



IMMIGRATION & CHECKPOINTS AUTHORITY  
ICA Building  
10 Kallang Road #08-00, Singapore 208718

[www.ica.gov.sg](http://www.ica.gov.sg)

DEFACTO

TENACITY

HONOUR

INTEGRITY • COMMITMENT • ACCOUNTABILITY

INTEGRITY

EXCELLENCE

PERSEVERANCE

RESILIENCE

RETERMINATION

Designed by Redmond Design Ltd

IMMIGRATION & CHECKPOINTS AUTHORITY ANNUAL 2009

ACCOUNTABILITY

REGULATION

COMMITMENT

CONFIDENCE

HONESTY

IMMIGRATION & CHECKPOINTS AUTHORITY ANNUAL 2009

EXCELLENCE BEYOND BORDERS ...



EXCELLENCE BEYOND BORDERS ...  
IMMIGRATION & CHECKPOINTS AUTHORITY ANNUAL 2009

UNITY

SECURITY

SCIENCE

1°22'N  
Unique geographical coordinates of Singapore  
103°48'E





COURAGEOUS STEADFAST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED ATTENTIVE COURAGEOUS STEADFAST  
COURAGEOUS STEADFAST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED ATTENTIVE COURAGEOUS STEADFAST

ST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED ATTENTIVE COURAGEOUS STEADFAST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED AT



## CONTENTS

<b>Commissioner's Foreword</b>	pg 2
<b>About Us</b>	pg 4
<b>Mission</b>	pg 6
<b>Vision and Values</b>	pg 7
<b>Leadership Group</b>	pg 8
<b>Milestones &amp; Achievements</b>	pg 24
<b>Singapore Quality Award</b>	pg 31
<b>Other Awards</b>	pg 54
<b>Significant Cases</b>	pg 56
<b>Annual Statistics</b>	pg 66



# Commissioner's Foreword

"Achieving the SQA is but a significant milestone in our journey. Whilst today, we are entrusted with the important roles of ensuring border security and effective identification; the scope of our work may be enlarged or even reduced in future, depending on the synergies that can be reaped. Therefore, it is crucial for us to always remain relevant and valuable to the nation."

**Mr Eric Tan Chong Sian**  
Commissioner ICA



Visit of Hongkong Secretary of Security, Mr Ambrose Lee to PAF  
19 March 2009



APEC Meeting  
4 April 2009



Work Plan Seminar  
21 April 2009



Home Team Convention  
5 June 2009

2009 has been a momentous year for ICA, marked with several significant milestones and notable achievements.

Amidst the developments posed by global landscapes, ICA has overcome many difficult challenges in 2009. Constant innovation is one of our strengths. Some of the milestone initiatives included the opening of the Checkpoint Security Training Suite, adding a new dimension to the training of our officers by providing opportunities for experiential learning in a simulated environment. The BorderWatch Unit was also formed as the centralised unit to enhance our counter-terrorism and security functions at the checkpoints. Keeping up our relentless pursuit of service excellence, ICA continued to expand our suite of e-services that bring further convenience to our customers, such as e-REP and e-Visa.

Effective border security begins beyond our shores. Hence, we seek to establish close collaboration with our strategic allies in the fight against terrorism and transnational crime. ICA is honoured to have hosted the Identification and Border Control Workshop, in conjunction with APEC 2009, and the Lost and Stolen Passport Project On-Site Visit. Moving forward, we will continue to engage our regional and international counterparts actively, especially in areas such as capacity building.

For 2009, ICA has established a strong foothold in the arena of organisational excellence as we bagged several distinguished accolades that set us apart from others. These included the prestigious Singapore Infocomm Tech Federation Merit Award, Meritorious Home Team Partner Award and the Outstanding 3i Department Award. We capped our achievements in 2009 when we garnered the coveted Singapore Quality Award. All these have affirmed ICA's position as a leader in border security and identification.

Amid the cheer and jubilation over our achievements, let us not forget to celebrate the contributions of all our officers without whom these would still be a dream. They have remained steadfast in their duties at the onset of the H1N1 pandemic in early 2009, when the world was grappling with a hazy understanding of the novel influenza virus. I am proud to say that ICA officers have come of age, having developed into full-fledged professionals in the field of border security and identification. As we strive towards becoming a Home Affairs Uniformed Service, we will continue to uphold our high standards and professionalism. Furthermore, with the influx of new and younger officers to our cadre, we will need to imbue them with our security-focused and customer-centric culture.

Achieving the SQA is but a significant milestone in our journey. Whilst today, we are entrusted with the important roles of ensuring border security and effective identification; the scope of our work may be enlarged or even reduced in future, depending on the synergies that can be reaped. Therefore, it is crucial for us to always remain relevant and valuable to the nation.



COURAGEOUS STEADFAST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED ATTENTIVE COURAGEOUS STEADFAST IMPARTIAL METICULOUS JUDICIOUS DISCIPLINED ATTENTIVE

# About Us

## IMMIGRATION & CHECKPOINTS AUTHORITY

The Immigration & Checkpoints Authority (ICA) is responsible for the security of Singapore's borders against the entry of undesirable persons and cargo through our land, air and sea checkpoints. ICA also performs other immigration and registration functions such as issuing travel documents and identity cards to Singapore citizens and various immigration passes and permits to foreigners. It also conducts operations against immigration offenders.

Operational since 1 April 2003, ICA is a government agency under the Ministry of Home Affairs. ICA has brought together the former Singapore Immigration & Registration (SIR) and the enforcement work performed by the former Customs & Excise Department (CED) at the various checkpoints.





## Our Mission

We ensure that the movement of people, goods and conveyances through our checkpoints is legitimate and lawful.

We administer and uphold our laws on immigration, citizenship and national registration fairly and effectively.



## Our Vision

### Inspiring Confidence in All

#### Community

We have gained the trust of our nation and community by providing quality security and customer services and by rising above all challenges.

#### Partners

We are valued as a strategic partner by government and community agencies in Singapore and by our international counterparts.

#### Officers

We are a choice employer and a professional organisation.

## Our Values

### Integrity

We are honest, just and courageous in our decisions and actions.

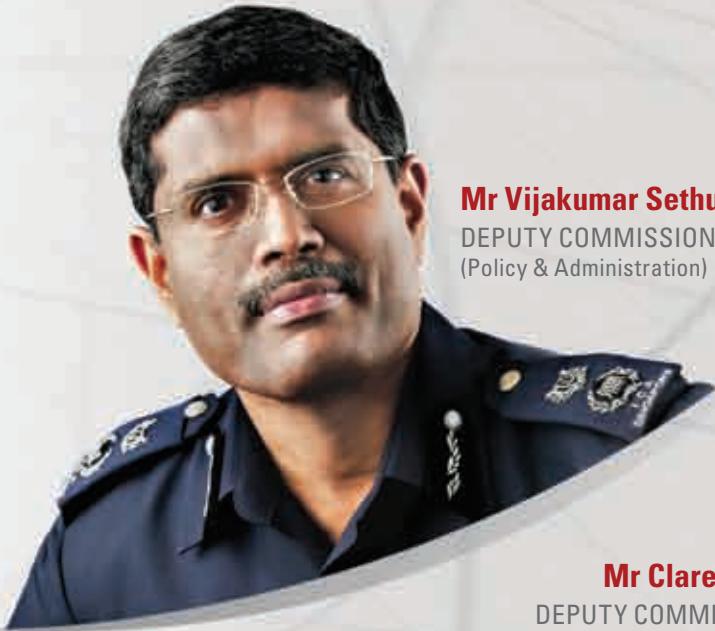
### Commitment

We are committed to serve our nation, our community and our organisation.

### Accountability

We are accountable for our actions and for adding value to our organisation, colleagues and ourselves.

