

Be Guided **Be Better**

Annual 2011

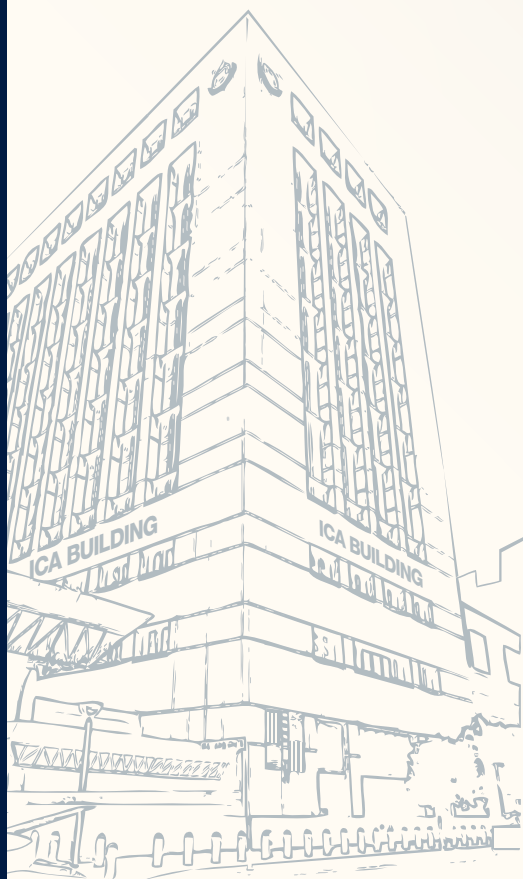


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MISSION

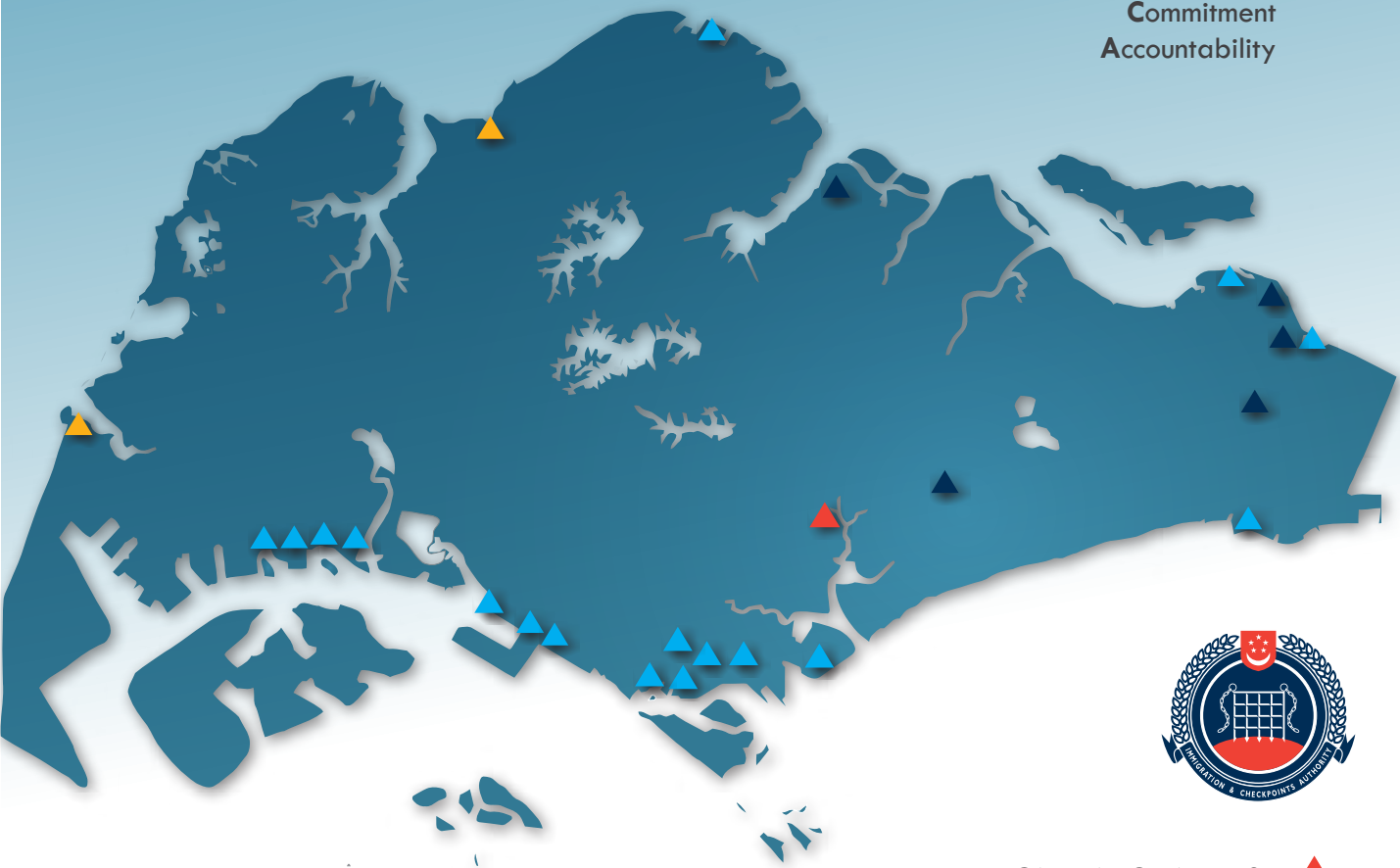
We ensure that the movement of people, goods and conveyances through our checkpoints is legitimate and lawful. We administer and uphold our laws on immigration, citizenship and national registration fairly and effectively.





VISION

Inspiring Confidence in All

VALUES

Integrity
Commitment
Accountability



- ICA HEADQUARTERS 
- AIR CHECKPOINTS 
- LAND CHECKPOINTS 
- SEA CHECKPOINTS 

Commissioner's Foreword

AN EVENTFUL AND FRUITFUL YEAR

2011 was a busy, challenging but successful year for ICA. ICA officers have continued to live up to our vision of 'Inspiring Confidence in All' as we worked tirelessly and stayed vigilant in keeping Singapore safe and secure.

When I assumed office on 1 September 2010, my topmost wish was for ICA to be better. I had said then: "We must stay ahead of not just the enemy but also ourselves. This means that we must be better today than we were yesterday and that we will be better tomorrow, compared to today."

I am happy to share that ICA had indeed performed better in 2011 than we did in 2010. The number of traveller and vehicular volume cleared at the checkpoints has increased by about 25% and 26% respectively over a 5-year period. Similarly, the number of goods and conveyances handled at the checkpoints

also registered an increase of about 23%. Despite the increase in workload, our heightened enforcement efforts at the checkpoints have resulted in higher detection of contraband smuggling. In 2011, 80,800 cases were detected, an increase of almost 20% compared to the previous year. The total number of foreigners arrested for immigration offences fell by 27% to 3,106 in 2011 compared to 2010. These positive results are attributed to ICA's relentless efforts such as thorough examinations and tightened security at the checkpoints. Besides the vigorous efforts of ICA officers, I would also like to thank our strategic partners and the community for their continued support which brought about seamless synergy in keeping our borders safe and secure.

As a Border Control and Identification agency, ICA bears the twin challenges of providing quality service while ensuring security. Besides having good scores at the border checkpoints, the encouraging results from the last External Customer Perception Survey showed that ICA's service standards achieved are all above the national average. ICA is committed to service excellence and will explore creative ways to provide more convenience to our customers without compromising on security. 2011 saw the opening of the new eLobby@ICA in July which provided more e-kiosks to allow ICA's customers to transact with ICA via e-Services instead of submitting their applications over the counter. In 2012, leveraging on technology, we can look forward to providing greater convenience to our customers.

In the discharge of our duties, ICA officers will continue to adopt a security-focused, service-conscious approach in our service delivery to delight our customers and at the same time ensure the safety and security of our nation.

