

SECURING OUR BORDERS SAFE GUARDING OUR HOME

ANNUAL REPORT 2023



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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COMMISSIONER'S FOREWORD

In 2023, we celebrated ICA's 20th anniversary with the theme of "Remembering our Past, Securing our Future". We honoured our heritage, reflected on the journey that has shaped ICA into the organisation it is today and will be in the future. Over the past few years, we have dedicated ourselves to transforming our checkpoint and services centre operations – all with the same dedication as our predecessors – to keep Singapore safe and connected to the world.

"SINGAPORE WILL BE ONE OF THE FIRST COUNTRIES IN THE WORLD TO AUTOMATE ALL PASSENGER ARRIVAL CLEARANCE AT THE AIRPORT FROM MAY 2024"

As we head into 2024, ICA stands at the cusp of a new era with a fundamental change in checkpoint and services centre operations under the New Clearance Concept (NCC) and Services Centre Next-Generation (SCNG).

- Automated immigration clearance is already a norm today at the departure passenger halls of checkpoints while paperless cargo clearance has significantly streamlined processes for lorry drivers. With automation, we aim to provide an even more seamless, efficient and secure clearance for people, goods and vehicles.
- The transition from product-centric to function-centric operations at the upcoming ICA Services Centre (ISC), to be operationalised in 2025, promises to enhance our customers' experience as they go through a single touchpoint for multiple immigration needs.

SIGNIFICANT PROGRESS IN NEW CLEARANCE CONCEPT

In 2023, the number of travellers cleared increased more than 80% from the year before and we expect 2024 numbers to return to or even exceed pre-COVID-19 level. We will continue to innovate and advance our clearance capabilities to enable more travellers to self-clear immigration. For instance, we implemented self-clearance immigration kiosks at Woodlands Train Checkpoint in March 2023 to expedite the clearance process for train travellers.

We recently introduced more Automated Border Control System (ABCS) lanes, phasing out traditional physical immigration counters. Singapore will be one of the first countries in the world to automate all passenger arrival clearance at the airport from May 2024, and by end of March 2026, it will be extended to all checkpoints when 800 ABCS lanes will be operational, signifying a complete transition to automated clearance functions in all our passenger halls. This means residents and departing visitors will experience



"OUR TRANSITION FROM PRODUCT-CENTRIC TO FUNCTION-CENTRIC OPERATIONS FOR THE ISC WILL OPTIMISE OUR PROCESSES TO BETTER ADDRESS DIVERSE CUSTOMER NEEDS"

contactless immigration clearance, while arriving visitors will benefit from the efficiency and convenience of automated clearance.

ICA has also streamlined our cargo clearance processes to facilitate cross-border trade and enhance Singapore's position as the premier global trade hub. 95% of drivers/traders are already submitting cargo permit numbers and vehicle plate numbers online before arrival at the checkpoint, eliminating the need for hardcopy permits and shaving off 30% clearance time per vehicle. We have also piloted remote cargo clearance trials at primary clearance booths to optimise our manpower resources and yielded 70% reduction in clearance time.

In March 2024, we introduced the self-scanning of QR codes in lieu of passports for immigration clearance, starting with car travellers using the land checkpoints. This would potentially reduce waiting times by over 30% if widely adopted by car travellers.

NCC enables us to do more than just automated clearance. We are shifting risk assessment from on-arrival to pre-arrival and have established a new command and control structure for a more mobile and agile incident response capability.

FULFILLING THE VISION OF SERVICES CENTRE NEXT-GENERATION

At the services centre, we are pressing on with our SCNG vision of "No Fuss, No Visit and No Waiting". Our transition from product-centric to function-centric operations for the ISC will streamline our processes, better address diverse customer needs and create the service experience that customers value.

Today, applications for our services are all accessible on the website and via MyICA mobile app, providing members of public the convenience of transacting with ICA anytime, anywhere. We have also refreshed

the MyICA mobile app's interface in 2023, making it more user-friendly for different customer profiles, facilitating self-help and eliminating the need for visits to ICA.

Our effort in enhancing website accessibility was recognised at GovTech's Digital Services Awards 2023, where ICA earned the Best Search Engine Optimisation (SEO) Award and was among the top three for the Most Popular Informational Website. These accolades highlight our commitment to excellence in digital services and user engagement.

In our recent Customer Perception Survey (CPS) conducted at all checkpoints and services centres in October to December 2023, ICA achieved a satisfaction rating of 85% and above, exceeding the national average Customer Satisfaction Index of Singapore (CSISG) 2022 score of 74.6%. This is a validation of our ongoing transformation initiatives to deliver better customer experiences.



"WE COULD MAKE SIGNIFICANT PROGRESS IN THESE TRANSFORMATION PLANS ONLY BECAUSE MY ICA COLLEAGUES BELIEVED IN AND EMBRACED THESE PLANS."

ICA OFFICERS HAVE EMBRACED THE NEW ENHANCED ROLES

We could make significant progress in these transformation plans only because my ICA colleagues believed in and embraced these plans.

More than 4,000 officers have completed NCC-related trainings in 2023. Group Leader trials have also been conducted since July 2023 to familiarise officers with their roles under NCC's Small Team concept, enhancing their mobility and agility in responding to incidents, and offering better career developmental opportunities. To help our officers perform their duties more effectively, a new No. 4 uniform was also launched to all frontline officers last year. The uniform was designed to prioritise comfort to enable our officers to carry more equipment due to their enhanced job role. ICA has also collaborated with Singapore Polytechnic to roll out a border security management curriculum in October 2023, covering topics like border control legislation, under the Diploma in Border and Security

Management programme. This will further support our officers with their academic aspirations.

Under SCNG, more than 450 services centre officers would have completed key SCNG-related training initiatives by mid-2024, equipping them with the knowledge and skillsets to handle a variety of ISC's products and services.

KEEPING SINGAPORE SAFE AND CONNECTED TO THE WORLD

As we progressively realise our transformation plans, translating concepts to operational capabilities, we will have to continue to adjust, adapt and improve on these plans. ICA remains committed to improve on what we have built yesterday.

And we do this because what we do every day at the checkpoints and services centre makes Singapore a safer home and enables us to stay connected to the world.

MARVIN SIM
Commissioner, ICA



LEADERSHIP GROUP

COMMISSIONER & DEPUTY COMMISSIONERS



MARVIN SIM
Commissioner, ICA



HSU SIN YUN
Deputy Commissioner
Operations



CORA CHEN
Deputy Commissioner
Policy & Transformation



ONG CHOON BENG
Deputy Commissioner
Capability & Technology
Development

LEADERSHIP GROUP

OPERATIONS



NAM LIANG CHIA
Director Enforcement



WONG HONG MENG
Director Intelligence



KELLY LIM
Director Operations



JULIA SNG
Domain Commander (Sea)



CHUA SZE HOW
Domain Commander (Land)



COLIN TAN
Domain Commander (Air)

LEADERSHIP GROUP

OPERATIONS



ALAN KOO
Commander Airport



CHIA HOI MUN
Commander Coastal



**MARAN S/O V K
SUBRAHMANIYAN**
Commander Air Cargo



LIAN LEE SIONG
Commander Ports



LEONG MUN CHEONG
Commander Tuas



JACKSON TAN
Commander Woodlands

LEADERSHIP GROUP

POLICY & TRANSFORMATION



CHUA TUAN MENG
Director Planning &
Review



CHUI WAI CHENG
Director Policy &
Development



SIEW CHUI LIN
Director Immigration &
Registration Review



ANGIE WONG
Director Customer
Operations



DOMINIC CHUA
Director Immigration &
Registration

LEADERSHIP GROUP

CAPABILITY & TECHNOLOGY DEVELOPMENT



TAN SOR HOON
Director Technology



YONG KOI HIN
Director Logistics,
Infrastructure & Finance



CHIA HUI KENG
Director Information
Management



THEODORE TAN
Director Ops-Tech



KWANG YEE LING
Director Manpower



SHARON WONG
Director Corporate
Communications & Service



ERNEST SOO
Commander Training

HIGHLIGHTS

Roll-Out of New Clearance Concept
Operations Across Checkpoints



NEW CLEARANCE CONCEPT AUTOMATED CLEARANCE AS THE NORM

The Automated Border Control System (ABCS) had progressively replaced the existing manual counters and automated lanes and all travellers will soon be eligible to self clear through these new automated lanes. Singapore will be one of the first countries in the world to automate all passenger clearance.