# Leadership Group



**Mr Vijakumar Sethuraj**  
DEPUTY COMMISSIONER  
(Policy & Administration)



**Mr Clarence Yeo**  
DEPUTY COMMISSIONER  
(Operations)



**Mr Eric Tan Chong Sian**  
COMMISSIONER

## Leadership Group



**Mr Bhopinder Singh**  
DIRECTOR  
(Operations)



**Mrs Lee-Ho Sow Heng**  
DIRECTOR  
(Policy)



**Mr Koh Chong Hwa**  
DIRECTOR  
(Corporate Services / Special Projects)

## Leadership Group



**Ms Tan Sor Hoon**  
DIRECTOR  
(Technology)



**Mr Eric Chua Poh Keyong**  
DIRECTOR  
(Planning & Research)



**Mr Lee Chian Tak**  
DIRECTOR  
(Intelligence)



**Mrs Pravina Jit**  
DIRECTOR  
(Manpower)

## Leadership Group



**Mr Kng Eng Kiat**  
SENIOR MANAGER  
(Permanent Resident Services Centre)



**Mr Jaswant Singh**  
SENIOR MANAGER  
(Visitor Services Centre)

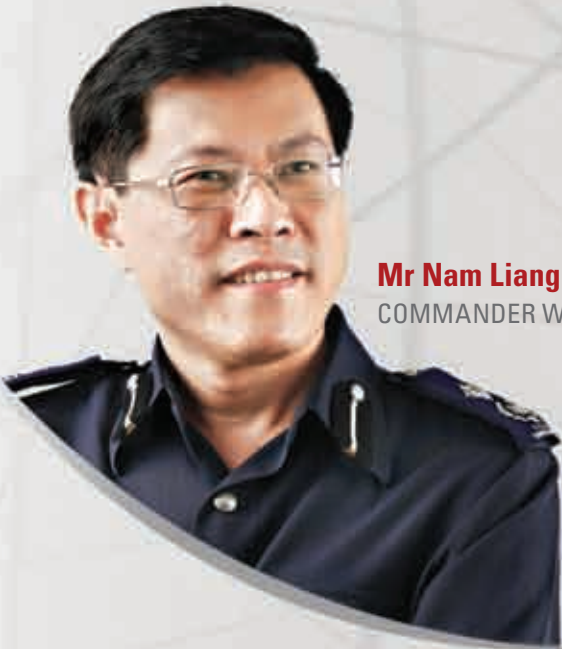


**Mr Tan Kok Guan**  
SENIOR MANAGER  
(Citizen Services Centre)

## Leadership Group



**Ms Julia Sng Gek Lian**  
COMMANDER COASTAL



**Mr Nam Liang Chia**  
COMMANDER WOODLANDS



**Mr Tan Poh Kee**  
COMMANDER ENFORCEMENT

## Leadership Group



**Ms Cora Chen Chian**  
COMMANDER AIRPORT



**Mr David Tan**  
COMMANDER TUAS



**Mr Tan Hang Tjong**  
COMMANDER AIR CARGO



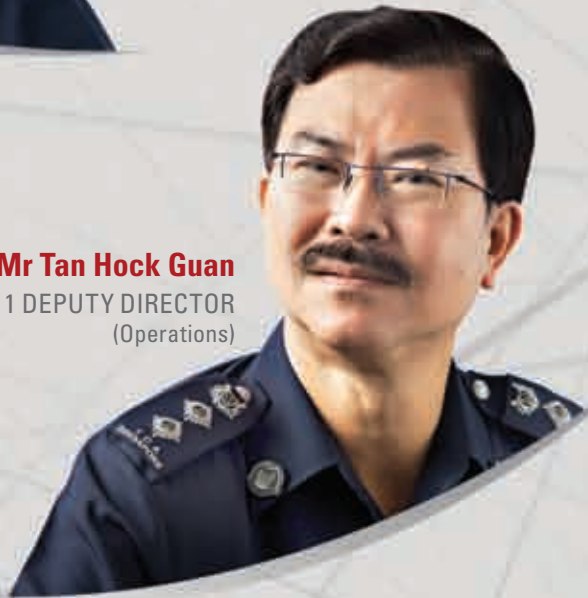
**Mr Lim Wei Meng**  
COMMANDER PORTS



## Leadership Group



**Mrs Evelyn Wu Khuek Lan**  
DEPUTY DIRECTOR  
(Training & Development)



**Mr Tan Hock Guan**  
1 DEPUTY DIRECTOR  
(Operations)



**Mr Wong Kong Wa**  
SENIOR DEPUTY DIRECTOR  
(Intelligence)

## Leadership Group



**Ms Angie Wong**  
DEPUTY DIRECTOR  
(Policy)



**Mr Boon Sian Meng**  
DEPUTY DIRECTOR  
(Intelligence)



**Mr Ng Loh Siah**  
2 DEPUTY DIRECTOR  
(Operations)



**Ms Eunice Chu**  
DEPUTY DIRECTOR  
(Corporate Communications)

# The Path to Excellence



ICA HEADQUARTERS

AIRPORT

AIR CARGO

WOODLANDS



TUAS

COASTAL

PORTS

Our foundation is strongly built on our vision and core values. Sharing the same beliefs and ideals, we are dedicated to scaling greater heights in business excellence.

COURAGEOUS STEADFAST IMPA

SAFEGU





Informational text on a blue sign, partially visible in the bottom left corner.



It is our passion and unceasing fortitude that propels us and keeps us constantly striving for excellence.





# DATA

REPUBLIC OF SINGAPORE  
PORT

IMMIGRATION

CUSTOMS  
Nothing To Declare

UTL  
GSF

TCA

CSVA

CALL 6743

# ARDING

Our Borders

We remain steadfast in our mission to safeguard our borders. Being a world-class identification and border security agency, we strive to stay ahead by leveraging on technology and innovative initiatives to ensure a safe and secure Singapore.

# Milestones & Achievements



## Operationalisation of Old Woodlands Checkpoint (Phase 2)

Since its regazetting for use in March 2008, the Old Woodlands Checkpoint (OWC) has played a major role in easing traffic conditions at Woodlands Checkpoint. From March 2008, the OWC was first redeveloped to augment the capacity of New Woodlands Checkpoint (NWC) to clear departing lorries during the afternoon peak period. Then from December 2009, the OWC was further opened to arriving lorries during the morning peak period.

On 15 April 2009, the OWC started to clear arrival motorcycle traffic during the morning peak period. This was done after a trial period to gauge ground operating procedures and impact, if any, to the nearby housing estates.

Since the implementation of the 2<sup>nd</sup> phase of operationalisation of the OWC, ICA has received numerous positive feedback from motorists and the public. Going forward, ICA plans to clear other modes of transport at the OWC in phases as it strives to improve vehicular movement at the checkpoint without compromising security.



## Opening of Jurong Scanning Station

On 5 May 2009, the Jurong Scanning Station (JSS) was officially opened by Mr Eric Tan, Commissioner ICA, and Mr Matthew Chan, CEO, Jurong Port Pte Ltd. It is the 11<sup>th</sup> checkpoint and the third scanning station to be operated by Ports Command.

The JSS is equipped with a portal system, made up of an Integrated Scanning System to scan containers for contraband as well as a Passive Radiation Detection System to detect radioactive materials hidden in containers.

The JSS has a total site area of about 0.5 hectare and an gross floor area of 919.76 square metres. It is a two-storey building consisting of a platform for physical checking of three containers simultaneously, a Command Centre to support scanning operations and other utility rooms.

The opening of the JSS marks a significant milestone for ICA as its deployment has significantly enhanced the clearance of cargoes and conveyances leaving the Jurong Port.



## Closure of Pasir Panjang Gate 3

On 30 September 2009 at 10pm, the Pasir Panjang Gate 3 (PPG3) ceased operations after more than three decades of operation, clearing general, conventional and bulk cargoes entering and leaving the Pasir Panjang Free Trade Zone.

Following the closure of PPG3, the clearance of car carriers and vehicles transporting taxable ship spares and sea stores to vessels berthed at Pasir Panjang Terminal is now performed at Pasir Panjang Terminal Gate 4. With the closure of PPG3, the manpower has been redeployed to operate the expanded facilities at the Jurong Port Main Gate where the bulk of the workload of PPG3 has been relocated to.

## Milestones & Achievements

### Formation of BorderWatch Unit

Like border security agencies elsewhere, ICA is faced with the twin challenges of facilitating the legitimate flow of travellers, cargoes and conveyances and at the same time preventing the entry of undesirable persons and cargoes through our land, air and sea checkpoints. With the ever increasing volume of such traffic, there has been a need to enhance ICA's current risk management and profiling capabilities.

ICA's BorderWatch Unit was thus formed on 10 February 2009 to perform robust risk management and analysis to enhance counter-terrorism and security functions at the checkpoints.

Based on information from multiple data sources impacting the vulnerabilities and threats to Singapore, the BorderWatch Unit creates useful information on potentially high-risk persons, cargoes and conveyances and shares the information with the checkpoints.

The unit is currently developing a new system which boasts a conglomeration of analytical software services from the disparate data sources residing in ICA's various operational systems for more efficient and effective data mining for homeland security purposes.