“ We must stay ahead of not just the enemy but also ourselves. This means that we must be better today than we were yesterday and that we will be better tomorrow, compared to today. ”

CELEBRATING ICA'S COLLECTIVE ACHIEVEMENTS

The success of any organisation can only be achieved through an excellent business operating model, able leadership and motivated staff. As such, deserving officers who have performed well will be duly rewarded and encouraged to continue to do their best. In June 2011, some 305 ICA officers were promoted to their next grade. I congratulate the 45 officers who received the TOPSIS awards, and the 30 who received the MHA Star Service Awards. Some 67 of our colleagues also received the National Day Awards, either at the state level or ministry level. ICA also won awards at the MHA Innofest, both at the group as well as individual levels. Awards such as these have shown that our endeavours in developing the capability of our officers have been fruitful.

The results of the Organisational Health Survey (OHS) 2011 revealed that more officers than before have a positive outlook about being an ICA officer. I am heartened by the positive results. Our officers are our most important assets and valued members of the ICA Family. We will continue to invest in developing the capability of our officers to the fullest. A strong Team ICA would allow us to face challenges in partnership with all in the Home Team.

At the organisational level, ICA has garnered more awards such as the Gold Award given by the Community Chest, for our efforts in community service. ICA won the Best Practice (Regulation) Award at the Excellence in Public Service Awards 2011 for its eVisitor Programme. In September 2011, Spring Singapore renewed ICA's niche certifications of People Developer, S-Class and I-Class till 2014. ICA was accorded the Singapore Quality Award (SQA) status in 2009. ICA's innovation efforts were also recognised with the SITF Merit Award for the Alternate Site Collection project.

SHARING SIGNIFICANT MOMENTS TOGETHER

The year 2011 will also be remembered for a number of ground-breaking events with the relocation of KTMB Station at Tanjong Pagar to Woodlands Train Checkpoint.

ICA believes in sharing our business excellence models and methodologies with our regional partners and beyond. Thus, in 2011, ICA hosted more than 40 visits from all over the world including the King and Queen of Bhutan in November. From 3 to 6 October, ICA also hosted the 15th Meeting of ASEAN Directors-General of Immigration Departments and Heads of Consular Affairs Divisions of the Ministries of Foreign Affairs (DGICM), and the 7th ASEAN Immigration Intelligence Forum (AIIF). About 70 delegates from the 10 ASEAN member states attended the meeting, reinforcing their commitment to the common purpose of achieving an outward looking, stable and prosperous ASEAN community. ICA shares its expertise with the ASEAN community through formal training programmes, such as the inaugural run of the



Japan-Singapore Partnership Programme for 21st Century – ASEAN Border Cooperation for Managers from 17 to 21 October, when ICA hosted eleven Immigration and three Customs senior officials from the majority of ASEAN member countries.

BEING READY FOR THE FUTURE

ICA has done well in 2011. Nevertheless, we do not intend to rest on our laurels. We have embarked on a journey to co-create a better ICA for the future. In adopting this co-creation with ICA officers at all levels, we have focused on the higher levels of intervention, addressing issues like the mental models and systemic structures that will result in quantum leap improvements instead of doing more of the same at the event level. In our effort towards organisational capacity building and capability development, we hope to achieve a human capital transformation and an organisation that is future-ready.

The security climate has become even more challenging for all of us at ICA. Driven by the organisation's mission, inspired by our vision and guided by our values, our officers will rise to the challenges and exude determination and confidence to achieve success for ICA. ICA officers remain guided by the organisation's values as we discharge our duties with integrity, commitment and accountability. We will remain committed to our vision of 'Inspiring Confidence in All' as well as discharge our duties professionally and diligently so as to keep Singapore safe and secure.

MR CLARENCE YEO
Commissioner ICA

Leadership Group

Mr Clarence Yeo

COMMISSIONER

Mr Vijakumar Sethuraj

DEPUTY COMMISSIONER
Policy & Administration

Mr Christopher Ng

DEPUTY COMMISSIONER
Operations



As at 31 December 2011



Mrs Lee-Ho Sow Heng

DIRECTOR
Policy Admin & International Affairs

Mrs Pravina Jit

DIRECTOR
Manpower

Mr Lee Chian Tak

DIRECTOR
Intelligence

Mr Eric Chua Poh Keyong

DIRECTOR
Planning & Research

Mr Bhopinder Singh

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Mr Jaswant Singh

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Corporate Services

Leadership Group



Ms Tan Sor Hoon

DIRECTOR
Technology

Mr Tan Kok Guan

DIRECTOR
Citizen Services

Mr David Tan

DIRECTOR
Visitor Services

Mrs Evelyn Wu Khuek Lan

SENIOR DEPUTY DIRECTOR
ICA Training School

Ms Angie Wong

DEPUTY DIRECTOR
Corporate Communications

Mr Kng Eng Kiat

DIRECTOR
Permanent Resident Services

Mr Wong Kong Wa

SENIOR DEPUTY DIRECTOR
Intelligence



Mr Tan Poh Kee

COMMANDER
Enforcement

Ms Julia Sng Gek Lian

COMMANDER
Coastal

Mr Tan Hang Tjong

COMMANDER
Tuas

Ms Cora Chen Chian

COMMANDER
Airport

Mr Nam Liang Chia

COMMANDER
Woodlands

Mr Lim Wei Meng

COMMANDER
Ports

Mdm Siew Chui Lin

COMMANDER
Air Cargo

Airport Command

Airport Command oversees the control of goods and persons arriving into and departing from Singapore through Singapore Changi International Airport. At Airport Command, ICA officers serve as the front-line ambassadors of the nation as they are foreigners' first point of contact upon arriving in Singapore. In performing passport and baggage clearance work, officers strive to provide speedy clearance and quality service without compromising security.

Airport Command serves one of the busiest airports in the world, with the passenger movement in 2011 exceeding its record-breaking statistic of 42 million passengers in 2010. As Changi Airport is noted as a world-class airport, the international travellers have high expectations of the services provided by ICA officers. Officers at Airport Command constantly adopt a "security-focused, service-conscious" mindset. In the face of a dynamic and ever-changing operating environment, Airport Command strives to keep ahead by working with its strategic partners, reviewing its work processes and leveraging on technology.



CENTRALISED IMMIGRATION CLEARANCE POINT

One of the key challenges faced by Airport Command is the optimal utilisation of its resources. Previously, there was no dedicated location to conduct immigration clearance in the CIP Complex, so travellers were unaware of the clearance locations. In September 2011, the Centralised Immigration Clearance Point (CICP) - a

dedicated point to conduct immigration clearance for arriving and departing passengers - was operationalised. With a prominent and dedicated immigration clearance point, service for passengers has improved, as they are aware of exactly where to seek immigration clearance in the complex.

The construction of the CICP at the CIP Complex was made possible with the successful

collaboration of various parties, in particular, Jetquay, Airport Police and Changi Airport Group (CAG).

INCREASED USE OF eIACS

In collaboration with Changi Airport Group (CAG), Airport Command has rolled out several initiatives to encourage more travellers to use the eIACS. The eIACS workflow has been rearranged such that Auxiliary



Police Officers (APOs) conducting boarding pass checks at departure are relocated to carry out their tasks after the eIACS lanes. This prevents potential bottle-necks caused by the APOs during peak periods, making eIACS a more attractive option for passengers seeking immigration clearance. In order to encourage travellers to use the eIACS lanes, Changi Experience Agents from CAG were also engaged to guide

travellers in using them. The eIACS signage has also been redesigned to make it more prominent. These efforts have paid off and ICA has seen an increase in eIACS utilisation across all the terminals.

CREATING AWARENESS OF INDIVIDUAL IMMIGRATION CLEARANCE POLICY

This initiative arose from travellers' feedback that they were unaware

of our immigration clearance procedure. Airport Command collaborated with CAG to place signages at the immigration counters advising travellers to wait behind the designated lines and proceed one at a time for immigration clearance.



