected	27,000	35,000

Note: Figures are rounded to the nearest thousand.

Annual Statistics

Checkpoint Operations

	2021	2022
Total travellers cleared	5,923,000	104,880,000
Containers cleared	1,248,000	1,178,000
Consignments cleared	5,103,000	5,163,000
Parcels cleared	4,532,000	3,396,000
Low-value goods cleared	35,113,000	49,775,000
Multiple identity cases detected at checkpoints on arrival	28	441
Forged/tampered travel documents detected on arrival	1	21

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ICA

Securing Our Borders,
Safeguarding Our Home