### CASS-ACCESS Interface

On 18 October 2009, Air Cargo Command successfully implemented a system interface between ICA's Cargo Clearance System (CASS) and the Air Express Companies' (AECs') Advance Clearance for Courier and Express Shipments System (ACCESS). This interface, which addresses the time sensitivity in the clearance of air express shipments, enables the targeting decisions of both ICA and Singapore Customs on TradeNet Permits to be transmitted to ACCESS from CASS. This enables them to pre-pack the targeted shipments into the inspection truck to avoid last minute repacking at the ICA checkpoint. With the introduction of the batch clearance functionality in the CASS, officers are able to cut down on the mundane task of scanning each and every TradeNet permit. During the morning peak period, AECs typically declare more than 400 TradeNet permits in an ACCESS declaration.



### Radiographic Scanner Portal System

The Radiographic Scanner Portal (RSP) system, deployed to scan inward air shipments at the Changi Airfreight Centre (CAC) of Air Cargo Command, commenced full operations on 10 February 2009. All laden cargo trucks entering the Red Channel of CAC are subjected to both radiation and radiographic scanning. The system consists of two units of the Passive Radiation Detection System and two units of radiographic x-ray scanners. While the Passive Radiation Detection System identifies vehicles carrying radioactive materials, the radiographic x-ray scanners function as non-intrusive inspection tools. The deployment of the RSP system has enabled the Command to subject all cargo vehicles using the CAC checkpoint to x-ray screening, thereby enhancing security. Officers at the primary clearance booths can use the image analysis tool to clear the shipments without referring them to the secondary checking bay for inspection.



## Milestones & Achievements



### Encyclopaedia of Passports (EoP) System

ICA officers performing immigration clearance at the checkpoints face complex challenges daily. With the large number of travellers crossing our borders, it is essential that our officers possess the competencies and capabilities to authenticate the passports of these travellers accurately and efficiently.

Given the wide variety of passports, it is a challenge for checkpoint officers to remember all the security features in the various passports presented for clearance. Recognising this limitation, ICA's Intelligence Division developed the Encyclopaedia of Passports (EoP) system. When the EoP system is activated to scan a passport, the system automatically retrieves the specimen passport image and displays it alongside the scanned image for visual comparison. A multitude of specimen passport images are stored in the EoP system for officers to use as a quick reference when determining passports' authenticity.

Following a trial at Airport Command in February 2009, the EoP system was rolled out to all Commands in July 2009. It has won several accolades including a Gold Award at the MHA 3i Convention 2009 and a Silver Award at the PS21 WITS Convention 2009.

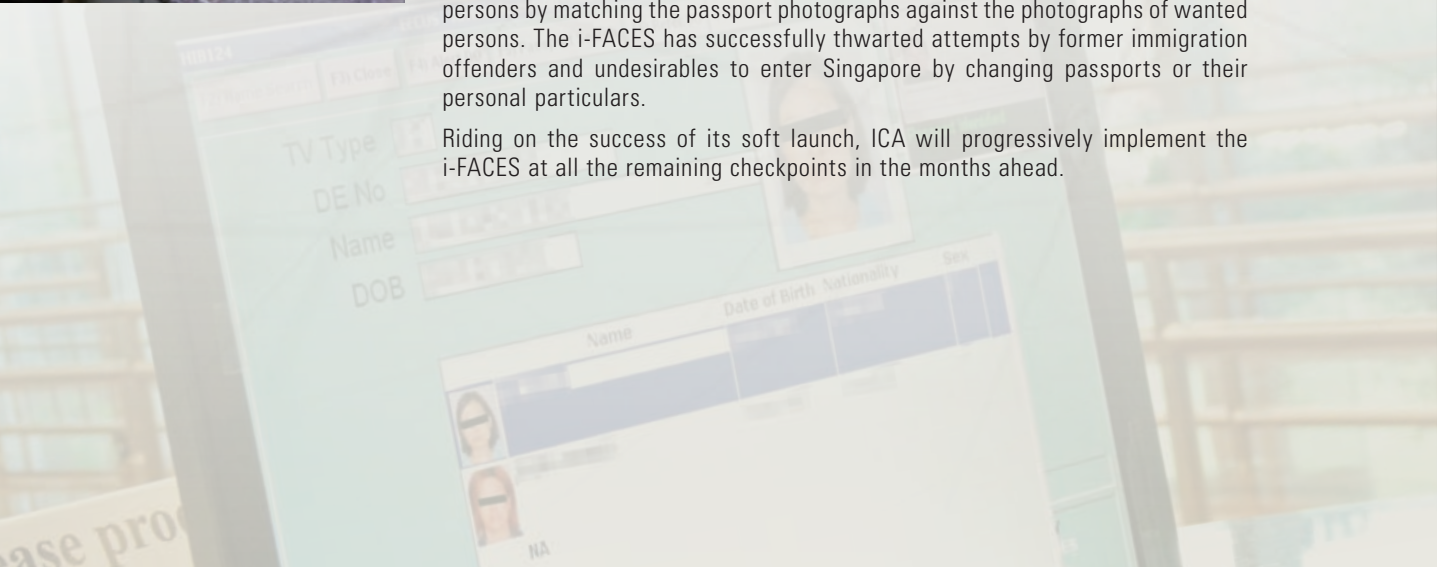


### Immigration Facial Screening System (i-FACES)

Travellers with a record of antecedent immigration offences, as well as other undesirables, have been known to attempt re-entry into the country by assuming a different identity. To deter their entry, the **Immigration FACial ScrEening System**, or i-FACES, was first implemented for secondary immigration clearance in January 2009. Integrated into the traveller screening process, the i-FACES was subsequently rolled out to the primary immigration counters at Tanah Merah Ferry Terminal in April 2009, Budget Terminal in August 2009 and Tuas Checkpoint in September 2009.

Through automated facial matching, the i-FACES screens for wanted passports and persons by matching the passport photographs against the photographs of wanted persons. The i-FACES has successfully thwarted attempts by former immigration offenders and undesirables to enter Singapore by changing passports or their personal particulars.

Riding on the success of its soft launch, ICA will progressively implement the i-FACES at all the remaining checkpoints in the months ahead.



## Milestones & Achievements

### Identification and Border Control Workshop 2009

ICA hosted the Identification and Border Control Workshop from 4 to 5 August 2009 in conjunction with Singapore's hosting of APEC 2009.

The Workshop was held under the ambit of the APEC Business Mobility Group, an APEC sub-forum where Singapore was represented by ICA. Chaired by Commissioner ICA, the closed-door event was held over one and a half days.

Day 1 of the Workshop was held at the Grand Copthorne Waterfront Hotel and Day 2 at Woodlands Command. A total of 56 delegates from 18 of the 21 APEC member economies participated in the Workshop.

The Workshop served as a platform for economies to exchange ideas on migratory control practices to further augment their existing border control instruments. Through the Workshop, participants were also able to gain a deeper understanding of how different technological solutions could be deployed as a package to complement one another in the development of a holistic approach towards border control.

The presentations made during the Workshop were very insightful as speakers shared their experiences of how they successfully leveraged on technology and implemented various border control measures such as biometric technology, immigration automated clearance systems, lost & stolen passport databases like Interpol's FIND/MIND and advance passenger screening systems. Through the sharing, participants also learnt how the challenges in implementing these measures were overcome.

ICA is proud to have hosted this important Workshop to enhance border security of the participating countries, strengthening ties and cooperation between these countries in the process.



### Lost and Stolen Passport (LSP) Project On-Site Visit

Under the ambit of the ASEAN-Japan Counter-Terrorism Dialogue, ICA hosted the Lost and Stolen Passport (LSP) Project On-Site Visit from 2 to 4 November 2009. This marked ICA's first step in assisting our ASEAN counterparts to develop and implement their own Online Enquiry Facility for LSP.

The Workshop was attended by 13 delegates, comprising senior management and subject experts from Indonesia, Lao PDR, Myanmar and Vietnam. Two European Union (EU) representatives from the EU-ASEAN Migration and Border Management Programme team were also present as observers to learn about the LSP Project.

The on-site sharing of ICA's experience with its LSP Online Enquiry Facility, known as "iPASS", allowed the delegates to better understand how the iPASS system operates and how it complements the immigration clearance process.

Following the site visit was a one-to-one consultation session between each ASEAN Member State and members of the ICA LSP Project Team, consisting of officers from Technology Division and the Services Centres.

At the end of the On-Site Visit, the ASEAN Member States were each provided with a customised LSP proposal to help them embark on the next phase of their projects on developing their own LSP systems.