Air Cargo Command

Air Cargo Command is responsible for the prevention of the entry of undesirable cargoes, parcels and passengers through its checkpoints namely:

- *Changi Airfreight Centre (CAC) – clearance of airfreight cargoes and air express cargoes*
- *Airport Logistics Park of Singapore (ALPS) – clearance of airfreight cargoes*
- *Parcel Post Section – clearance of mail parcels and mails by air and sea*
- *Seletar Airport – clearance of passengers, baggage and cargoes*



PARCEL POST SECTION

Air Cargo Command's Parcel Post Section (PPS) is responsible for the screening and clearance of inbound postal articles handled by Singapore Post Ltd (SingPost). PPS is located at Singapore Post Centre in Eunos. Due to the popularity of internet purchases with the increased accessibility of the internet, the volume of inbound packages has been rising annually. For the past three years, the postal articles handled by officers at PPS have increased tremendously.

In 2009, 1,527,400 articles were screened at Parcel Post Section. The volume increased to 1,564,000 articles in 2010 and 2,176,900 articles in 2011. Compared to the 2010 figures, 2011 saw an increase of almost 40%.

Despite the increase in workload, the officers at PPS continue to maintain their vigilance. The rate of detection remains consistently high over the years. In 2009, 9,206 cases were detected; in 2010, 10,153 cases were detected; and in 2011, 11,142 cases were detected.

COUNTER-TERRORISM COLLABORATION WITH SBS TRANSIT

Changi Airfreight Centre (CAC) is the main host for Singapore's air cargo supply chain eco-system. ICA officers at the CAC have a heavy responsibility of clearing the goods and conveyances passing in and out of the Changi Free Trade Zone (FTZ). Thousands of workers and visitors enter and leave this FTZ on a daily basis in various land transport modes including public buses.

In recent years, in addition to large-scale organised attacks, instances of individual lone-act incidents have been on the rise. Looking at the recent trends, Air Cargo Command decided to collaborate with SBS Transit in counter-terrorism. Air Cargo Command engaged SBS to provide talks to their drivers. From August to September 2011, Air Cargo managed to reach out to more than two hundred bus captains over twenty five sessions of talks at three bus interchanges: Tampines, Hougang and Bedok.

In the bilingual outreach

programme, Air Cargo showed the bus captains some of the dangerous items it had seized and highlighted recent terrorist activities in the region. The bus captains were also taught the telltale indicators of suspicious activities and the procedures to follow if there were suspicious passengers on board their bus in the FTZ.

ELECTRONIC TOURIST REFUND SCHEME AT SELETAR AIRPORT

The Inland Revenue Authority of Singapore (IRAS), together with the international financial services company, Global Blue, launched the world's first Electronic Tourist Refund Scheme (eTRS) on 9 November 2011. The convenient process benefits many tourists and retailers. The eTRS allows retailers to scan the receipts and tag the information to the tourists' credit cards. Prior to the eTRS launch, officers at Air Cargo Command's Seletar Airport (SA) were required to attend to each and every request for GST refunds as part of the departure clearance process. Now with eTRS, tourists



merely need to scan their passports and credit cards at the eTRS kiosks. The eTRS also makes it more convenient for retailers by reducing the time spent on paper work, and tourists can now claim their GST refunds in as little as three minutes, compared to twenty minutes previously.

Months before the implementation of eTRS at SA, Air Cargo Command was actively involved in the planning, preparation and training with Singapore Customs and IRAS. To ensure its smooth implementation,

the Command decided to engage the various stakeholders at SA early. Ground Handling Agents (GHAs) were trained together with ICA officers so that the GHAs could assist their passengers in the use of the eTRS kiosks during the pilot phase.

Changi Airport Group's (CAG) assistance was sought to extend the existing clearance counters to accommodate the new eTRS system. The Command also spared no efforts in walking through the new processes with IRAS and CAG to determine

the most appropriate area to place the eTRS kiosks, taking into consideration accessibility and weather conditions. The eTRS has been operational at SA since 29 September 2011. Tourists had complimented the new system as being user-friendly.

Departure clearance for tourists is now smoother as there are shorter queues. With the implementation of the eTRS, ICA officers are better able to focus on security issues.



Woodlands Command

Woodlands Command, comprising Woodlands Checkpoint, Old Woodlands Checkpoint and Woodlands Train Checkpoint is the world's busiest land checkpoint, clearing more than 100 million travellers every year. It is also the only checkpoint in Singapore that handles five modes of transport: car, motorcycle, bus, lorry and train. The Command handles about 60% of the total travellers cleared through our air, land and sea checkpoints and 78% of the vehicles cleared through both Tuas and Woodlands checkpoints. Owing to increasing traveller volume and its finite infrastructure and capacity load, the Command has actively leveraged on technology and implemented innovative measures to facilitate people and vehicular clearance.



RELOCATION OF KTMB STATION AT TANJONG PAGAR TO WOODLANDS TRAIN CHECKPOINT

Following an agreement between the Prime Ministers of Malaysia and Singapore on 24 May 2010, the Keretapi Tanah Melayu Berhad's (KTMB) and Malaysian CIQ agencies were re-located to Woodlands Train Checkpoint (WTCP) on 1 July 2011. With the relocation, all arrival and departure trains terminate and start at WTCP. On 14 July 2011, Deputy Prime Minister, Coordinating Minister for National Security and Minister for

Home Affairs, Mr Teo Chee Hean, officially opened the co-located CIQ facility at WTCP. Post relocation, the Command continues to work closely with the KTMB and Malaysian CIQ agencies to review areas for improvement. This has resulted in enhancements which included improving the ventilation as well as the installation of the LED signage at the waiting area to display train information and opening hours of the gate to the WTCP.

OPERATION OF BI-DIRECTIONAL EIACS LANES AT WOODLANDS TRAIN CHECKPOINT (WTCP)

With the relocation of the Malaysian CIQ facilities to WTCP on 1 July 2011, Woodlands Command modified the existing ten manual immigration counters to cater for bi-directional clearance of train travellers arriving or departing via WTCP. The Command also worked closely with Technology Division to install bi-directional eIACS lanes to provide automated clearance for eligible arriving or departing train travellers.



On 22 September 2011, three bi-directional eIACS lanes at WTCP became operational. Feedback from travellers has been positive because of the shorter waiting time and faster clearance through the automated lanes at WTCP. The bi-directional eIACS lanes will remain operational throughout train operations from 0430 hrs to 2330 hrs.

OPENING OF FLEXI BUS HALL

On 4 August 2011, the Flexi Bus Hall was opened for operation at Woodlands Checkpoint. The Flexi Bus Hall was created from what was previously the Secondary

Team (ST) office. There are twelve manual counters in the Flexi Bus Hall, and these counters are used to clear either arriving or departing travellers, depending on peak periods. Feedback from travellers has been positive as they welcomed the move to increase the number of clearance counters.

OPERATIONALISATION OF NEW EXIT LANE FOR ARRIVAL CAR GREEN CHANNEL

The new car exit lane out of Woodlands Checkpoint was operationalised on 19 September 2011. The purpose of the new

car exit lane was to facilitate the flow of cars out of the checkpoint during peak hours. Prior to that, there was only one merging lane at Arrival Car Green Channel for arriving cars to exit the Checkpoint, resulting in a bottleneck for cars exiting the checkpoint. However, such a choke-point at the exit is still important to slow down car traffic to prevent 'dash-through' cases. Thus, the new car exit lane would only be operational when the traffic reached a prescribed trigger-point. The opening of the new exit lane has led to positive feedback as it facilitates car flow out of the checkpoint.



Tuas Command

Tuas Command is responsible for overseeing the control of persons and goods arriving and departing via Tuas checkpoint. Tuas Command is also the only land checkpoint designated to clear vehicles carrying hazardous materials and poultry arriving from Malaysia. During January to December 2011, a monthly average of 2.5 million travellers and 1.2 million conveyances passed through the checkpoint. As the travellers and vehicular traffic volume increases at the checkpoint, ICA officers at Tuas Command continue to bear the twin challenges of providing quality service while ensuring security and effective border control.