All residents and departing travellers will also be able to enjoy contactless ('passport-less') clearance, when travelling through air and sea checkpoints.

Over 600 ABCS gates had been installed in Changi Airport, Marina Bay Cruise Centre and both land checkpoints as of March 2024. By end of March 2026, a total of 800 ABCS lanes will be installed and operationalised to better serve customers.



ABCS gates at Marina Bay Cruise Centre



ABCS gates at Tuas Checkpoint and Changi Airport



QR CODE CLEARANCE FOR CAR TRAVELLERS AT LAND CHECKPOINTS

With increasing traveller volume, ICA constantly explores new way to expedite immigration clearance without compromising security.

The implementation of QR code clearance for car clearance since 19 March 2024 allowed travellers arriving and departing by car via Woodlands and Tuas Checkpoints to be cleared more speedily and conveniently.

The benefits included time savings of around 20 seconds for a car of four travellers and around one minute for a car of 10 travellers. If most car travellers used the QR code for immigration clearance, the overall waiting time would be reduced by more than 30%.



Happy car travellers who used the QR code for immigration clearance

QR CODE CLEARANCE FOR CAR TRAVELLERS
at Land Checkpoints from 19 March 2024

THIS IS HOW IT WORKS:

- 1 DOWNLOAD**
Download MyICA mobile app for free from App Store (iOS) or Google Play (Android)
- 2 READY**
Create your unique individual or group QR code using MyICA mobile app
- 3 SCAN**
Scan QR code during immigration clearance
- 4 GO**
Wait for verification and you are ready to embark on your journey!

FAMILY TRIP
QR Code Valid Until 31 January 2025

- SWEETH TAN (Passport #2024 28 July 2024)
- JULY ZHANG (Passport #2024 28 July 2024)
- JANEL TAN (Passport #2024 28 July 2024)
- EARLY TAN (Passport #2024 28 July 2024)

ICA
Immigration & Checkpoints Authority

We filled in our details in the app two minutes before reaching the immigration counter to generate a group QR code. All we had to do was scan the code and show our faces for verification. We hope the Malaysian side can also implement such a system so we can go on such trips passport-free.

Today was shorter because you just need to scan the QR code. It was a breeze. It was a significantly different experience because you don't see this often abroad.. Once people know how to use the system, the travelling time between two cities will be much more smooth.

I recommend using it, especially if you are travelling in a group because it really speeds up the process. The passport method takes more time as the immigration officer needs to go through our particulars one by one, whereas the QR code shows everything at one go.

Interviews with travellers on the QR code initiative, as reported in The Straits Times and CNA on 20 March 2024

HIGHLIGHTS

Progress Towards
Services Centre Next-Generation



LOOKING AHEAD THE ENVISAGED NEW ICA SERVICES CENTRE

Since April 2023, the Services Centres had been actively reorganising their operations to transition from the current product-centric model to the envisaged function-centric model. This was to provide one common frontline for our customers regardless of the types or number of immigration services required.

Currently, the public is required to visit various ICA units for immigration services in ICA building. Come 2025, the new ICA Services Centre would be a one-stop facility for members of public who are unable to transact digitally with ICA, to access diverse immigration services seamlessly and conveniently.



Transitioning from product-centric model to function-centric model with the new ICA Services Centre



ISC officers serving customers at the current ICA Building

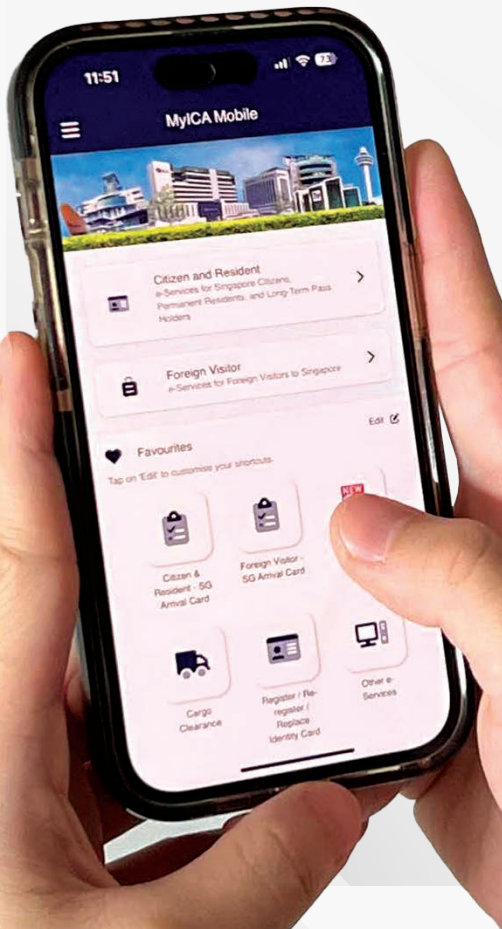


The facade of the current ICA Building and the new ICA Services Centre Building

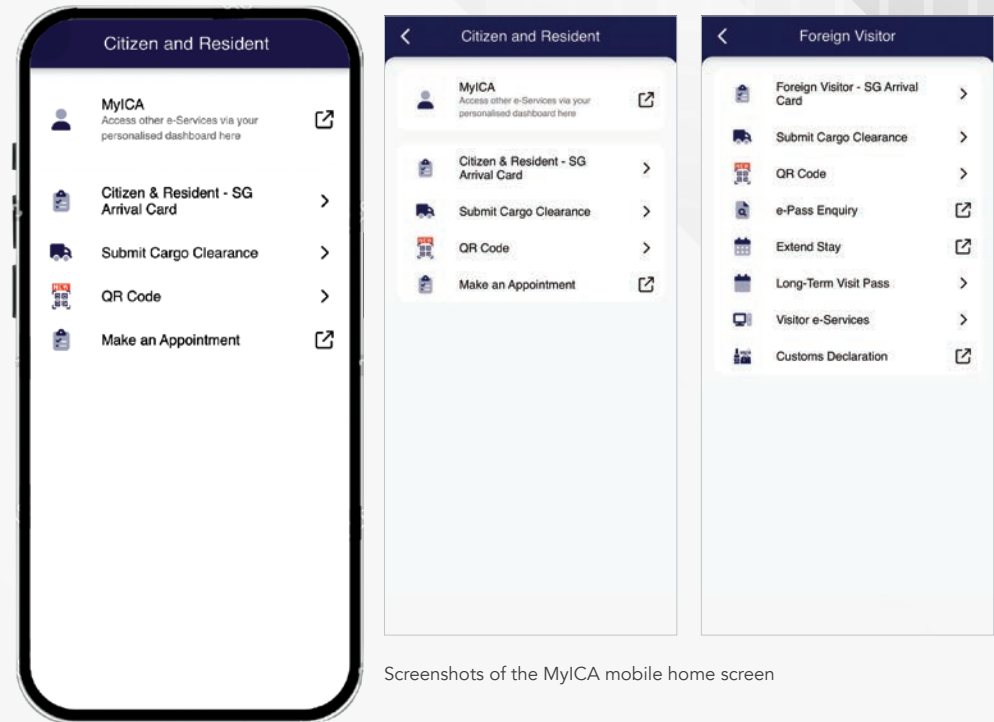


REFRESH OF MYICA MOBILE APPLICATION

In 2023, ICA refreshed its MyICA Mobile Application to enhance user experience while addressing diverse customer needs.



Today, customers can self-help digitally, enjoy fewer visits to ICA Building and have greater accessibility to ICA's services and products anytime, anywhere. Additionally, they can access all ICA's e-Services, including the Singapore Arrival Card (SGAC) e-Service and Cargo Clearance submissions, directly through the app.



Screenshots of the MyICA mobile home screen

FEEDBACK FROM MEMBERS OF THE PUBLIC:



"The application is easy to use, and you can choose Chinese as the language to use. I did not face any difficulty when using it. The clearance time has also improved by at least 10 minutes." – Mr Saw Seng Chye, a lorry driver who was featured in a Lianhe Zaobao news report on 16 February 2024



"I would like to applaud ICA for developing such an app. I work in logistics and several of my trucks go in and out of Singapore from Johor Bahru every day. The shorter clearance time is very beneficial for my drivers and my business. Bravo ICA!" – Mr Victor Pillai Kulandasamy, member of the public who sent his feedback to ICA

HIGHLIGHTS

Enabling Our People



RE-STRUCTURING OF ICA TRAINING COMMAND FOR BETTER TRAINING & LEARNING OUTCOMES

In June 2023, ICA Training Command underwent restructuring to strengthen the organisation's Training & Learning (T&L) ecosystem for long-term organisational capability development and capacity building. Key focus areas included deepening leadership and skills development, expanding the adoption of technology and analytics, and building strategic partnerships.