## Milestones & Achievements



### Re-Entry Permits Go Electronic

With the launch of the Electronic Re-Entry Permit system (e-REP) on 2 January 2009, Singapore Permanent Residents (SPRs) can now save a trip to ICA Building to renew or transfer their Re-Entry Permits (REPs) online, regardless of the place or time of day.

The REP allows the holder to retain his/her PR status while travelling abroad. Previously, the REP was issued in the form of an endorsement in the passport or a REP card. With the introduction of e-REP, SPRs with valid REPs can access the e-REP to renew or transfer their REPs using their SingPass accounts. The e-REP applications will be processed within one day, and the applicants would only need to print out their REPs once the transaction is successful, without having to report in person at ICA. In addition, the system allows the applicants to check the status of their REP applications and enquire REP details for themselves and their children.

As the e-REP is integrated with the enhanced Immigration Automated Clearance System (eIACS), eligible SPRs are able to enjoy automated immigration clearance at the checkpoints.



### e-Visa

2009 marked the successful launch of the e-Visa system at 40 of Singapore's overseas Missions and Honorary Consulates-General.

First implemented on 26 August 2008 at ICA's Visitor Services Centre, e-Visa enhances security in visa screening and border control. It enables our officers to use the information residing in ICA's database to verify the identities of visa holders, instead of relying on visual inspection of visa stickers or endorsements. The enhanced capability aids our efforts to foil and deter syndicates' attempts at document fraud. Information on visa issuance can be shared instantly and electronically between the checkpoints and the issuing centres.

Moving forward, ICA intends to extend e-Visa to the rest of the 12 overseas Missions and Honorary Consulates-General in Australia, Europe, United States of America and Indonesia by the end of 2010.

### Submission of Application for Visa Electronically (SAVE)

#### Attention:

Due to system maintenance, our e-Service will not be available on 23rd Feb 2010 from 8:30am to 9:00am Singapore Time.  
We apologise for any inconvenience caused.

Welcome to SAVE

## Milestones & Achievements

### NRIC Registration of 15 year-olds at Schools

Since January 2000, NRIC registration for 15 year-old registrants had been conducted at ICA's Citizen Services Centre (CSC). Most of the registrants were only able to perform their NRIC registration after school. The influx of registrants and their parents in the late afternoons resulted in a capacity crunch at CSC as our officers were under pressure to serve the large crowd within a short time.

To ameliorate the crowding situation, the idea of conducting NRIC registration at schools was mooted and subsequently brought to fruition on 5 January 2009. Through the e-Appointment system, schools now enjoy the flexibility of booking a date and time of their choice for CSC's Mobile Registration Team to conduct NRIC registration on-site. CSC will notify the parents of the students involved two weeks before the appointment by post. One month after the registration, the NRICs will be dispatched to the schools for the registrants' collection. The service not only brings convenience to registrants and their parents, it also resolves the crowd situation at ICA Building.



### Launch of ICA's Game-Based Learning – Gateway@Risk

On 27 February 2009, Commissioner ICA launched Phase 1 of ICA's Game-Based Learning. Named "Gateway@Risk", it is accessible via ICA's intranet portal and complements the existing classroom-based training, experiential learning, e-learning, team learning and on-the-job training.

In the development of Gateway@Risk, ICA has taken another creative step to deliver training to our officers. The presence of graphics and game play as well as the checkpoint images using 2.5D animation inject realism and excitement into each learning experience.

The game's four missions, designed to instill skill sets on people and conveyance clearance, include facial recognition, profiling and the interpretation of x-ray images.

Gateway@Risk is yet another testimony of ICA's innovative spirit, bringing the learning experience to a whole new level.





## Milestones & Achievements



### ICA's Checkpoint Security Training Suite

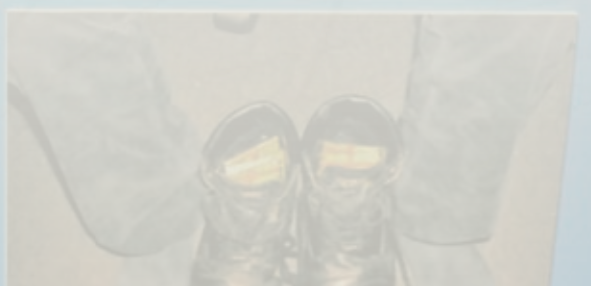
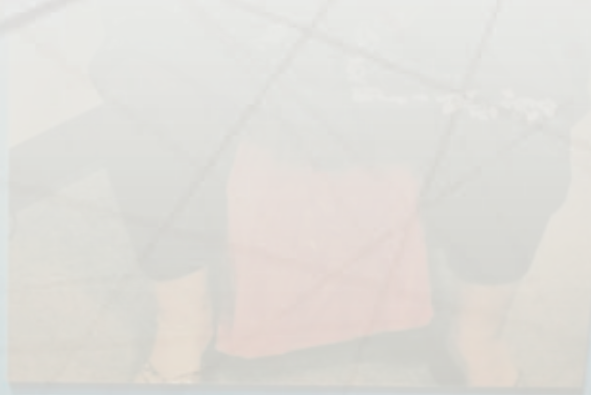
The opening of ICA's Checkpoint Security Training Suite (CSTS), located at the Home Team Academy Training Village, was presided by Commissioner ICA on 16 June 2009 and attended by ICA's senior management. Also in attendance were the Chief Executive of the Home Team Academy (HTA), Mr Derek Pereira, and other guests from HTA.

The CSTS is aptly named to denote a learning facility that addresses the multiple facets of checkpoint security competencies required of ICA officers. It was jointly developed by ICA's Training & Development Branch and Research & Analysis Branch to address the need to provide our officers with interactive learning on the different methods of contraband concealment.



To provide officers with a realistic learning experience, the actual illicit items seized, as well as a seized motorcycle, are used as mock-ups, complemented by modified exhibits and fabricated training aids modelled on actual detections.

As an experiential learning platform, CSTS familiarises our officers with the latest trends and various modus operandi on the concealment of contraband. More importantly, it provides a learning environment that is conducive for trainees to practise their skills on search and detection.





SINGAPORE  
QUALITY  
AWARD

*for business excellence*

2009 WINNER

IMMIGRATION & CHECKPOINTS AUTHORITY

# ACHIEVING BUSINESS EXCELLENCE

*“Every great achievement is the victory of a flaming heart.”*

- Ralph Waldo Emerson



2009 Business Excellence Awards Presentation Gala Dinner

4 November 2009

Shangri-la Hotel

# Commissioner's Acceptance Speech

It is a great honour to represent the Immigration & Checkpoints Authority in receiving this prestigious award. This is a very proud moment for everyone in ICA, as achieving this award is an affirmation that we have come of age – as a leader in identification and border security.

## Our Winning Formula

Receiving the Singapore Quality Award is a momentous milestone in our relatively short history. This recognition goes to the 4,500 ICA officers, whose unwavering commitment, passion and hard work have contributed significantly in our journey towards organisational and business excellence. We may be a young organisation, but we have shown that we can achieve so much in so little time with the dedication and ability of our officers. Through our unique culture which is epitomised by our shared vision "Inspiring Confidence in All", we have garnered recognition for the world class standards in our work, processes and systems. For example, ICA pioneered many award winning world-firsts, like the Protective and Analytical Facility at Tuas Checkpoint. We have been consistently ranked No. 1 for passport control and customs clearance that contribute to the magic of the Changi Experience for many travellers. This is despite having to operate in a very challenging and evolving security landscape.

## Our Continual Commitment to Give Back to the Community

There is a clear and unequivocal commitment across the board – from senior management down to the frontline officers – that we have an important mission of contributing to Singapore's safety and security, especially as the nation's first line of defence. Although ICA will not compromise on security, as a public organisation that touches the lives of every Singaporean, resident and foreigner at some point in time, ICA will continue to pursue organisational excellence. We will continue to innovate and delight our customers. The journey of business excellence is a march without an end. In fact, achieving this recognition simply means that the gradient of the road we are travelling on has just gotten steeper as public expectations of ICA will definitely increase.