QUALITY SERVICE

According to the nationwide survey on Customer Satisfaction Index of Singapore (CSISG) released in 2011, travellers perceived that there was an appropriate level of security and control at ICA's checkpoints. Passengers also expressed confidence that ICA would be capable of dealing with any security threat that may arise. Tuas Command has continuously shown improvement in the overall satisfaction index with immigration clearance service quality, queuing time and speed of processing. There were also significantly high satisfaction scores for staff service and speed of cargo clearance. ICA officers at Tuas Command adopt a 'security-focused, service-conscious' mindset in delivering excellent service. In 2011, Tuas Command received more than 3,800 compliments and encouraging feedback from travellers.

CHECKPOINT SECURITY

Tuas Command works closely with its strategic partners such as the Office of the Chief Science and Technology Officer (OCSTO),

Singapore Police Force (SPF), Central Narcotics Bureau (CNB), Land Transport Authority (LTA), Agri-Food & Veterinary Authority (AVA), Singapore Civil Defence Force (SCDF), and Singapore Customs (SC). These strategic partners have a physical presence in the checkpoint. Meetings are regularly held with our strategic partners to foster closer relationships and discuss operational issues. To keep our borders safe and secure, Tuas Command continues to enhance its perimeter security. In 2011, concertina and barbed wires were installed on the top of the existing 3-meter high anti-climb wire mesh perimeter fencing to deter potential intruders.

EMERGENCY PREPAREDNESS

As Tuas Checkpoint is the only land checkpoint that clears hazardous materials, the probability of Tuas frontline officers encountering chemical hazards is higher. It is therefore imperative to ensure that officers are adequately trained in protecting themselves and are familiar with emergency procedures during a chemical incident. Personal protective

equipments (PPEs) such as Powered Air Purifying Respirators (PAPR), Fuller's earth absorbent powder and chemical resistant gauntlets are also provided for officers to control and mitigate exposure to chemical spillages. More importantly, joint emergency preparedness exercises are frequently conducted to train officers in the use of the PPEs, emergency preparedness skills and procedures such as the use of the Protection Facility for decontamination of affected persons. Notably, Exercise "White Aquarius" is conducted annually in which ICA, SPF and SCDF officers play out scenarios involving the spillage of hazardous materials at Tuas Checkpoint. Exercise "White Aquarius" 2011 was a success, as all ICA officers responded well, including officers from SCDF and SPF, demonstrating the close working ties between ICA and other Home Team partners in handling contingencies.

DEVELOPING TUAS COMMAND'S OFFICERS

Tuas Command set up four new training rooms at the various clearance zones in 2011. Officers utilise these new resources for



their learning needs through web-based training during their lull period. The training rooms also provide teams with a more conducive environment to hold their pre-shift briefings. To facilitate communication between management and staff, Tuas Command initiated a Coffee Corner Session with Commander in July 2011. During such sessions, officers may discuss any pressing issue and share problems they face in their daily work with Commander.

SERVICE IMPROVEMENT INITIATIVES

In July 2011, Tuas Command installed notices at all car counters, informing drivers to

wind down their rear mirrors, not to use their mobile phones, and to switch off their headlights. With the introduction of these notices, drivers are made aware of our requirements, allowing for a smoother immigration clearance.

To improve travellers' experience at Tuas Checkpoint, a waiting room was constructed for travellers to use while they wait to be interviewed as part of secondary checks. Television screens showing controlled and prohibited items were also installed at Arrival Bus Hall so that travellers would be better informed and would proceed to the correct lane to declare any prohibited items they could be carrying.

COMMUNITY INVOLVEMENT

Other than hosting foreign visitors, Tuas Command also hosted local visits by students and senior citizens, as part of our community involvement programmes. Students and senior citizens are given a tour of the checkpoint and learn how ICA secures the nation's borders. Tuas Command will continue to support the community involvement programmes so that ICA's messages will reach out to the masses.



Coastal Command

Coastal Command is responsible for overseeing the control of persons and goods coming through the sea checkpoints and other designated entry and exit points as well as the suppression of goods and people smuggling at sea. It is also responsible for the entire immigration clearance process of seamen and clearance at immigration anchorages and container wharfs. There are about 460 officers operating in Coastal Command HQ, the seven immigration checkpoints and five gazetted anchorages under the purview of Coastal Command.



ICA (COASTAL COMMAND) CONFERRED THE "OUTSTANDING INDUSTRY PARTNERSHIP AWARD" BY SINGAPORE CRUISE CENTRE PTE LTD

In recognition of its efforts in ensuring that travellers passing through the Singapore Cruise Centre enjoy their getaways with peace of mind, ICA (Coastal Command) was conferred the "Outstanding Industry Partnership Award" by Singapore Cruise Centre Pte Ltd (SCCPL), the terminal operator, during its 20th anniversary celebrations at Resorts World Sentosa on 14 November 2011. This award will further strengthen the strategic collaboration between the two stakeholders and bring service excellence to the next level.

EXERCISE NORTH STAR VIII

Coastal Command participated in Exercise North Star VIII from 14 to 25 November 2011. It was co-led by MINDEF (RSN) and MHA. ICA's participation was focused on the table-top exercises and joint

boarding by the anti-smuggling teams on targeted vessels during the ground deployment exercise. During the table-top exercises, Coastal Command participated in two scenarios which tested ICA's linkages with external agencies such as the National Maritime Sense-making Centre (NMSC) and National Maritime Ops Group (NMOG).

The exercise culminated on 25 November 2011 when Coastal Command's anti-smuggling teams were deployed to support Ops Slingshot, which involved storming a vessel. The officers boarded and conducted checks on the "hijacked vessel". The ground deployment exercise was a success with our officers achieving their tasked mission of boarding and securing the vessel.

ANNUAL ICA-INDONESIA KEPRI FRIENDLY GAMES 2011

Coastal Command facilitated the 2011 ICA-Indonesia KEPRI Friendly Games, held in Bintan on 13 December 2011. Our ICA officers pitted their skills

against those of our Indonesian counterparts in four games: table tennis, badminton, tennis and golf.

The games enhanced and further strengthened the already good rapport and close working relationship between the two agencies. The Indonesians expressed their appreciation to ICA for the support as well as the time and effort by all participants who had been instrumental in the success of the event. ICA's Head of Delegation, Director (Operations) Bhopinder Singh, thanked the Indonesians for their generous hospitality and the excellent programme.

JAPAN-SINGAPORE PARTNERSHIP PROGRAMME FOR THE 21ST CENTURY (JSPP21) – ASEAN BORDER COOPERATION FOR MANAGERS

On 20 October 2011, Coastal Command hosted a site visit at Singapore Cruise Centre for delegates attending the Japan-Singapore Partnership Programme for the 21st Century



(JSPP21) – ASEAN Border Cooperation for Managers. The site visit comprised a briefing on Coastal Command's checkpoint operations and a demonstration on ship rummaging techniques by the Anti-Smuggling Team (AST) onboard a passenger ferry. The visit was fruitful for both the invited delegates and Coastal Command's representatives as they learnt from each other.

INTERNATIONAL CRUISE TERMINAL (ICT)

Spearheaded by Singapore Tourism Board (STB), the new

International Cruise Terminal (ICT) is scheduled to commence operations in the first half of 2012. The ICT presents an excellent platform to explore new concepts and IT solutions to set new benchmarks for people clearance. The Flexi Immigration Clearance System (Flex-i) will be introduced at the ICT. Being the first of its kind, the Flex-i will put ICA on the world map with counters that can easily be toggled between manual and automated modes of clearance. At the ICT, the number of manual counters and automated lanes to be opened

for clearance could be optimised based on the passenger load of the cruise liners. The process is as simple as the touch of a toggling button. Such flexibility is important for Coastal Command's business continuity strategy in which manual clearance is able to replace automated clearance and vice versa.