The restructured Training Command aims to improve T&L outcomes through:

- Development of frameworks, policies/plans and standards.
- Creation, curation, delivery, and implementation of tradecraft, leadership and tactical training programmes.
- Conceptualisation and implementation of technology and analytics for solutioning (including delivery platforms).
- Establishment of strategic partnerships and benchmarking capabilities.



ADAPTING FOR TOMORROW OFFICERS GEARING UP FOR TRANSFORMED CHECKPOINT OPERATIONS

Since October 2020, ICA had started upskilling officers to better prepare them for the New Clearance Concept (NCC). It included profiling, investigative interviews and NCC system operations, using different learning methodologies like role-play, gamification and seminar-style discussions.

ICA also adopted modular training with succinct and Just-In-Time content, to enhance engagement and prepare officers for a smooth transition to NCC.



"NCC training and hands-on practice helped me understand the new system's appearance, operation, and what would be expected from me. It was a valuable first-hand glimpse into the future."

CI (1) Beulah Jennifer D/O Silvarajoo,
Airport Command

"NCC training improved my profiling skills and enabled me to make effective decisions through data analysis."

SGT 2 Lin Junhong,
Integrated Checkpoints Command (Land)



"NCC Investigative Training module fostered discussions on topics like identifying powers for investigation and offences under the Immigration Act and Passports Act. As a Team Leader, I will use similar methods to engage officers, encourage participation, and assess their understanding of the topics."

ASP Muhammad Mustafa Bin Khirudeen,
Coastal Command



UPSKILLING OFFICERS IN SERVICE DELIVERY

Under the New Clearance Concept (NCC), ICA officers will take on broader responsibilities such as Assessment & Investigation (A&I) officers at checkpoints. This includes conducting interviews and checks on travellers, and real-time ground observations, emphasising the importance of interpersonal skills.

In July and August 2023, ICA collaborated with an external service consultant to enhance service competencies through scenario-based role-play for adjunct ICA trainers. These trainers had begun training frontline officers since October 2023. As a result, frontline officers are now more confident in engaging travellers professionally.



Adjunct trainers doing role-play and being assessed by external service consultant



External service consultant giving feedback on adjunct trainers' performance during debrief



"As ICA officers, we take pride in representing Singapore as the first and last contact for travellers. The training empowered us to deliver exceptional service, leaving a positive and lasting impression on them and elevating ICA as a first-class border security agency. This "heartware", which is a cornerstone of the NCC, complements the world-class infrastructure that ICA offers."

INSP Abdul Halim Bin Abdul Hamid,
Airport Command



"Being at the frontline, we engage with various travellers daily. The training taught me the importance of staying composed and calm during interactions with travellers. I also learnt that we could strike a balance between border security and providing excellent service to each traveller."

CI (2) De Costa Karen,
Coastal Command

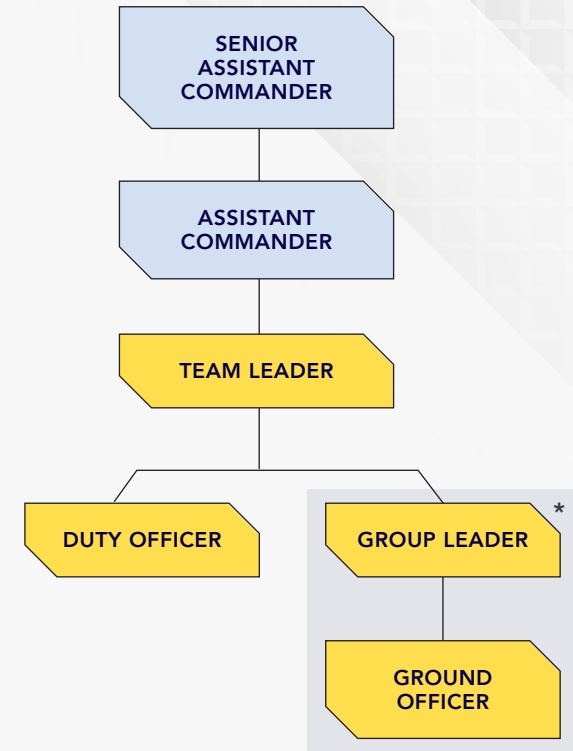
GROUP LEADER TRIALS: ENABLING STRONGER TEAMS FOR CHECKPOINT OPERATIONS

As part of the New Clearance Concept (NCC), ICA implemented the Small Team approach to better manage and support ground operations. Group Leaders (GL) had been appointed and tasked to supervise a small team of officers in performing frontline operations at the checkpoints. A trial with GLs was conducted across all checkpoints progressively from July 2023 to assess the efficacy of this approach.

"As a GL, it is important to engage, guide and empower fellow officers while also providing valuable assistance to them. In order to excel as a GL, fostering collaboration and embracing a relationship-focused approach is essential, along with the ability to connect effectively."

CI (1) Iswandy Bin Othman,
Woodlands Command

Officers responded positively to the trials as they appreciated the importance of the GL role. Notably, GLs were able to gain deeper insights into their team members, discerning their strengths and weaknesses, thereby cultivating stronger team bonds. The GL trial showed a promising step towards optimising operational efficiency as well as building stronger command and control within teams to support NCC operations.



*The NCC Job Roles include the following:

- Assessment & Investigation Officer
- Search & Examination Officer
- First Response Team Officer
- Security-Sensitive Material Officer
- Image Analyst

GEARING UP: READY OFFICERS FOR NEW SERVICES CENTRE OPERATIONS

In preparation for their new roles at the new ICA Services Centres (ISC), officers were exposed to various training approaches throughout 2023 to ensure effective training outcomes and operational continuity.



Virtual training on ICA products and services, accessible via intranet



Classroom training ensured a deeper understanding of complex topics

Virtual Training

Basic training on all ICA products and services was accessible on the intranet, enabling officers to complete online modules at their convenience.

Classroom Training

Small-group sessions were conducted to cover more complex topics to ensure understanding and provide opportunities for clarification.

Hands-on Training

Officers received primarily on-the-job training to equip them with valuable insight and experience to perform their future roles more confidently.

ICA remains committed to completing key training initiatives for 500 officers by mid-2024, to expand the skillsets of our officers to better serve ISC's customers.



Hands-on training provided officers with practical experience

BUILDING OUR CAPABILITIES IN SERVICE DELIVERY

ICA developed a structured Service Delivery Training Plan to better equip officers with service knowledge and skillsets to improve customer experience. Under ICA's New Clearance Concept and the upcoming ICA Services Centre setups, these service skillsets remain relevant and important.

To enhance the capabilities of our frontline officers at various service touchpoints, ICA studied customers' feedback and use cases to curate our training materials.

Additionally, ICA launched a handbook to guide officers on managing difficult customers and service recovery.

ICA also introduced a service mascot, TICA, to instil the importance of delivering the service experience that our customers value through ICA's Brand of Service 'Think Security, Care for Customers, Act Professional'.



- TICA made a debut appearance at the Service Achievement Awards Ceremony and celebrated the success of service award winners in April 2023



ICA'S 20TH ANNIVERSARY CELEBRATIONS: REMEMBERING OUR PAST, SECURING OUR FUTURE

In 2023, ICA celebrated our 20th anniversary with a suite of activities and a specially curated gift set for our officers! It was indeed a memorable year for all of us.

On 1 April 2023, the celebrations kicked off with a series of social media videos starring our officers and online personalities wishing ICA a 'Happy Birthday'.

On 5 May, the Minister for Home Affairs and Minister for Law, Mr K Shanmugam unveiled our 20th anniversary logo at ICA's Workplan Seminar.



20th anniversary gift set for all ICA officers



Workplan Seminar 2023





Together with the Workplan Seminar, the digital ICA Heritage Gallery and ICA Annual 2022 cum 20th Anniversary Commemorative Book were launched as well.

Launch of refreshed digital ICA Heritage Gallery



ICA Annual 2022 cum 20th Anniversary Commemorative Book gifted to all ICA officers

Besides honouring our heritage, there were lots of fun and bonding! ICARE2 organised an Appreciation Dinner in July with our leaders opening the event with a dance.