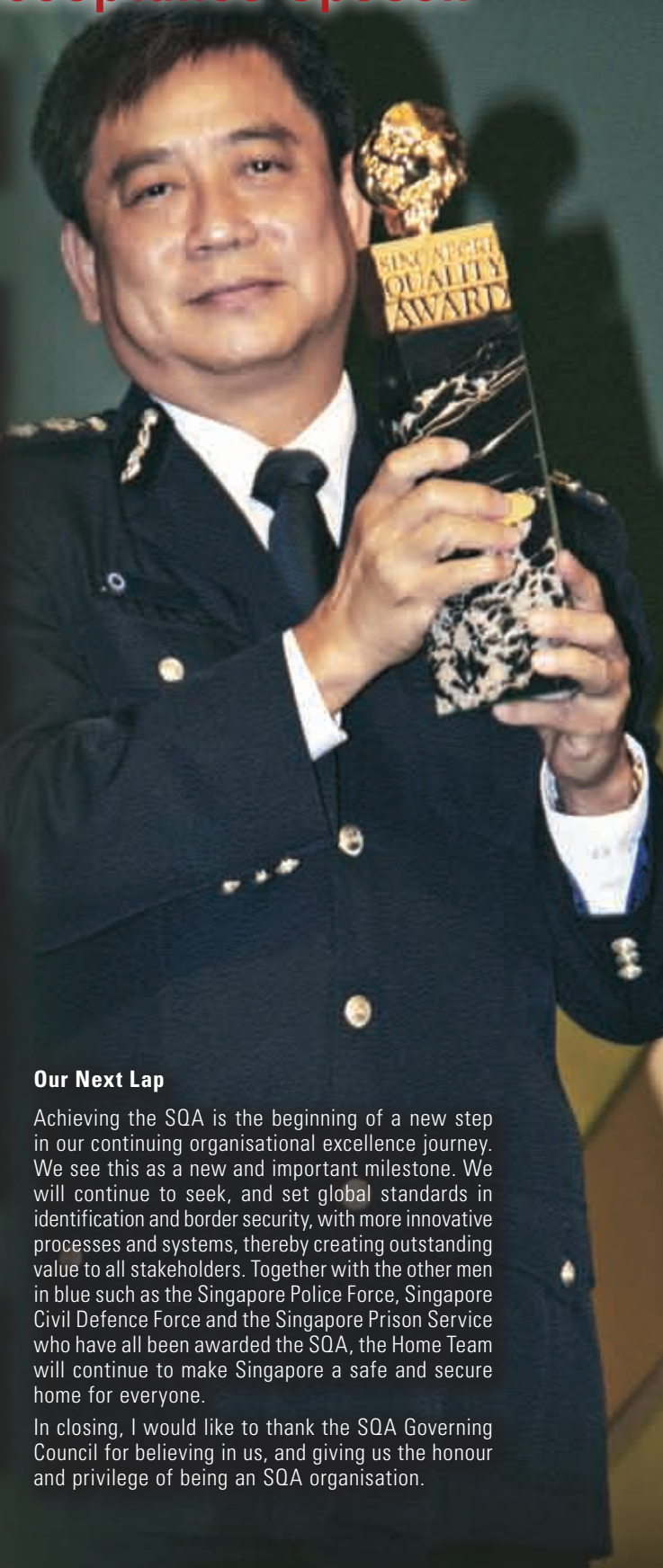
## Inspiring Confidence in Our Partners

Our strategic partners and foreign counterparts have contributed significantly to ICA's journey for business excellence. They are too numerous to name but we would like to express our appreciation to them. Hence this award will continue to inspire our partners to continue with their efforts towards ensuring that ICA remains as a leading agency in border security and identification.


## Our Next Lap

Achieving the SQA is the beginning of a new step in our continuing organisational excellence journey. We see this as a new and important milestone. We will continue to seek, and set global standards in identification and border security, with more innovative processes and systems, thereby creating outstanding value to all stakeholders. Together with the other men in blue such as the Singapore Police Force, Singapore Civil Defence Force and the Singapore Prison Service who have all been awarded the SQA, the Home Team will continue to make Singapore a safe and secure home for everyone.

In closing, I would like to thank the SQA Governing Council for believing in us, and giving us the honour and privilege of being an SQA organisation.




# Airport Command



“The key to protecting our borders and yet contributing to the overall Changi Experience is building and maintaining the right culture in the Command. As frontline ambassadors, our officers are constantly reminded to be security astute and service conscious.”

**DSP Tng Ban Chuan**  
*Senior Assistant Commander*



“We face many challenges in our day-to-day encounters with different travellers from all over the world. It is my duty to assess and determine their eligibility for entry during my brief interaction with them.”

**SSGT Zairawati Binte Uda**  
*Primary Screening Officer*



# G R A T I O N



“ I take pride in working at one of the best airports in the world. We provide effective, helpful and professional clearance to the numerous arriving local and foreign travellers daily. ”

**SSGT Mohd Khaled Bin Idris**  
Baggage Clearance Officer

“ I meet a wide spectrum of travellers in the course of my work everyday. The communication skills and techniques acquired through my training put me in good stead to handle travellers professionally without compromising on security. ”


**CI(1) Alices Anthony d/o Muthu**  
Baggage Clearance Officer

# Air Cargo Command

“ Our key operational processes are integrated, making them seamless for our customers. In Parcel Post Section, we adopt a security-focused, service-oriented mindset which has contributed to the attainment of SQA. ”


**SSGT Jennifer Yew Chee Yee**  
*Parcel Post Section*





“ Air Cargo officers never falter when checking the high volume of cargo passing through the checkpoint. We are happy knowing that whenever we are on duty safeguarding Singapore, our families and friends are safe. ”

**INSP Sarah Ho Shu Ching**  
*Team Leader*  
*Changi Airfreight Centre*



“ The single most important responsibility for an ICA officer is to keep Singapore’s borders safe and secure at all times. We believe that the latest gadgets or modus operandi of a smuggler will not beat an ICA officer with a strong mind and will. ”

**ASP Mark Tan Boon Hong**  
*Team Leader*  
*Changi Airfreight Centre*



# Woodlands Command

“In the course of my duties daily, I uphold professional ethics and integrity and ensure impartiality and commitment to my job. *(on seeing a case of hidden contraband detected)* I was stunned and elated at the same time. I feel proud for myself and my team as it was all due to excellent teamwork that made the cracking of this case possible.”

**CPL Mohammad Hidir Bin Rahman**  
*Task Force Officer*



“It is a challenge to clear the massive volume of motor vehicles during the peak hours from 5am to 8am. It is a greater challenge when the travellers are stuck in a jam or in a rush.

My advice to my new colleagues posted to Woodlands Command is to adopt a positive and open mind, and be ready to learn from the different and unique situations or cases that we handle everyday.”

**SSGT Ong Pang Leng**  
*Primary Screening Officer*

“*(on the most difficult case cracked)* I had to crawl underneath the lorry in order to retrieve the loot. The space beneath the lorry was very cramped and small so I had to literally squeeze myself into the confined area.”

**CPL Mohd Raihan Bin Mohd Rahim**  
*Cargo Profiling Specialist*



# Tuas Command

“ Carrying out my tour of duty with passion, eagerness and always maintaining a positive attitude allow me to fulfil my role in ICA well.

Everyday, I remind myself to expect the unexpected – a lorry driver may turn violent when his cargo is being checked or try to dash through to avoid inspection. ”

**SSGT Muhammad Rasul Alfataah Bin Ma'on**  
*Primary Screening Officer*





“By engaging ground officers during my rounds and gathering feedback from travellers, I seek to identify areas for improvement and then look for a solution to overcome them. I also actively gather information on the traffic situation from incoming travellers so that any redeployment can be done swiftly and before the arrival of huge crowds.”

**DSP Eio Kok Hui**  
*Assistant Commander (Ground Ops)*

# Coastal Command

“As officers of Coastal Command’s Anti-Smuggling Teams, we pride ourselves in being professional and vigilant. Always at our best. Always giving our best.”

**INSP Kenneth Yeo Ser Hern**  
*Senior Officer (Intel & Ops)*



“Constant vigilance is required to prevent undesirables from entering Singapore. This task is made even more difficult with the ingenious methods that are employed to enter or exit Singapore illegally. Nevertheless, the specialised training I have received greatly aids the execution of my duties.”

**SSGT Asnah Binte Pagi**  
*Primary Screening Officer*  
*Singapore Cruise Centre*

“We are exposed to conditions over which we have no control like bad weather, hostile crew, boarding and searching vessels in choppy waters during cloudy nights where you can't even see the moon and the stars. Thus safety rules are observed strictly – wearing our life jackets at all times, rummaging in pairs and informing Ops Centre upon boarding and disembarking from a vessel.”