Ports Command

Ports Command is responsible for the effective and expeditious clearance of containerised and conventional maritime cargo via seven cargo checkpoints and three scanning stations bordering the four sea-freight Free Trade Zones (FTZs). Ports Command's mission is to provide effective and efficient clearance of seaborne cargo through the checkpoints at the FTZs, ensuring that their movement is legitimate and lawful.



CONSTRUCTION OF PROTECTIVE ANALYTICAL & ASSESSMENT FACILITY AT PASIR PANJANG SCANNING STATION

To provide the necessary clearance for a large and increasing volume of maritime cargo at the checkpoints, a risk management approach has been adopted to target high-risk shipments for inspection. Such an approach, although inevitable, may not be completely foolproof in the Command's quest to ensure that the movement of all maritime cargo passing through its checkpoints is legitimate.

In its continuing quest to "Be Better", Ports Command has been in active engagement with the MHA Office of the Chief Science & Technology Officer (OCSTO) to meet the challenge of detecting dangerous consignments amidst a heavy flow of maritime cargo passing through its checkpoints. It has been proposed that equipping Ports Command with a Protective Analytical & Assessment Facility

(PAAF), akin to the Protective & Analytical Facility setup of Tuas Command, is a viable and long-term plan in tackling maritime terrorism threat. The construction of the PAAF at Pasir Panjang Scanning Station is targeted to commence in May 2012 and its expected completion will be in April 2013.

REPLACEMENT OF RE-LOCATABLE VEHICLE & CARGO INSPECTION SYSTEM AT TANJONG PAGAR SCANNING STATION

With the opening of the Tanjong Pagar Scanning Station (TPSS) in 2003, ICA is able to expedite the examination of inbound containers and Singapore became the first Container Security Initiative (CSI) port in Asia to scan CSI-targeted containers.

Subsequently, another two scanning stations, Pasir Panjang Scanning Station and Jurong Scanning Station were opened in 2005 and 2009 respectively to augment

the capacity of Tanjong Pagar Scanning Station.

At present, the radiographic scanner (also known as Re-locatable Vehicle & Cargo Inspection System or RV) at TPSS takes about five minutes to scan one 40-foot container. During peak periods, this scanning capacity is insufficient to match the rate of arriving containers. Hence, backflow of container queues from the scanning station to the port areas can occur from time to time.

The proposed new portal scanner will shorten the scanning time to around 2.5 minutes per 40 foot container. Hence, the project to install a drive-through portal system will shorten the waiting time for the importers/hauliers. The time savings will improve the throughput of cargo vehicles scanned per hour or a 50% time savings in waiting for a scan at TPSS which translates to running cost savings for the business community.





With the delivery of this new portal scanner in 2013, Ports Command will be able to maintain the delicate balance between security clearance and trade facilitation.

RELOCATION OF RADIATION PORTAL MONITORS

A Declaration of Principles between the governments of the US and Singapore to implement the Megaports Initiative (MI), also

known as the Radiation Detection Initiative or RDI) in Singapore port was signed in 2004. Two Radiation Portal Monitors (RPMs) under MI were subsequently installed the following year and they have since been in operation at Pasir Panjang Terminal (PPT) Gate for radiation screening of export as well as transshipment containerised cargo.

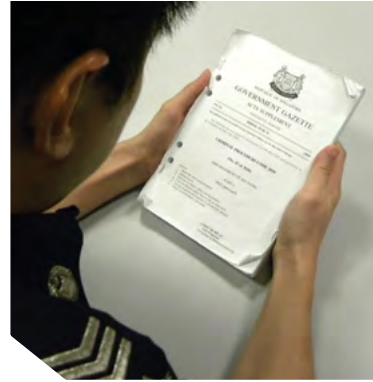
In February 2011, the two RPMs were relocated within the

same checkpoint gate to make way for the expansion of import and export cargo clearance lanes at PPT by PSA Corporation (PSAC). The relocation caters to the increase in container volume. The RPMs were successfully relocated through the joint efforts of PSAC, officials from the US Department of Energy as well as ICA's Ports Command, Ops Development Branch, Admin & Logistics Branch and Finance Branch.



Enforcement Command

Enforcement Command (EC) comprises three branches: Investigation Branch (IB), Prosecution Branch (PB) and Repatriation Branch (RB). These three branches are responsible for the effective and efficient investigation, prosecution and removal of immigration offenders from Singapore as well as the provision of integral support to ICA's enforcement activities. IB is responsible for the investigation of cases into persons accused of committing immigration and passport-related offences. PB institutes the prosecutorial actions in Court while RB is the only work unit within the Home Team to manage the repatriation of foreign offenders, and is responsible for the lawful and expeditious removal of foreign offenders from Singapore.



IMPLEMENTATION OF NEW CRIMINAL PROCEDURE CODE 2010

The implementation of a new Criminal Procedure Code (CPC) took effect on 2 January 2011. A statutory framework, known as the Criminal Case Disclosure Conference (CCDC), was introduced in the new CPC 2010 for the reciprocal exchange of evidence between prosecution and defence in criminal cases. This major change marked the start of greater transparency

in the administration of criminal justice and at the same time presented new challenges to the investigation and prosecution functions.

In tandem with the implementation of the new CPC 2010, a review was made by Policy & Operations Division (POD), MHA, to put in place a revised framework to manage the Warrants of Arrest (WA) issued to the department. This framework reviews all outstanding cases issued with WAs to ensure that

the legal requirement had been adhered to as well as addressing operational needs.

EC has since prepared all officers concerned for these significant changes. EC had engaged in numerous extensive discussions and collaborations with the various stakeholders such as Ministry of Home Affairs Headquarters, Attorney's General Chambers (AGC), Criminal Investigation Department (CID), and Subordinate Courts. EC had prepared a training package for



various work units affected by CPC 2010, with special focus on Enforcement officers performing the investigation and prosecution functions.

CUSTOMISED COURSES

Three specially customised courses: Investigation Paper Preparatory (IP-Prep) course, Person-in-Custody (PIC) management course, and Court Etiquette, Protocol and Procedures course were offered to the work units in ICA. These

courses were conducted by EC officers with the aim to generate awareness of EC functions such as investigation paper submissions, custodial management and court proceedings.

ENHANCED SPECIAL PASS

As part of the continuous efforts to improve work processes, EC reviewed and streamlined the security aspects and issuance process of the Special Pass (SP). Special Passes are issued to

foreigners to legalise their stay in Singapore pending investigation or repatriation, and may also be issued to Prosecution Witnesses (PWs), who are required by ICA and other law enforcement agencies. Previously, photographs of the SP holders were pasted onto the SPs. Since 1 December 2011, a digitised colour photo image of the SP holder is printed on the SP itself, making the SP more secure.



CITIZEN SERVICES CENTRE

The Citizen Services Centre (CSC)'s mission is to identify individual citizens and lawful residents of Singapore and provide them with official identification documents. CSC 'walks' with Singapore citizens through the critical stages of their lives: birth and death registration as well as registration of Identity Card (IC) at age 15 and its subsequent updating at age 30. It issues travel documents such as the Singapore passport for Singaporeans who need to travel. CSC is also responsible for processing applications for Singapore Citizenship.

DOUBLE-BARRELLED RACE REGISTRATION OPTION

On 1 January 2011, ICA implemented the registration of double-barrelled race options for Singaporean children born to parents of different ethnic groups. This change, first announced in Parliament on 12 January 2010, gives parents of inter-ethnic marriages additional flexibility and choice to reflect both their races for their child. By this new option, if one parent is Chinese and the other is Indian, the child's race may be recorded as "Chinese", "Indian", "Chinese-Indian", or "Indian-Chinese".

The option is in line with the Government's continual review of its policies in recognition of evolving societal changes such as the increasing number of inter-ethnic marriages in Singapore. The successful nationwide implementation would not have been possible without the commitment and dedication of the ICA and the Ministry of Home Affairs (MHA) team which worked



closely with government agencies such as the Ministry of Community, Youth and Sports (MCYS) to make it happen.