ICA Appreciation Dinner on 22 July 2023

In October, there was ICA Cohesion Day, comprising a 3km Walk-A-Jog and interactive game booths for our officers and their families.



Officers enjoying the ICA Cohesion Day with their families on 14 October 2023

CREATING MEMORIES WITH ICARE2'S FUN-FILLED ACTIVITIES



It had been an exciting and eventful 2023 for ICA officers and ICARE2! Throughout the year, ICARE2 meticulously curated corporate pass memberships as well as organised various activities and events tailored to the preferences of ICA officers, after conducting a survey with them. From thrilling sports activities to meaningful community service initiatives, ICARE2 aims to foster stronger bonds among officers and ensure their well-being. Find out how our officers had been involved in some of the activities.



ICA volunteers at the festive celebrations at Rainbow Centre

COMMUNITY SERVICES

ICA participated in Read for Books 2023 and gathered 2,438 submissions! This translated to 243 books provided for the less privileged.

ICA officers also volunteered at the Rainbow Centre to assist with Children's Day and Deepavali celebrations.

Both events formed part of ICA's efforts to give back to the community.

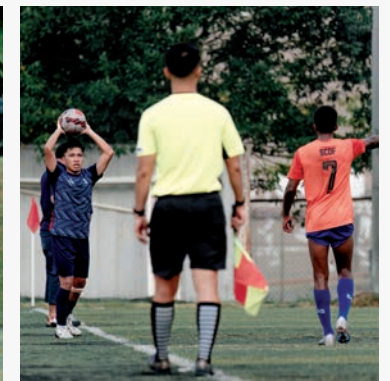
SPORTS

Over 2023, ICA officers achieved prominent success in several sports activities. ICA's Dragon Boat team clinched Gold in the Inter-Home Team Department Dragon Boat Championships while the ICA Football Team was the champion of the Singapore Government Services Football League.

These achievements are testament to the sports talents within ICA.



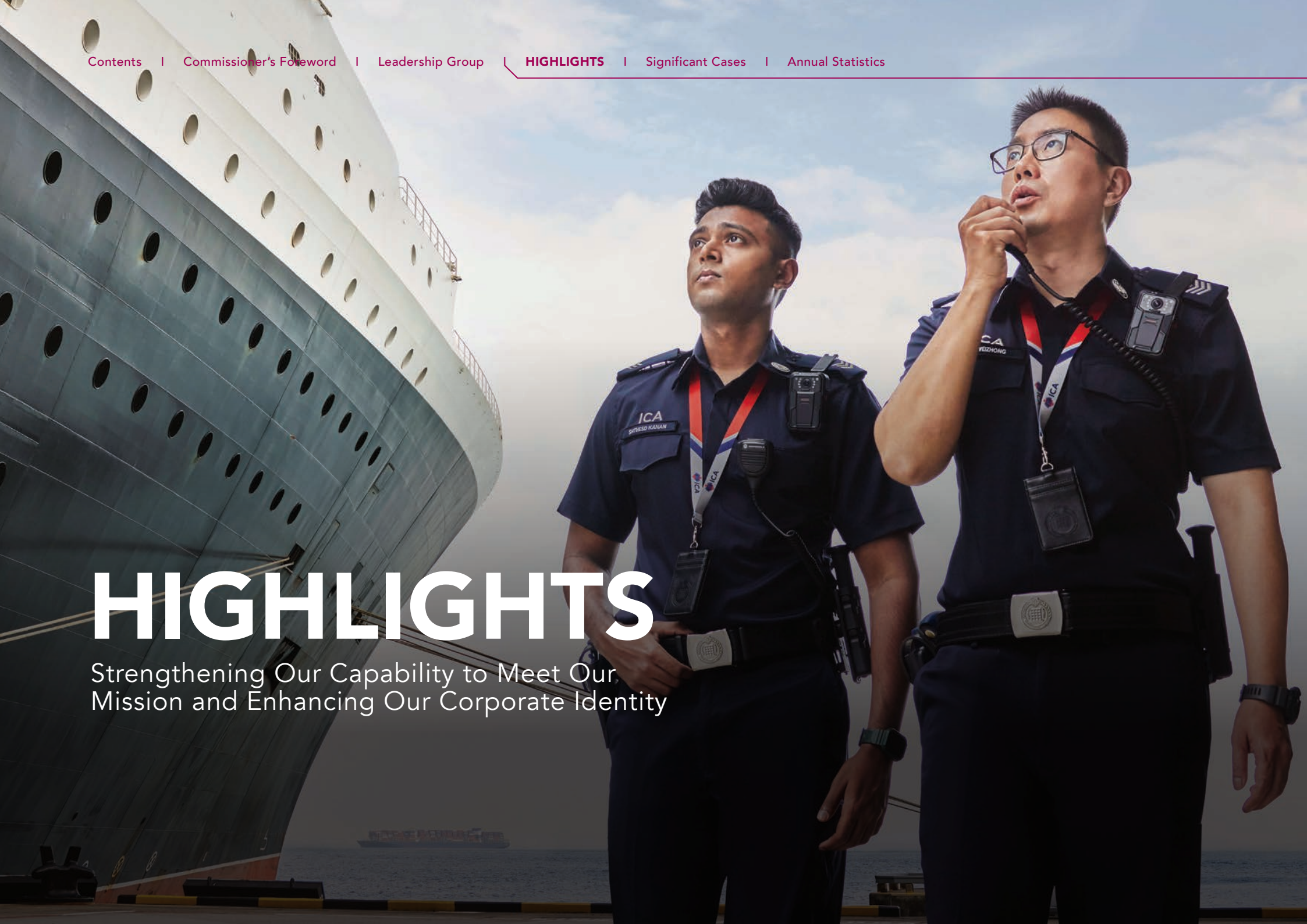
ICA Dragon Boat team at the Inter-Home Team Department Dragon Boat Championships



ICA Football team as Champions of the Singapore Government Services Football League

HIGHLIGHTS

Strengthening Our Capability to Meet Our Mission and Enhancing Our Corporate Identity



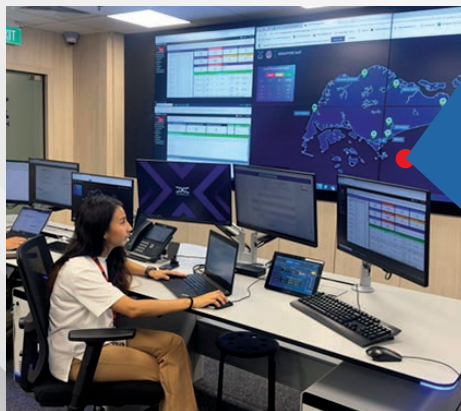
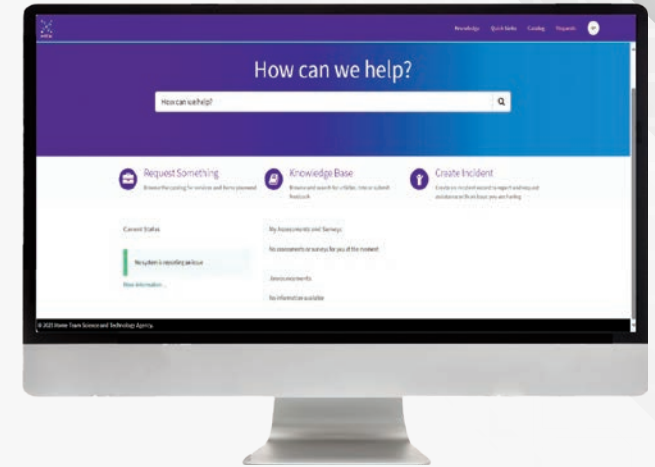
ENSURING THE HEALTH OF ICA'S ICT SYSTEMS SET-UP OF TECH SUSTAINMENT CENTRE

The Tech Sustainment Centre (TSC) was commissioned on 14 June 2023 to centrally manage key ICA Information & Communication Technology (ICT) systems.

Housed at Woodlands Checkpoint and manned round-the-clock by an appointed operator, the TSC had been equipped with a Service Portal and Smart Operations map, streamlining the reporting and resolution processes while enabling real-time monitoring and management of the systems' health.

This setup significantly enhanced officers' visibility and control over the issues. Plans are underway to further enhance the TSC's capabilities and in time, relocate it to ICA Building.