**SSGT Abdul Rahim Bin Abdul Hamid**  
*Anti-Smuggling Team*

# Ports Command

“ Witnessing our robust systems and proper housekeeping regimes, the SQA assessors were ‘wowed’ by our job speciality, professionalism and contributions in corporate citizenship and international relations such as our participation in the US Container Security Initiative and Radiation Detection Initiative. ”

**DSP Wong Hwa Hian**  
*Team Leader*  
*Tanjong Pagar Scanning Station*





“ During the in-service training, officers are constantly reminded of the safety procedures on handling radiological equipment. There is regular sharing on image analysis and changes in SOP, thus enhancing general competency and esprit de corps within and across teams of the Command. ”

**CI(2) Sutarsan Jaganathan**  
*Analyst*  
*Pasir Panjang Scanning Station*

2.8m

ONE WAY



# Citizen Services Centre

“ I carry out my assigned tasks without fear or favour and with the guiding principles that I should be committed to service without compromising on security.

I always listen to my customers and put myself in their shoes to understand their needs so that I am in a better position to serve them while at the same time ensuring that I do not compromise on our departmental principles. ”

**CS01 Tayib Bin Alias**  
*Supervisor (Passports)*



# Visitor Services Centre

“*(on emotional appellants)* Appellants usually want us to listen and understand their situations. They will usually calm down afterwards.”

**DSP Wendy Aw**  
*Senior Processing Officer (Appeals)*



# Permanent Resident Services Centre

“ Together with my fellow colleagues under the guidance and motivation from our superiors, we strive to do our best despite the high volume of cases we have to process.

*(on handling stress)* Take a break and do some stretching just to rest the eyes and exercise the limbs. Listening to music can also keep the mind calm and focused. ”

**ASP Chen Biyang**

*Senior Processing Executive (Processing Unit)*

Permanent Resident Services Centre

# Corporate Communications Division

“ I generally find that customers become difficult only when we cannot accede to their requests or demands. We do not consider our customers difficult; instead we should manage the difficult situation. ”

**CS02 Rosmini Binte Moorsid**  
*Customer Relations Officer*  
*Customer Relations Branch*

# Corporate Services Division

“ The great team work here has taught me that no matter how small the contribution, it will not be a wasted effort. ”

**MX13 Md Ashiq Bin Abdul Talib**  
*Senior Projects Executive*  
*Admin & Logistics Branch*



# Intelligence Division

“The work is tough and the officers make regular sacrifices to keep Singapore safe and secure. When we remind ourselves that our loved ones are among those whom we are striving to protect, the mission becomes personal and any dread of chore becomes a call to duty.”

**DSP A Muhd Thauheed**  
*Head  
Intelligence Operations Branch 2*

# Enforcement Command

“My role as a Prosecuting Officer provides ICA the ‘appropriate enforcement closure’ to the hard work my colleagues contributed in the detection, arrest and subsequent investigation of every immigration-related offender offence.

Cases involving human smuggling are blatant attempts to abuse and circumvent our systems and checks at our entry and exit points. To be able to play a part in ensuring that these offenders get the appropriate justice gives me a great sense of accomplishment and satisfaction.”

**ASP Robin Lee**  
*Senior Prosecution Officer  
Prosecution Branch*



# The SQA Journey of ICA

For ICA, embarking on the SQA journey was not by chance. In fact, it was a key milestone charted in our Organisational Development Roadmap. With ICA's Singapore Quality Class (SQC) renewal due in July 2004, ICA decided to set ourselves a stretched target and aim for the SQA, the pinnacle of all awards. At the same time, the SQA exercise would enable ICA to renew our SQC certification while serving as a timely platform for an organisational health check on ICA's strengths and areas of improvements in ICA's organisational excellence journey.

To spearhead ICA's SQA efforts, the SQA Steering Committee led by Commissioner was formed in January 2007 to chart the direction, strategies and action plans to achieve SQA. Co-ordinated by the SQA Secretariat, the SQA journey involved the whole department with a network of key category coordinators and writers as well as liaison officers drawn from all work units.

As the central body, the SQA Secretariat planned and coordinated a series of activities including the SQA report writing, documentation, gap closure and communications. To apprise ground officers of the SQA journey and prepare them for the site assessment, key messages were disseminated via various communication channels such as roadshows, workshops, website, newsletters and a series of internal emails.

On 30 June 2009, a team of six SPRING assessors carried out a pre-site visit at Tuas Command to gain an insight into ICA's functions and operations.

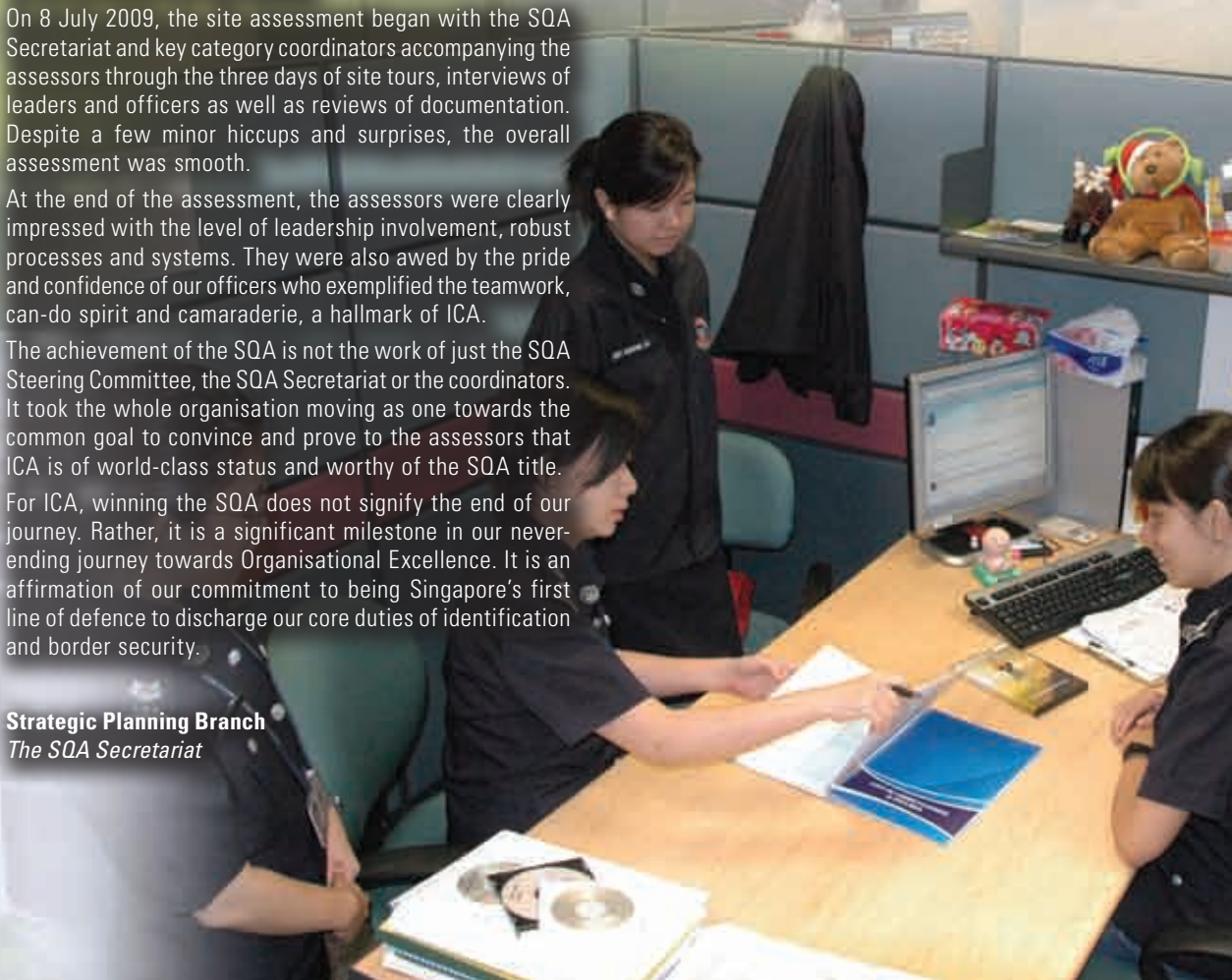
On 8 July 2009, the site assessment began with the SQA Secretariat and key category coordinators accompanying the assessors through the three days of site tours, interviews of leaders and officers as well as reviews of documentation. Despite a few minor hiccups and surprises, the overall assessment was smooth.

At the end of the assessment, the assessors were clearly impressed with the level of leadership involvement, robust processes and systems. They were also awed by the pride and confidence of our officers who exemplified the teamwork, can-do spirit and camaraderie, a hallmark of ICA.

The achievement of the SQA is not the work of just the SQA Steering Committee, the SQA Secretariat or the coordinators. It took the whole organisation moving as one towards the common goal to convince and prove to the assessors that ICA is of world-class status and worthy of the SQA title.