PHASE II OF iPASS

The iPass is an e-Service which allows our officers to enquire, on a real time basis, whether a Singapore passport has been listed as lost, stolen or cancelled in ICA's database. Implemented in 2008, the first phase of iPass responded to enquiries with a "Yes / No" answer to indicate if the passport in question is lost, stolen or cancelled. Phase II was successfully implemented on 10 February 2011, allowing users to further validate whether a Singapore passport is invalid and/or expired.

SINGAPORE CITIZENSHIP JOURNEY (SCJ)

As part of Singapore's efforts to improve the quality of new immigrants, the Singapore Citizenship Journey (SCJ) comprising three-component modules was launched in end February 2011. The first module is the Singapore Citizenship e-Journey, an on-line learning

module with a quiz segment. The second module comprises a Singapore Experiential Tour, bringing participants to the Parliament House, National Museum and the Urban Redevelopment Authority (URA) premises. The final module is a Community Sharing Session chaired by grassroots leaders. In realising the SCJ, ICA has played a critical role in the successful and smooth implementation of the Singapore Citizenship journey by working closely with the National Population and Talent Division, Prime Minister's Office.

IMPLEMENTATION OF INITIATIVES IN PASSPORTS UNIT UNDER THE LEAN PROJECT

LEAN tools were put into application after a 3-Day LEAN Value-Stream Mapping course attended by a team led by Head Passports in March 2011. Passports Unit had implemented hourly targeted work rates at the counters and at the backroom. Two shifts were also implemented at the passport production room during peak periods to maximise output. This has reduced



the waiting time for customers significantly.

NRIC SYSTEM UPGRADE

On 28 November 2011, CSC upgraded the NRIC system following months of painstaking planning to ensure uninterrupted service and prevent major technical glitches. The officers worked closely with the vendors to monitor the implementation and the performance of the upgraded system thereafter. The system has since been providing greater efficiency for our officers manning the registration counters as well as improved waiting time for our customers.

14TH INTERNATIONAL CIVIL AVIATION ORGANISATION (ICAO) – PUBLIC KEY DIRECTORY (PKD) BOARD MEETING

In March 2007, the ICAO PKD Board was formed with six founding members: Australia, Canada, New Zealand, the UK, the USA and Singapore (represented by ICA). The Board is responsible for advising ICAO Council on the technical, financial and policy decisions for the implementation

of the ICAO PKD. The PKD Board allows participating PKD Member States to extract country signing keys for passport authentication against document signing keys digitally written in e-passport chips for border clearance at their immigration checkpoints.

ICA hosted the 14th ICAO PKD Board Meeting from 5 to 6 December 2011 for over 40 delegates, including participants from 16 PKD member states, the ICAO Secretariat, the ICAO PKD Operator, Netrust, and the International Organisation for Standardisation (ISO). Representatives from the Philippines and Iran also attended as observers. Led by PKD Chair Dr Eckart Brauer of Germany, the two-day closed door meetings were held at the Parkroyal Hotel. The delegates expressed their heart-felt gratitude for the efficient organisation of the event and the hospitality rendered.

ALTERNATE SITE COLLECTION FOR SINGAPORE PASSPORTS

The Singapore Passports Alternate Site Collection (ASC) allows the secure collection of passports at Singpost outlets through biometric

identification. Eligible Singapore citizens can now conveniently collect their passports from 29 SingPost outlets located island-wide.

Since its launch on 15 October 2010, the ASC has garnered several awards, for example, the SiTF Awards (Singapore Infocomm Trade Federation) in 2011, the ministry-level MHA 3i Bronze Award and the prestigious PS21 Best Project Award (Silver) in 2011. More recently, the Public Service Division (PSD) has invited ICA to submit the ASC initiative to be considered for the UN Public Service Awards 2012, an esteemed award on an international level.

ISO CERTIFICATION FOR CSC'S SERVICES

The process of NRIC registration for 15-year-olds was successfully awarded the ISO 9001: 2008 re-certification in 2011. The birth registration process for a legitimate child at ICA, another major registration process, was also successfully ISO certified for the first time.



VISITOR SERVICES CENTRE

Foreigners call at the Visitor Services Centre (VSC) to apply for a range of facilities: Entry Visas, Short-Term and Long-Term Visit Passes and Student's Passes. VSC also serves foreigners who have lost their travel documents in Singapore, assesses appeals for entry from foreigners who are gazetted under the Prohibited Entry Order and monitors the status of foreign children born in Singapore.



PUBLIC SERVICE BEST PRACTICE (REGULATION) AWARD

On 13 May 2011, ICA's eVisitor Programme received the Best Practice (Regulation) Award during the Excellence in Public Service Awards Ceremony (ExPSA) 2011 to add to its numerous accolades. These included the prestigious FutureGov / Government Technology Awards 2008 (an international competition featuring the best from Asia Pacific and the Middle East), the SiTF Awards 2009 and the ASOCIO (Asia-Oceania Computing Industry Organisation) ICT Best Practice Award 2010.

The eVisitor Programme is a unique, integrated suite of online services to cater to the varied needs of increasing demand for visitor immigration services. Our seamless eVisitor programme allows foreigners to apply for a wide range of immigration facilities from the comfort and ease of their own home through SAVE, eXTEND, SOLAR and eVisit Pass.

GOLD SERVICE CHAMPION AWARD

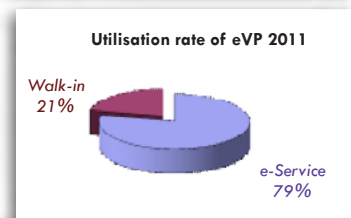
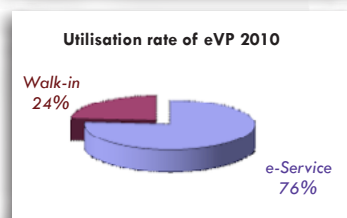
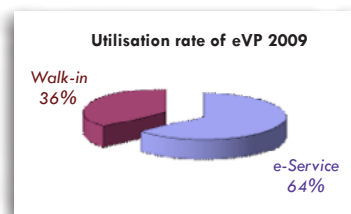
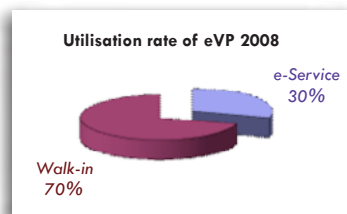
Our Enhanced Visit Pass Scheme bagged the Gold Service

Champion Award during the ICA Service Excellence Day 2011 on 14 June 2011. The eVisit Pass (eVP) system was initially targeted at foreigners applying under the Family Ties Scheme. The system was further enhanced and the target group expanded to include eligible visitors seeking employment in Singapore and those seeking permission to deliver their babies in Singapore.

As illustrated, there is a steady increase in the usage of the eVP service. It started off with 30% when we first rolled out e-Services. With the implementation of the

eVP for both the Family and Economic Schemes, we saw a big leap from 64% in 2009 to 76% in 2010.

Online services such as the eXTEND and e-Visa allow faster turn-around time. It is equipped with a customisable, complex rules engine so that it can automate the decision-making for legitimate cases using the retrieved data, and generate an approval (or a denial) online without any or minimal human intervention. On the other hand, suspicious, high risk applications are flagged out for closer scrutiny with the introduction





of “auto-rules engine” into our work processes.

The eVisitor Programme on the whole improves data integrity as data shown in our system is tamper-free compared to information endorsed or printed on the travel document or visa which may be compromised.

The eVisitor Programme also offers a one-stop solution, i.e.