**TSC
SERVICE
PORTAL
MAIN
PAGE**



Operators manning the TSC room at Woodlands Checkpoint



Smart Operations Map



SELF-CLEARANCE IMMIGRATION KIOSKS AT WOODLANDS TRAIN CHECKPOINT

Ten bi-directional self-clearance immigration kiosks were operationalised at the Woodlands Train Checkpoint (WTCP) in March 2023 to provide travellers with faster clearance experience.

With the ten kiosks and three existing automated lanes at WTCP, ICA is now able to clear up to 320 passengers within 15 minutes. As such, ICA can redeploy officers from WTCP to other operational zones with heavier traffic demands.



New Immigration Kiosks at Woodlands Train Checkpoint

Eligible travellers can now perform immigration self-clearance faster using these kiosks.

1 full train load of arriving and departing passengers

New Immigration Kiosks

Now

- Each self-clearance takes abt 24s as compared to 45s at the manual counters
- Faster and smoother clearance experience for travellers

Abt. 30mins

Manual Clearance

Then

Abt. 45mins

ICA
Securing Our Borders, Safeguarding Our Home

OUTSOURCING OF ICA CALL CENTRE TO BETTER MANAGE CALLS DEMAND

The in-house ICA Call Centre was outsourced to ServiceSG Contact Centre on 1 June 2023. This initiative led to a more efficient call answering rate, resulting in higher customer satisfaction.

The benefits were:

✓ Higher call answering rate:

With the vendor being able to better adjust their manpower resources and system capacity more quickly to deal with surges and dips in calls demand, the public would be able to get through the line and speak to the call agents.

✓ Higher-value work:

ICA officers who previously managed the ICA hotline had been redeployed to focus on higher-value work at the ICA Services Centre.



Outsourced call agents attending the on-the-job training at ICA Building alongside ICA officers



Outsourced call agents attended training conducted by ICA

Outsourced call agents answering calls independently at the outsourced Call Centre

ENHANCING THE ICA BRAND: WHY BORDER

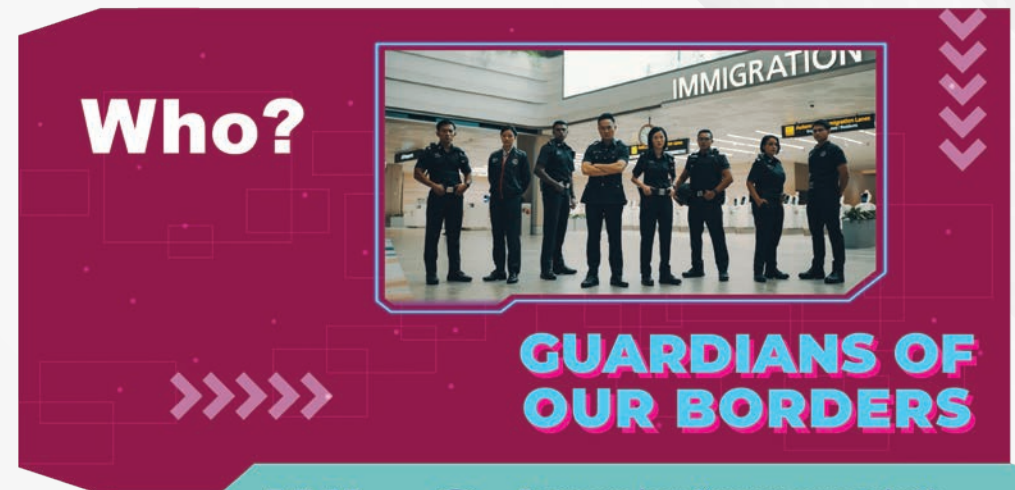


Many travellers clearing immigration at the checkpoints would have thought about or asked the above questions. Friends and family of ICA officers might also not understand why they joined ICA. The questions delved into the essence of what it means to be an ICA officer and underscored the purpose of ICA's existence.

ICA embarked on a brand and recruitment campaign "Why Border" that featured officers attempting to answer these questions through posters and video features at public transport nodes and ICA's social media.



Through this campaign, we want to strengthen public trust in ICA by highlighting who we are, why we do what we do, and how we do it with the distinctive qualities that ICA officers need to possess to safeguard our borders effectively and efficiently.

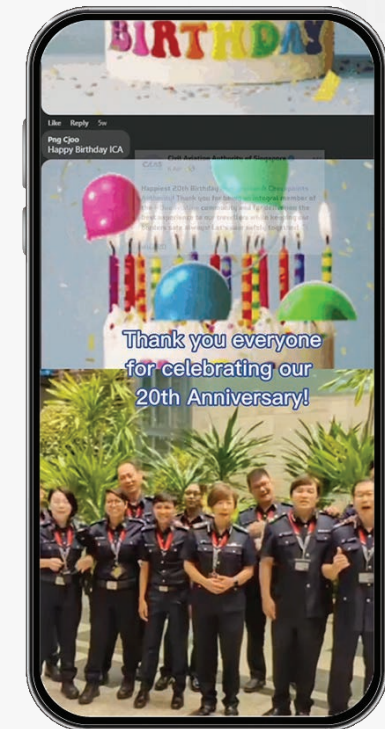
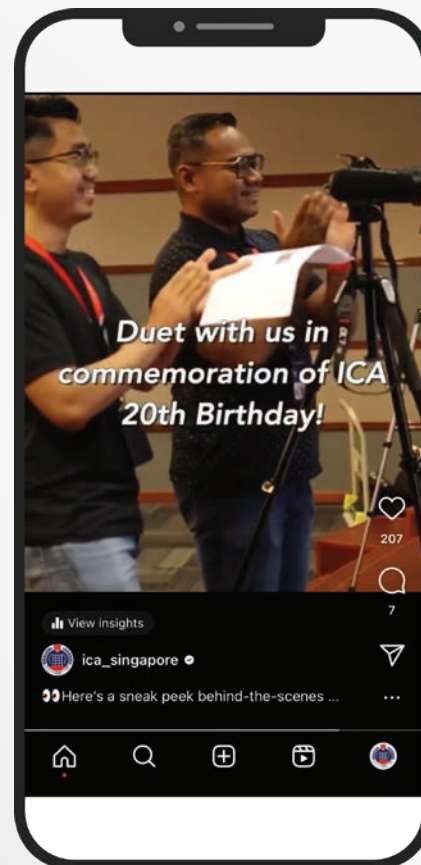


Keep your eyes peeled for more features in the coming year!

ENHANCING THE ICA BRAND: MICRO WINS, MACRO IMPACT

To commemorate ICA's 20th Anniversary, ICA launched the "Happy Birthday, ICA" campaign to promulgate celebratory messages and showcase ICA's role in connecting Singapore to the world by facilitating trade and safe travels.

The campaign showcased four in-house videos published on ICA social media platforms – TikTok, Instagram and Facebook. Renowned influencers Taufik Batisah and Annette Lee were engaged to duet the launch video featuring ICA officers singing in six different languages.

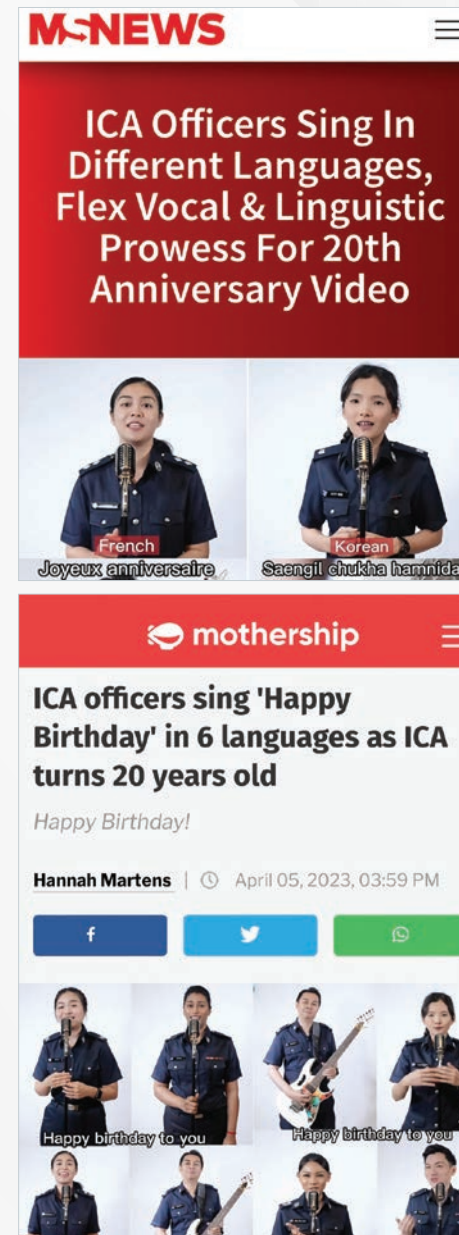


In-house produced social media posts

With a total view time of 122,600 hours on Facebook and 22 hours on TikTok, the video correspondingly garnered the attention of local content publishers including Mothership and MustShare News and local radio channel, Mediacorp 987.