For ICA, winning the SQA does not signify the end of our journey. Rather, it is a significant milestone in our never-ending journey towards Organisational Excellence. It is an affirmation of our commitment to being Singapore's first line of defence to discharge our core duties of identification and border security.

**Strategic Planning Branch**  
*The SQA Secretariat*



# Our Journey





Search:  [Advanced Search](#)

# ICA BUSINESS EXCELLENCE (BE) JOURNEY

[Personal](#)

[Login to SOA Quiz](#)

SOA Quiz has been designed with the intent to enhance ICA officers in wide areas of interest related to the SOA report and created to ensure that all who attempt it will gain a better understanding of the SOA report and related to ICA's SOA journey.

# Excellence





# Other Awards



## The Singapore Infocomm Technology Federation (SiTF) Awards

On 25 September 2009, ICA's Integrated Visitor Management Programme (or e-Visitor Programme for short) was declared the winner in the Government category of the prestigious Singapore Infocomm Technology Federation Awards 2009.

The SiTF award recognises the most innovative infocomm technology solutions developed in Singapore. ICA was declared winner among 22 nominations from competing agencies like the National Library Board (IT System for Mobile Library), Singapore Police Force (Handphone IMEI Tracing System) and Ministry of Defence (National Service Portal). Our e-Visitor Programme won as it enabled ICA to move out of its mainframe environment and deliver a myriad of immigration services online.

The e-Visitor Programme was developed to manage the increase in applications for visa and for extension of stay which had seen an increase of 90% over a three-year period. The Programme minimises the number of times the visitors are required to turn up at ICA's Visitor Services Centre as they can apply for the immigration facilities online at their convenience. In some cases, the applicants need not turn up at ICA as the outcome of their applications will be automatically transmitted to our checkpoint systems. The result is a service that is streamlined and hassle-free.

Despite the growing demand for our services at the Visitor Services Centre, the Centre no longer sees a corresponding increase in crowd size. This has only been possible with an innovative solution to address a growing demand for ICA's immigration facilities.



## MHA Outstanding 3i Department Award

ICA has garnered numerous awards at the Home Team Innovation Fest held at the Harmony Hall, Home Team Academy on 2 October 2009. For the first time, the MHA 3i Convention was combined with the Security Awareness for Everyone (SAFE) Exhibition and held as the Home Team Innovation Fest.

This year, ICA also clinched the MHA Outstanding 3i Department Award, an award given to the department which has generated ideas with the most impact and demonstrated high commitment to the 3i movement.

### Our innovative projects which won over the judges were:

- Enhancing departure motorcycle clearance capacity during departure peaks
- Online application for re-entry permits – Electronic Re-Entry Permits System (e-REP)
- Encyclopaedia of Passports System (EoP)

### In addition, ICA was also the happy winner of many other awards including:

- Most Impactful Ideas Contributor Award – Ong Boon Kwan (Intelligence Division)
- 3i Illuminator Award (Team) – e-Lobby@ICA Project Team
- Outstanding Improvement Team Award – e-Visitor Programme (Visitor Services Centre)

Innovation is the hallmark of a successful organisation. Recognising this, ICA will continue to inculcate an innovative mindset in the officers so that they can be open-minded and think of creative solutions to improve work process.



## Outstanding 3I Department Award



Immigration and Checkpoints Authority



# Significant Cases



**20 January 2009**

## ENFORCEMENT COMMAND

**OFFENCE** : Work Permit Scam

**HOW** : Passports and In-Principle Approval (IPAs) letters of newly-arrived foreign workers were taken away and sold to overstayers by the syndicate. With the new identities, the overstayers would apply for work passes from the Ministry of Manpower. The newly-arrived foreign workers would then report the loss of their passports to their embassies to obtain new passports. Accommodation for the overstayers would also be provided by the syndicate.

**RESULT** : The mastermind was sentenced to nine months' imprisonment and six strokes of the cane. The overstayer who managed to get a MOM work pass was sentenced to two months' imprisonment for using a false identity and 10 weeks' imprisonment and five strokes of the cane for overstaying. One harbourer was sentenced to a fine of S\$2,000 and another to seven months' imprisonment. The rest of the overstayers were sentenced to imprisonment terms of between six to 12 weeks and caning of between four to six strokes.

**CASE  
1**

**CASE  
2**

**24 January 2009 | 2030hrs**

## WOODLANDS COMMAND

**LOCATION** : Woodlands Checkpoint, Arrival Bus Bay

**OFFENCE** : Attempted smuggling of 3,250 cartons of duty-unpaid cigarettes

**HOW** : Found hidden in the luggage compartment of a tour bus on tow

**RESULT** : Referred to Singapore Customs for further investigation



**CASE  
3****13 March 2009 | 1630hrs****WOODLANDS COMMAND**

- LOCATION** : Woodlands Checkpoint, Arrival Bus Hall
- OFFENCE** : Attempted smuggling of two sugar gliders (endangered species of wildlife under Convention on International Trade In Endangered Species of Wild Fauna And Flora)
- HOW** : Found hidden in a cotton sock in the trouser pocket of a Singaporean
- RESULT** : Referred to Agri-Food & Veterinary Authority for further investigation

**CASE  
4****18 March 2009****INTELLIGENCE DIVISION**

- OFFENCE** : Human Smuggling
- HOW** : One Singaporean lorry driver transported three immigration offenders to the eastern coast of Singapore from which a Singaporean boatman fetched them to a fish farm near Pulau Ketam to wait for another boat to depart illegally. Joint operation by Police Coast Guard and ICA Intelligence Division.
- RESULT** : The lorry driver and the boatman were sentenced to two years' imprisonment with three strokes of the cane. The three immigration offenders were sentenced to imprisonment terms of between six weeks and five months. Two of the three immigration offenders who overstayed were also sentenced to six strokes of the cane.

**31 March 2009 | 1200hrs****CASE  
5****AIR CARGO COMMAND**

- LOCATION** : Parcel Post Section
- OFFENCE** : Importation without required permit of eight pieces of firearm recoil springs and six packets of mechanical parts for replica guns
- HOW** : Detected during X-ray screening of a parcel declared to contain plastic cup holders, assorted springs, sport holders, assorted machine parts and sports belts
- RESULT** : Referred to Singapore Police Force for further investigation



### 6 April 2009 | 0040hrs

#### AIRPORT COMMAND

**LOCATION** : Changi Airport, Terminal 1, Arrival Hall

**OFFENCE** : Attempted smuggling of undeclared jewellery valued at S\$264,940

**HOW** : Detected during X- ray screening of two hand-carried bags declared to contain cosmetics products covered by a GST payment receipt.

**RESULT** : Referred to Singapore Customs for further investigation

CASE  
6



CASE  
7

### 21 April 2009 | 1710hrs

#### INTELLIGENCE DIVISION

**LOCATION** : Woodlands Checkpoint, Arrival Cargo Bay

**OFFENCE** : Attempted smuggling of 1,400 cartons of duty-unpaid cigarettes, one forged blue NRIC, eleven forged work passes, six Safety Orientation Course cards and 11 photocopies of bio-data pages of foreign passports

**HOW** : Duty-unpaid cigarettes were found hidden in a secret compartment underneath the floor-board of a lorry carrying a consignment of granite. Forged cards and photocopied documents were found in the lorry driver's left rear trouser pocket. Joint operation by Singapore Customs and Woodlands Command

**RESULT** : Referred to Singapore Customs for further investigation

**15 May 2009 | 1000hrs****AIR CARGO COMMAND**

- LOCATION** : Changi Airfreight Centre, Green Lane
- OFFENCE** : Importation without required permits of one piece of wooden nanchaku, two pieces of sickles, two pieces of wooden batons and two pieces of octagon sai (Offensive weapons under Corrosive and Explosive Substances and Offensive Weapons Act)
- HOW** : Detected during scanning of two packages declared to contain used personal effects
- RESULT** : Referred to Singapore Police Force for further investigation

**CASE 8****CASE 9****21 May 2009 | 0530hrs****INTELLIGENCE DIVISION**

- LOCATION** : Vicinity of Whampoa flyover
- OFFENCE** : 45 immigration offenders and two foreign nationals suspected of working without valid passes
- HOW** : Operation
- RESULT** : Immigration offenders were sentenced to imprisonment terms between four weeks and six months, fine between \$500 and \$4,000 and caning between three and six strokes. The two foreign nationals were repatriated

**22 May 2009 | 0100hrs****AIRPORT COMMAND**

- LOCATION** : Changi Airport, Terminal 1, Arrival Hall
- OFFENCE** : Failure to declare nine foreign currencies and three travellers' cheques amounting to \$571,032.22
- HOW** : Detected during X-ray screening of the hand-carried bags
- RESULT** : Referred to Singapore Police Force for further investigation under Corruption, Drug Trafficking and other Serious Crimes Act