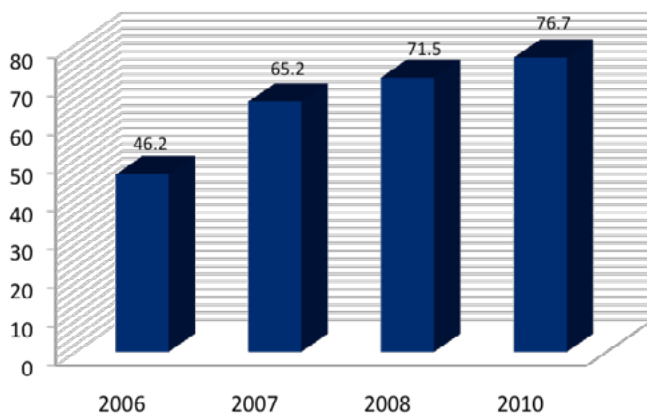
from online applications of long-term immigration facilities to e-Appointments for the collection of the long-term pass cards, to automatic eligibility to use the automated immigration clearance system (eIACS) lanes at our border checkpoints. This is possible because the eVisitor Programme has automated much of the background work, allowing data

to flow from the LTP application database to the automated clearance facility database.

The introduction of the eVisitor Programme has improved the speed of services and thus our customers' perception of ICA. The diagram on the left illustrates the improved customer satisfaction results arising from a survey by Forbes over three separate periods (or waves) from 2006 to 2008 and 2010.

By breaking away from established norms, adopting a new mindset, delivering Service Innovation, we have improved Service and Security with the implementation of the eVisitor Programme at VSC.

Customer Satisfaction Index 2006-2008 & 2010



No survey was conducted in 2009

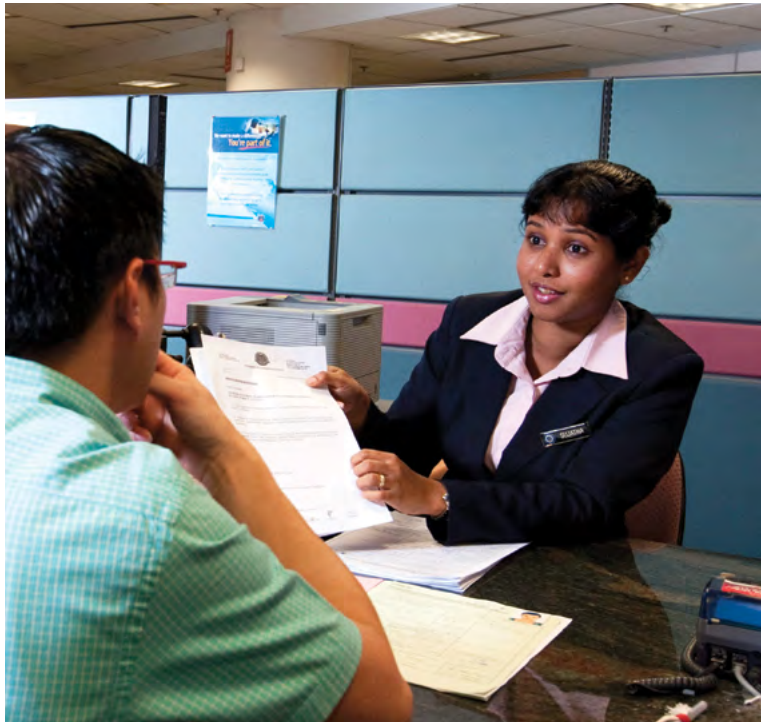
ISO CERTIFICATION FOR VSC'S SERVICES

The provision of service for the application and collection of visa for foreigners and the application of Student's Pass for Government Schools were awarded the ISO 9001: 2008 re-certification and certification, respectively in 2011.



PERMANENT RESIDENT SERVICES CENTRE

The Permanent Resident Services Centre (PRSC) is responsible for processing applications for Entry Permit (EP) which confers permanent residence (PR) status on the holder. It issues the EP to successful PR applicants and where applicable, visas to enable them to travel to Singapore. PRSC also issues and renews the Re-Entry Permit (REP) and Certificate of Identity (CI) to Permanent Residents (PR) to facilitate their travel. The centre registers the Singapore Blue Identity Card for new PRs who are 15 years old and above, and provides services on the verification of PR status. It is also responsible for processing cases of PR renunciation and revocation.



IMPLEMENTATION OF COMMON COUNTER SERVICES FOR SUBMISSION OF PR APPLICATIONS AND COMPLETION OF PR FORMALITIES

Previously, the counter services for accepting Entry Permit (PR) applications and the issuance of the Entry Permits (also known as Completing of PR Formalities) were carried out by two separate groups of counter officers. However, this arrangement did not allow for nimble cross deployment of the two groups.

To enhance customer service and optimise the use of resources, the Common Counter Services was launched on 27 October 2011.

Under this initiative, a single set-up was implemented across all the counters to allow PRSC officers to accept PR application and process completion of PR formalities, including identity card registration and issuance of EP and REP, all at the same counter. Officers were cross-trained to perform the enlarged job scope. Members of the public have since enjoyed a relatively shorter wait during their visit to the PRSC to submit their applications or to complete PR formalities. The counter officers' jobs were also enriched with the increased scope, which resulted in greater job satisfaction for these officers.





IMPLEMENTATION OF PASSPORT SCANNERS AT THE COUNTERS

In processing applications, officers previously had to manually key in the applicant's passport information into ICA's database. Such manual inputs were time-consuming and susceptible to errors. To ensure data accuracy and reduce manual input, passport scanners have been deployed at the PRSC counters since 30 October 2011. These passport scanners are able to read and automatically populate data

on the passport's biodata page into the relevant fields of ICA's system. The scanners are also equipped with forgery detection capabilities to aid our officers in the verification and authentication of a passport.

This initiative has facilitated the fast and accurate capturing of an applicant's particulars, thus ensuring the integrity of data captured. The forgery detection capabilities also enhance our defences against applicants who might attempt to apply for PR with forged or tampered passports.

ISO CERTIFICATION FOR PRSC'S SERVICES

The provision of service for completion of PR formalities received the ISO 9001: 2008 re-certification in 2011. PRSC was also successful in obtaining ISO certification for the provision of REP renewal service over the counter.



Planning and Research

The Planning & Research Division conducts both strategic research and planning. Comprising two branches, the division is made up of the Strategic Planning Branch (SPB) and Strategic Research Branch (SRB). Both work units support the planning process through facilitating the review and implementation of key strategic initiatives and analysing key statistics and information.



ORGANISATIONAL HEALTH SURVEY 2011

2011 was an eventful year for the Strategic Planning Branch. Kicking off with the execution of ICA-wide Organisational Health Survey (OHS) in January, SPB, through the consultation with the Centre for Organisation Development, Civil Service College and Towers Watsons, engaged our officers through a written survey to get their honest sentiments on the level of satisfaction with the organisation. The results which were tabulated and analysed under the strictest confidence were then presented to ICA's Leaders. By and large, there has been a significant increase in the level of overall satisfaction amongst all staff in ICA.

SQA SHARING VISITS

Since ICA's conferment of the SQA award in 2009, SPB has received many requests for visits by external agencies who wish to share and learn from our Business Excellence (BE) best practices in the areas of people, process, service and innovation excellence. Our guests, both local and foreign, would be shown a presentation of our corporate and BE videos, and when time permitted, a trip to the Checkpoint Security Training Suite and a tour of our Identity Authentication & Document Analysis Branch (IADA) Laboratory and the Heritage Gallery. SPB, in turn, received generous takeaways in the form of idea exchanges, learning points and forging of new friendships.

Immigration & Checkpoints Authority WELCOME



RE-CERTIFICATION OF ICA'S 3-IN-1 BE NICHE STANDARDS

A key event, the re-certification of ICA's 3-in-1 BE niche standards (i.e. People Developer, S-Class and I-Class) was the main highlight of SPB's calendar. Being the central body in charge of planning and driving ICA's BE journey, SPB got busy with preparing a slew of activities to collectively involve every officer in the quest. They ranged from roadshows, mock site assessments, online quiz and the production of reports for distribution to senior and junior officers, SPB, through regular meetings with the BE Steering Committee chaired by Commissioner, worked closely and tirelessly with Key Category Coordinators and Writers, Directors and Commanders of work units, Unit Liaison Officers and Assistant Liaison Officers in rallying the entire ICA family towards our common goal.