In addition to ICA's owned media, ICA 20th Anniversary publicity was also amplified through Out-of-Home (OOH) display at Lavender MRT station platform screen doors. The OOH display captured eyeballs and impressions of ICA's role and drove traffic to the refreshed digital ICA Heritage Gallery on the website.

Given the extensive reach, ICA won the Bronze Award for Viral Marketing at the Marketing Excellence Awards Singapore 2023.



"Happy Birthday, ICA" campaign featured by local publishers



Bronze Award for Viral Marketing – Marketing Excellence Awards Singapore 2023

WARM TIES: ICA LIAISON NITE AND 5TH ICA-AUSTRALIAN BORDER FORCE BILATERAL MEETING

10 MARCH 2023

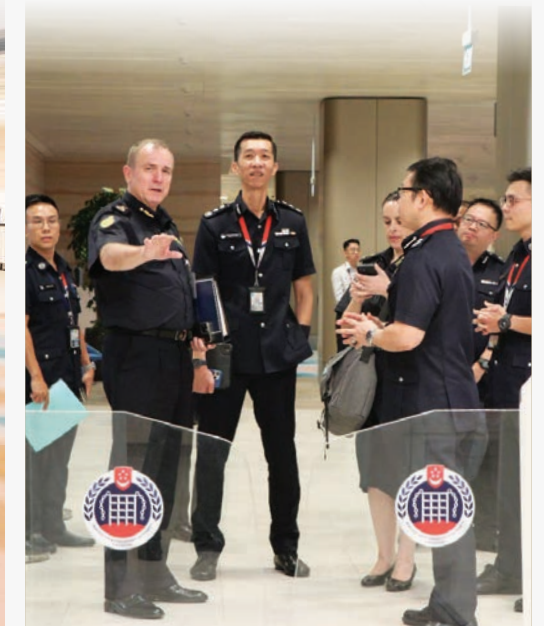
The ICA Liaison Nite 2023 was held at the HomeTeamNS Bedok Clubhouse to thank our strategic partners from local agencies and foreign embassies for the good collaboration during COVID-19.



15 MAY 2023

ICA hosted the Australian Border Force (ABF) Commissioner, Michael Outram, at Changi Airport Terminal 2 during the 5th ICA-ABF Bilateral Meeting in Singapore.

The delegation was briefed on ICA's progressive transformation of checkpoint operations - New Clearance Concept for passengers, conveyances, and cargo. Other highlights included the sharing on ICA's Integrated Targeting Centre, training collaborations and Changi Airport Terminal 5 expansion plans.





SIGNIFICANT CASES

ICA'S SIGNIFICANT CASES

CASE 1

Ports Command, ICC (Sea)

 3 and 17 January 2023

 Pasir Panjang Scanning Station

WHAT HAPPENED

- On 3 and 17 January, two containers were targeted for scanning at Pasir Panjang Scanning Station.
- ICA officers detected anomalies in the scanned images of the consignment and scheduled the containers for supervised unstuffing.
- During the course of checks, a total of approximately 36,000 units of illegal sexual enhancement medicines were found.
- The case was referred to the Health Sciences Authority (HSA) for investigations.

OFFENCE

Importation of health/ medicinal products without a valid importer's licence


OUTCOME

The items were seized by HSA and disposed of



CASE 2

Enforcement Division

 Between 12 and 31 January 2023

 Various locations in Singapore



OFFENCE

Possession of a forged Singapore Identity Card (IC) and abetment of two Indonesians to be in possession of forged ICs

WHAT HAPPENED

- In January 2023, SPF officers arrested two Indonesians for possession of forged ICs and referred them to ICA for investigations.
- Further investigations revealed that a Singaporean man had provided them with the forged ICs after they paid him a fee for a job offer.
- The Singaporean was subsequently arrested by ICA officers at his place of residence where another forged IC was also found.

OUTCOME


The Singaporean man was sentenced to five months' imprisonment

The two Indonesians were each sentenced to two months' imprisonment

ICA'S SIGNIFICANT CASES

CASE 3

Tuas Command, ICC (Land)

 14 March 2023

 Tuas Checkpoint, Arrival Cargo Zone



WHAT HAPPENED

- Acting on information received, ICA officers detected cartons of e-vaporiser products and chewing tobacco concealed among a consignment of assorted commercial kitchen appliances.
- A total of 13,399 pieces of e-vaporisers and 22,500 sachets of chewing tobacco were retrieved.
- Two Malaysian men were handed over to HSA for investigations.

OFFENCE

Attempted smuggling of assorted e-cigarette vaporisers and sachets of chewing tobacco

OUTCOME

Pending prosecution

CASE 4

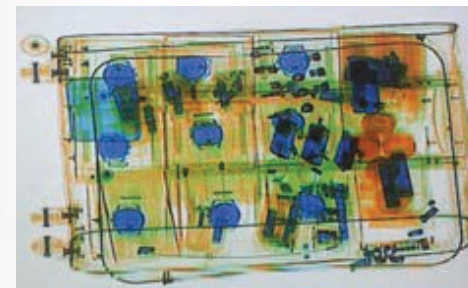
Coastal Command, ICC (Sea)

 17 March 2023

 Singapore Cruise Centre

WHAT HAPPENED

- An Australian man was referred for enhanced checks when ICA officers noticed from the X-ray images of his luggage a large quantity of items suspected to be cigarettes and e-vaporisers.
- During checks, ICA officers uncovered 110 packets of duty-unpaid cigarettes and 190 e-vaporiser products that the traveller attempted to bring into Singapore.
- The case was subsequently handed over to HSA.



OFFENCE

Attempted smuggling of duty-unpaid cigarettes and e-vaporiser products

OUTCOME

The Australian was issued a composition fine of S\$2,500 by Singapore Customs and the cigarettes were disposed of

Investigations by HSA on the possession of e-vaporisers are ongoing



ICA'S SIGNIFICANT CASES

CASE 5

Airport Command, ICC (Air)

 28 March 2023

 Changi Airport Terminal 3 Arrival Hall

WHAT HAPPENED

- A Sudanese man, suspected of using a stolen/lost foreign passport to enter Singapore, was referred to the Duty Office for further checks.
- ICA officers examined the passport closely and established that the stolen/lost foreign passport had a counterfeit biodata page.

OFFENCE

Possession of a foreign passport with a counterfeit biodata page


OUTCOME

The Sudanese man was refused entry into Singapore



CASE 6

Enforcement Division

 Case concluded on 26 April 2023

 Singapore



WHAT HAPPENED

- An Indian national and the Singaporean arranger were acquainted in 2016.
- A Singaporean arranged a sham marriage for his niece and one Indian national in 2016, for a fee of \$25,000 so that the Indian national could extend his stay in Singapore.
- The Indian national and the Singaporean woman had knowingly entered into a marriage of convenience, in order to obtain immigration facilities.

OFFENCE

Arranging and entering into a marriage of convenience

OUTCOME

The Singaporean woman was sentenced to seven months' imprisonment

The Indian national and Singaporean man were each sentenced to six months' imprisonment

ICA'S SIGNIFICANT CASES

CASE 7

Intelligence Division and Woodlands Command

 May to August 2023

 Woodlands Checkpoint

WHAT HAPPENED

- Through data analysis and investigation, ICA officers discovered a sophisticated network that primarily dealt with the smuggling of live animals from Malaysia.
- From May to August 2023, ICA officers at Woodlands Checkpoint also apprehended eight Malaysian men linked to the smuggling network. The officers found a total of 35 puppies, 9 kittens, 217 cartons and 100 packets of duty-unpaid cigarettes hidden in modified vehicle compartments.