**CASE 10**



**CASE 11**

**15 June 2009 | 1800hrs**

**TUAS COMMAND**

**LOCATION** : Tuas Checkpoint, Arrival Cargo Bay

**OFFENCE** : Attempted smuggling of 2,100 cartons of duty-unpaid cigarettes

**HOW** : Found hidden in a secret compartment underneath the floor-board of a trailer carrying cement concrete piling. Checks conducted after abnormalities detected during scanning

**RESULT** : Referred to Singapore Customs for further investigation

**CASE 12**

**20 June 2009 | 0855hrs**

**PORTS COMMAND**

**LOCATION** : Tanjong Pagar Scanning Station

**OFFENCE** : Attempted smuggling of 15,000 cartons of duty-unpaid cigarettes

**HOW** : Detected during scanning of consignment declared as bamboo chopsticks

**RESULT** : Referred to Singapore Customs for further investigation



**CASE 13**

**21 June 2009 | 1615hrs**

**COASTAL COMMAND**

**LOCATION** : Tanah Merah Ferry Terminal, Arrival Hall

**OFFENCE** : Attempted entry into Singapore with false identity

**HOW** : False identity detected by iFACE system

**RESULT** : Denied entry into Singapore





**CASE  
14**

**6 July 2009 | 2240hrs**

**INTELLIGENCE DIVISION & TUAS COMMAND**

**LOCATION** : Tuas Checkpoint, Arrival Cargo Bay

**OFFENCE** : Attempted smuggling of 1,300 cartons of duty-unpaid cigarettes

**HOW** : Found hidden within the inner compartment of fibreglass tank and floorboard of the lorry carrying a consignment of live prawns. Joint operation between ICA Intelligence Division and Tuas Command

**RESULT** : Referred to Singapore Customs for further investigation

**CASE  
15**

**19 July 2009**

**ENFORCEMENT COMMAND**

**LOCATION** : Woodlands Checkpoint, Departure Car Bay

**OFFENCE** : Illegal entry and illegal departure; harbouring and illegal employment

**HOW** : Two Singaporeans provided their passport to an immigration offender for his illegal entry and exit. A Singapore Permanent Resident provided accommodation for the immigration offender

**RESULT** : Both Singaporeans were sentenced to six months' imprisonment with three strokes of the cane. The Singapore Permanent Resident was sentenced to eight months' imprisonment. The immigration offender was sentenced to 12 months' imprisonment and four strokes of the cane





**21 July 2009**

**INTELLIGENCE DIVISION & ENFORCEMENT COMMAND**

**LOCATION** : Changi Airport, Terminal 1, Gatehold Room

**OFFENCE** : Human Smuggling involving forged Singapore International Passports (SIPs)

**HOW** : Three Singaporeans attempted to facilitate the travel of three foreign nationals out of Singapore by using forged SIPs produced overseas

**RESULT** : Two Singaporeans were sentenced to one year's imprisonment. The case against the last Singaporean is pending. The three foreign nationals were repatriated.

**CASE 16**



**CASE 17**

**6 August 2009 | 1700hrs**

**PORTS COMMAND**

**LOCATION** : Pasir Panjang Terminal Gate 4

**OFFENCE** : Attempted smuggling of 3,600 bottles of duty-unpaid liquor

**HOW** : Found hidden in consignment declared as shearing machines. Checks conducted after abnormalities detected during scanning

**RESULT** : Referred to Singapore Customs for further investigation



**CASE 18**

**14 August 2009 | 2315hrs**

**COASTAL COMMAND**

**LOCATION** : Jurong Fishery Port

**OFFENCE** : Attempted smuggling of 1,650 cartons of duty-unpaid cigarettes

**HOW** : Found hidden in fuel tank located in the engine room of a fishing vessel

**RESULT** : Referred to Singapore Customs for further investigation



**CASE  
19****22 August 2009 | 0730hrs****TUAS COMMAND****LOCATION** : Tuas Checkpoint, Arrival Cargo**OFFENCE** : Attempted smuggling of 2,346 cartons of duty-unpaid cigarettes**HOW** : Found hidden in consignment of drums of adhesive glue. Checks conducted after abnormalities detected during scanning. Joint operation with Singapore Customs**RESULT** : Referred to Singapore Customs for further investigation**CASE  
20****24 August 2009 | 1305hrs****COASTAL COMMAND****LOCATION** : Tanah Merah Ferry Terminal, Arrival Hall**OFFENCE** : Attempted smuggling of 50 live Mata Puteh Birds (Wild Animals & Birds Act)**HOW** : Found hidden in a box under sticks of Otah-otah**RESULT** : Referred to Agri-Food & Veterinary Authority for further investigation



**CASE  
21**

**9 September 2009 | 2045hrs**

**INTELLIGENCE DIVISION**

**LOCATION** : Woodlands Checkpoint, Departure Car Bay

**OFFENCE** : Human Smuggling

**HOW** : One immigration offender found hidden in the oversized speaker compartment of a motorcar

**RESULT** : Driver was sentenced to 24 months' imprisonment and four strokes of the cane while the middleman was sentenced to 30 months' imprisonment and four strokes of the cane. The immigration offender was sentenced to three months' imprisonment and three strokes of the cane

**CASE  
22**

**22 September 2009 | 0800hrs**

**AIR CARGO COMMAND**

**LOCATION** : Parcel Post Section

**OFFENCE** : Importation without relevant permit of 826 grams of sodium nitrate (explosive precursors)

**HOW** : Detected during X-ray screening of a suspicious looking parcel

**RESULT** : Referred to Singapore Police Force for further investigation



**CASE  
23****2 November 2009 | 1300hrs****WOODLANDS COMMAND****LOCATION** : Old Woodlands Checkpoint, Arrival Cargo Bay**OFFENCE** : Attempted smuggling of 5,098 cartons of duty-unpaid cigarettes**HOW** : Found hidden in the cavity of insulated materials in a consignment declared as insulated materials. Checks conducted after abnormalities detected during scanning**RESULT** : Referred to Singapore Customs for investigation**CASE  
24****29 November 2009 | 1130hrs****WOODLANDS COMMAND****LOCATION** : Woodlands Checkpoint, Arrival Car Bay**OFFENCE** : Attempted smuggling of 1,815 pieces of uncensored / suspected obscene optical discs**HOW** : Found hidden in the rear seats, front seats and rear compartment of car**RESULT** : Referred to Singapore Police Force for investigation

# Annual Statistics

## Checkpoint Operations

	2009	2008	2007
Number of passengers cleared at the checkpoints:			
Arriving	<b>74,230,400</b>	74,419,500	72,159,800
Departing	<b>74,357,500</b>	74,216,800	71,520,400
Number of inward containers	<b>902,500</b>	886,300	874,700
Number of inward consignments (non-containerised) cleared at the checkpoints	<b>2,911,600</b>	3,131,800	2,988,900
Number of parcels cleared at the Parcel Post Centre	<b>1,527,400</b>	1,432,700	1,346,800

## Enforcement Operations

	2007	2008	2009
Number of illegal immigrants arrested	3,000	2,400	<b>1,800</b>
Number of overstayers arrested	4,800	3,600	<b>3,800</b>
Number of harbourers arrested	190	110	<b>80</b>
Number of employers of immigration offenders arrested	130	110	<b>50</b>
Number of contraband cases detected	37,800	38,600	<b>52,800</b>
Number of vehicles used in smuggling of illegal immigrants seized	5	8	<b>8</b>

## Services Centres Operations

	2009	2008	2007
Number of applications for citizenship approved	<b>20,300</b>	22,000	16,000
Number of identity cards issued	<b>99,800</b>	114,200	98,900
Number of Singapore passports issued	<b>496,500</b>	456,800	435,000
Number of certificates of identity issued	<b>500</b>	1,300	1,000
Number of passes and permits (excluding re-entry permits) granted to foreigners	<b>492,200</b>	562,300	522,800
Number of live-births registered	<b>39,700</b>	39,800*	39,500*
Number of deaths registered	<b>17,100</b>	17,200	17,100

\* updated figures

## **Editorial Team**

ADVISOR : Ms Eunice Chu

MEMBERS : Mdm Teng Mui Mui  
Ms Roslinda Ahmad  
Ms Nazeera Ebrahim  
Mr Kenneth Sim  
Mr Tham Golfred  
Ms Yew Fang Ying