OFFENCE

Smuggling of animals and duty-unpaid cigarettes concealed in vehicle compartments


OUTCOME

Eight Malaysian men, who were arrested at the checkpoint, were sentenced to imprisonment for various offences, ranging from three months to 40 weeks (around nine months)



CASE 8

Airport Command, ICC (Air)

 25 May 2023

 Changi Airport Terminal 4, Arrival North Red/Green Channel

WHAT HAPPENED

- ICA officers directed a Thai man and his accompanying traveller for enhanced checks. Both said they had nothing to declare when asked initially.
- During x-ray checks and a search on their luggage, the Thai man was in possession of undeclared currencies worth S\$205,826.00.
- The man claimed ownership of the undeclared currencies and that the monies were meant for horse betting in Singapore.
- His passport and the undeclared currencies were seized by the CAD for further investigations under Section 60 (1) Confiscation of Corrupt Proceeds (CDSA 1992).

OFFENCE

Undeclared currencies exceeding S\$20,000

OUTCOME


The Thai man was convicted and fined \$2,500




ICA'S SIGNIFICANT CASES

CASE 9

Woodlands Command, ICC (Land)

 28 June 2023

 Woodlands Checkpoint, Arrival Car Zone

WHAT HAPPENED

- On 28 June 2023, ICA profiled and directed a Malaysia-registered car for further checks.
- A 40-year-old male traveller was found to possess 10 batons, two stun devices, 10 e-vaporisers, five packets of contraband cigarettes and three boxes of sexual enhancement pills.
- Another 31-year-old female passenger was also arrested for consorting with persons carrying offensive weapons in public places.
- Both persons were arrested for possession of multiple weapons, controlled items and other contrabands.
- The case was referred to the Singapore Police Force (SPF).



OFFENCE

Importation of arms without licence and carrying of offensive weapons in public places


OUTCOME

Court proceedings are ongoing



CASE 10

Intelligence Division

 17 July 2023

 Joo Chiat

WHAT HAPPENED

- During an inland enforcement operation, ICA officers intercepted an immigration offender who tried to escape and threw two plastic bags over the fence of an adjacent building.
- A total of about 553g of methamphetamine was uncovered from the plastic bags.
- The subject and exhibits were handed over to Central Narcotics Bureau (CNB).

OFFENCE

Possession of drugs by an immigration offender

OUTCOME


Investigations by CNB are ongoing




ICA'S SIGNIFICANT CASES

CASE 11

Tuas Command, ICC (Land)

 20 July 2023

 Tuas Checkpoint, Arrival Car Zone

WHAT HAPPENED

- ICA officers profiled a Singapore-registered car for checks.
- A total of 15 puppies were detected in the modified spare tyre compartment.
- Investigations by NParks revealed that the Singaporean driver had previously been arrested for a similar offence in February 2023 for the illegal importation of puppies and cat from Malaysia into Singapore via Tuas Checkpoint, and had reoffended while out on bail.
- Six animals subsequently died.

OFFENCE

Attempted smuggling of puppies concealed in a car spare tyre compartment


OUTCOME

The Singaporean man was sentenced to 59 weeks' imprisonment



CASE 12

Air Cargo Command, ICC (Air)

 29 July 2023

 Parcel Post Section



WHAT HAPPENED

- ICA officers detected anomalies in scanned images of a postal article declared as miniature toys.
- The package was physically examined and found to contain two pieces of replica guns and 13 pieces of dummy rounds.
- The exhibits were seized and handed over to SPF for investigations.

OFFENCE

Importation of replica guns and dummy rounds

OUTCOME

A 26-year-old man was issued with a warning

ICA'S SIGNIFICANT CASES

CASE 13

Air Cargo Command, ICC (Air)

 3 August 2023  Changi Airfreight Centre

WHAT HAPPENED

- ICA officers detected anomalies in scanned images of a postal article declared as "pet food – desert gecko feed".
- The package was physically examined and found to contain one live leopard gecko.
- The exhibits were seized and handed over to NParks



OFFENCE



Importation of one live leopard gecko

OUTCOME

NParks had taken enforcement action against the offender

CASE 14

Woodlands Command, ICC (Land)

 5 August 2023  Woodlands Checkpoint, Arrival Car Zone

WHAT HAPPENED

- A Malaysia-registered car arriving at Woodlands Checkpoint was directed for checks.
- ICA officers detected a haversack in the car boot with a bundle suspected to contain controlled drugs.
- CNB officers were immediately alerted of the detection. They uncovered a total of 10 individual bundles of heroin weighing a total of more than 4.7kg from the haversack, with an estimated value of more than \$331,400, sufficient to feed about 2,240 abusers for a week.
- A Malaysian man who was travelling in the car was subsequently arrested for suspected drug offences.

OFFENCE

Importation of more than 4.7kg of heroin through Woodlands Checkpoint

OUTCOME


Investigations by CNB are ongoing




ICA'S SIGNIFICANT CASES

CASE 15

Ports Command, ICC (Sea)

 11 August 2023

 Tuas Port, Scanning Station



OFFENCE

Importation of replica guns and its accessories without valid approval

OUTCOME

Investigations by SPF are ongoing

WHAT HAPPENED

- A 40-foot container was referred for scanning at Tuas Port.
- ICA officers detected anomalies in the scanned images of the consignment declared as consolidated cargo.
- A total of two sets of replica guns and its accessories were found within the consignment during supervised unstuffing.
- The items were seized by SPF for further investigations.

CASE 16

Woodlands Command, ICC (Land)

 6 and 7 September 2023

 Woodlands Checkpoint, Arrival Cargo Zone

WHAT HAPPENED

- On 6 and 7 September 2023, Singapore Food Agency (SFA) and ICA conducted a joint operation at Woodlands Checkpoint.
- ICA officers stopped two vegetable delivery vehicles and referred them to SFA for checks.
- More than 1.6 tonnes of undeclared and under-declared produce, including kailan, spring onion and pandan leaves, were found.
- All illegally imported vegetables were seized.

OFFENCE

Illegal importation of vegetables

OUTCOME

Investigations by SFA are ongoing



ICA'S SIGNIFICANT CASES

CASE 17

Enforcement Division

 Case concluded on 11 September 2023  Singapore

WHAT HAPPENED

- A Malaysian woman entered Singapore in October 2020 and overstayed on her Visit Pass.
- The Singaporean man had employed and provided accommodation to her until her arrest in December 2021.
- The man lied to ICA officers that he had not contacted her for a few months when he had in fact been in contact with her till the day of her arrest.
- The man had also deleted her local contact as well as call logs and phone messages with her to obstruct ICA officers from locating her.



OFFENCE

Employment and harbouring of an overstayer, and obstruction of ICA officers in the execution of their duties



OUTCOME

The Singaporean man was sentenced to nine months and two weeks' imprisonment and a fine of \$8,000

The Malaysian was fined \$5,000

CASE 18

Intelligence Division

 17 September 2023  Harbourfront Centre

WHAT HAPPENED

- Through backend checks, ICA officers identified an Indonesian man suspected to be an illegal immigrant and established that his wife had entered Singapore regularly via Singapore Cruise Centre (SCC).
- A joint operation with SPF was conducted during the wife's departure from Singapore, leading to the arrest of the Indonesian man and another male Indonesian illegal immigrant.
- The woman, found to possess S\$10,050, admitted that she had been entering Singapore to collect money gained from illegal cigarette peddling by her husband and the other Indonesian illegal immigrant.
- The two Indonesian men were arrested, and the money was seized by Singapore Customs. The woman was allowed to depart after further interviews.



OFFENCE

Illegal entry into Singapore and possession of money obtained by illegitimate means

OUTCOME

The woman's husband was sentenced to two months' imprisonment, three strokes of the cane and fined \$4,000 in default eight days' imprisonment

The other man was sentenced to 15 months' imprisonment and eight strokes of the cane

ICA'S SIGNIFICANT CASES

CASE 19

Enforcement Division

 24 November 2023  Singapore

WHAT HAPPENED

- The PRC woman had overstayed in Singapore after the expiry of her Special Pass on 1 January 2021.
- In the same month, a Singaporean man signed the tenancy agreement for a place of stay on her behalf as a proxy main tenant. The PRC woman had also been providing sexual services at the same place.
- The Singaporean had failed to perform the necessary checks to ascertain her lawful presence in Singapore. As a result, he had harboured the PRC woman with reckless disregard to her immigration status.



OFFENCE

Harbouring of a PRC woman who had overstayed and engaged in vice activities

OUTCOME

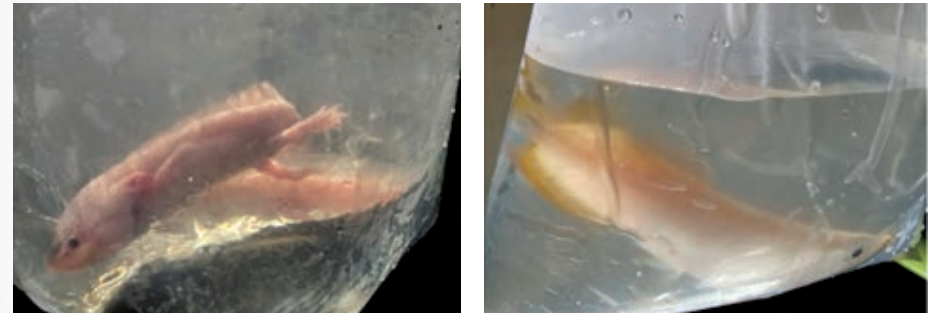
The PRC woman was sentenced to 10 weeks' imprisonment and a fine of \$2,000

The Singaporean man was sentenced to six months' imprisonment

CASE 20

Coastal Command, ICC (Sea)

 14 December 2023  Singapore Cruise Centre



WHAT HAPPENED

- ICA officers detected an illegal attempt by a Singaporean man to import an Asian arowana and three axolotls.
- These were CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora)-listed species and required a CITES permit.
- The exhibits were seized and the case was handed over to NParks.

OFFENCE

Attempted smuggling of Asian arowana and three axolotls

OUTCOME

Investigations by NParks are ongoing

ICA'S SIGNIFICANT CASES

CASE 21

Airport Command, ICC (Air)

 18 December 2023  Changi Airport Terminal 2 Arrival Hall

WHAT HAPPENED

- ICA officers conducted interviews on 15 Nepalese women who entered the arrival hall for immigration clearance separately.
- Through further interviews, the Nepalese women admitted that their intention was to proceed to Kuwait from Kolkata to work as illegal foreign domestic workers by transiting through Singapore.
- The 15 Nepalese women were refused entry into Singapore.

OFFENCE

Illegal transmigration



OUTCOME

The 15 Nepalese women were refused entry into Singapore



CASE 22

Tuas Command, ICC (Land)

 21 December 2023  Tuas Checkpoint, Arrival Cargo Zone

WHAT HAPPENED

- ICA officers directed a Malaysia-registered lorry for enhanced checks.
- A total of 13,080 cartons of duty-unpaid cigarettes were found in cardboard boxes within the consignment of cellophane tape after further checks.
- The duty and GST evaded amounted to \$1,276,600 and \$114,920 respectively.
- The Malaysian driver was arrested and handed over to Singapore Customs.

OFFENCE

Attempted smuggling of duty-unpaid cigarettes hidden within consignment of cellophane tape

OUTCOME

Investigations by Singapore Customs are ongoing



ANNUAL STATISTICS



CHECKPOINT OPERATIONS

TOTAL TRAVELLERS CLEARED

2022	2023
104,880,000	192,846,000



CONTAINERS CLEARED

2022	2023
1,178,000	1,177,000



CONSIGNMENTS CLEARED

2022	2023
5,163,000	5,082,000



PARCELS CLEARED

2022	2023
3,396,000	2,724,000



LOW-VALUE GOODS CLEARED

2022	2023
49,775,000	38,152,000



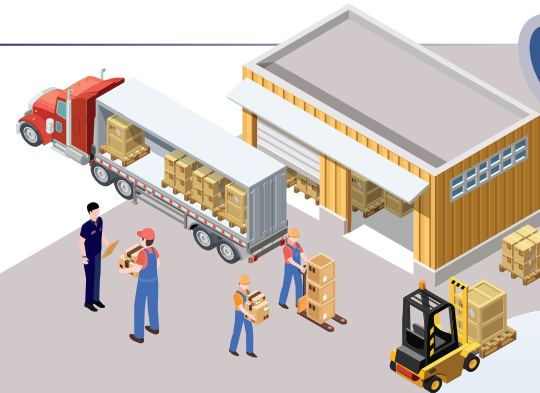
MULTIPLE IDENTITY CASES DETECTED AT CHECKPOINTS ON ARRIVAL

2022	2023
441	437

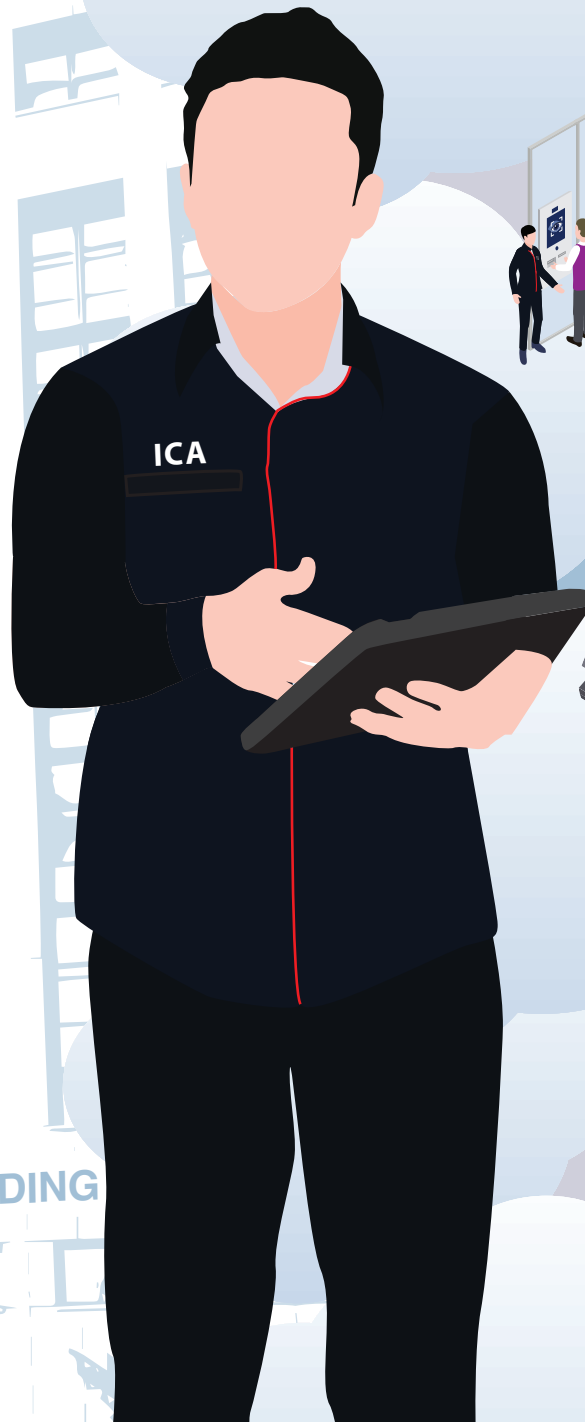


FORGED/TAMPERED TRAVEL DOCUMENTS DETECTED ON ARRIVAL

2022	2023
21	65



SERVICES CENTRE OPERATIONS



IDENTITY CARDS ISSUED

2022	2023
70,000	68,000

↓

SINGAPORE PASSPORTS ISSUED

2022	2023
1,253,000	872,000

↓



PASSES AND PERMITS (EXCLUDING RE-ENTRY PERMITS) GRANTED TO FOREIGNERS

2022	2023
466,000	513,000

↑



LIVE-BIRTHS REGISTERED

2022	2023
36,000	34,000

↓

DEATHS REGISTERED

2022	2023
27,000	27,000

=

ENFORCEMENT OPERATIONS

ILLEGAL IMMIGRANTS ARRESTED

2022	2023
57	45



OVERSTAYERS ARRESTED

2022	2023
357	542



HARBOURERS OF IMMIGRATION OFFENDERS ARRESTED

2022	2023
166	204



EMPLOYERS OF IMMIGRATION OFFENDERS ARRESTED

2022	2023
60	123



PERSONS ARRESTED FOR MARRIAGE-OF-CONVENIENCE -RELATED OFFENCES

2022	2023
9	8



NUMBER OF CONTRABAND CASES DETECTED

2022	2023
35,000	43,000



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 2023 possible.

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