Through the collective effort of all the work units, we have successfully obtained a renewal of ICA's niche certifications till 2014.

FORMATION OF DATA MANAGEMENT NETWORK COMMITTEE

Statistical and data management has always been the specialisation of the Strategic Research Branch (SRB). Apart from handling requests from both internal and external agencies, SRB also ensures that ICA units comply with the IM8F's guidelines in the area of data management and protection. Hence, in 2011, SRB initiated the formation of the Data Management Network Committee, whose purpose is to ensure that the best practices in data management and data protection are implemented across all ICA units. In the policy review of the Immigration Framework, a working guide to manage the pace of immigration and ensure that immigrants are of good quality and able to integrate well into Singapore society, SRB provided a strong hand in the provision of

statistical support. By delivering timely and accurate statistics, SRB has allowed relevant policy stakeholders to carry out robust planning and/or review of policies relating to the local population.

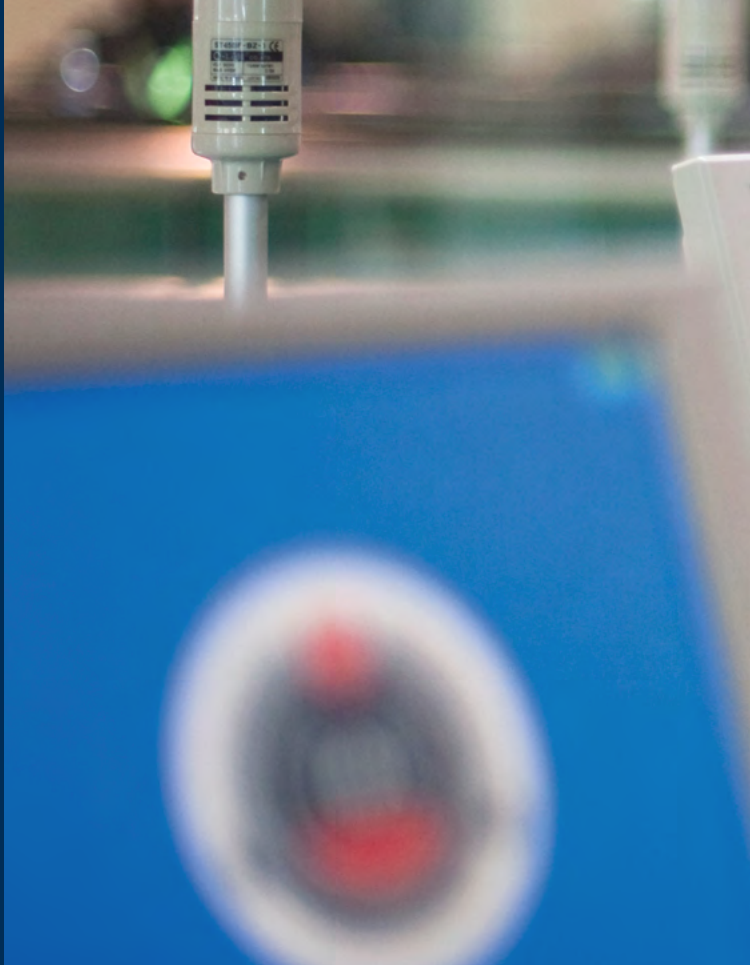
WHAT THE FUTURE HOLDS FOR PLANNING & RESEARCH DIVISION

Looking ahead, 2012 would bring more excitement and greater challenges for us. With a re-organisation taking place, Planning & Research Division would be renamed Planning and Review Division operating in three branches namely; Strategic Planning, Organisation Development and Performance Review. Taking effect from 16 January 2012, the three branches would allow for more structured specialisation and division of key functions to meet ICA's drive towards organisational excellence.

Technology

The Technology Division is entrusted with the responsibility of delivering ICT systems and technologies that are aligned with ICA's strategic and operational objectives as well as giving maximum value to ICA. The ICT Vision – a statement of the desired future concept of ICA's operations enabled by ICT – is characterised by:

- **Innovate:** Proactively introducing emerging technologies to innovate and achieve security and service excellence to meet the challenge of border security and the looming threat of terrorism;
- **Connect:** Responding to needs and expectations of its customers, developing strong networks with key suppliers and strategic partners and sharing information within ICA to ensure pro-active and strong responses to any potential threats, investigations and enforcements;
- **Automate:** Effectively delivering the required ICT technologies and solutions on behalf of ICA to its customers, partners and stakeholders.



The implementation of ICT Initiatives and their associated business re-alignment will be a complex endeavour, involving cross-functional and cross-organisational integration. In order to ensure a coherent and considered transition from the ICA current state to the desired future state, Technology Division would continue to ensure the robust, scalable and adaptable ICT platforms and technical environments to provide the necessary end-to-end coverage to enable ICA to perform at the highest level.

ENCORE INITIATIVES: MERIT IN SITF AWARD

In 2011, ICA's ENCORE initiatives won a Merit in SiTF Award under the E-Government category. Organised by Singapore Infocomm Technology Federation (SiTF), the award recognises innovative ICT applications and solutions which are developed locally.

ENCORE is a suite of applications that complements existing ICA e-Services. It provides a complete user experience: from enquiries on initial application, to collection and finally, the return of identity documents. It is designed to overcome existing challenges like resource and space constraints in handling the growing number of applications at ICA's services centres. Below are the 3 areas: – Enquiry, Collection and Return by ENCORE initiatives: (Please see Figure 1).

The first product of ENCORE initiatives: *iEnquiry*, is a one-stop web portal with integrated enquiry function for users to track the status of all their applications with ICA under a unified view. It also integrates e-Services like



iCHECK and VERIFI that provide validation of identity documents as well as e-Appointment that prompts applicants to make appointments with ICA online as soon as the application status is 'approved'.

iCollect focuses on collection of ICA documents (e.g. Passport, NRIC and Long Term Pass). It is a secured self-service kiosk which dispenses passports and identity documents upon biometric verification of the applicants. This offers a spatially and temporally convenient option for the public to collect their documents without compromising the issuance process. **iCollect** was designed for scalability with no hardware restriction and is a world's first automated identity document issuing kiosk with biometric authentication function.

iReturn provides an intelligent, secure and accountable disposal of cancelled identity documents. **iReturn** is a self-service kiosk for the return of cancelled/expired LTP cards to ICA, where data integrity is maintained with the scanning of barcode on the card and capturing of images. **iReturn** is Singapore's 1st automated

Figure 1.

ENCORE Initiatives – Complements existing ICA e-Services and provides complete user experience: Enquiry, Collection and Return



collection facility for ID documents with online verification ability and receipt issuance capability.

ENCORE initiatives are developed with the customer in mind, and are guided by the concept of ensuring that there are multiple channels to access our services, many benefits to be reaped from using our systems, and at the same time minimising the number of visits to ICA.

ENCORE initiatives have provided meaningful alternatives to improve accessibility of ICA services, offering

convenience to customers and transparency in the process through the use of automation. Apart from benefits to users, ENCORE has proven to be advantageous for ICA. Since its implementation in November 2010, close to 650,000 customers had utilised the e-Services and this had freed up manpower to handle other work areas, indirectly translating to cost savings of about \$1 million per year.

Manpower

The Manpower Division comprises the Human Resource Management (HRM) Branch, Human Resource Planning & Career Development (HRPCD) Branch and ICA Training School. HRM Branch focuses on the recruitment and implementation of HR policies and practices. It also manages personnel functions ranging from discipline and awards management, exit and superannuation, to career transition matters. HRPCD Branch is responsible for the review and formulation of HR policies, handling of performance management and career progression matters as well as planning and facilitating the deployment of officers. It also looks into the building of leadership and staff capabilities in ICA through the development of officers. ICA Training School oversees the formulation, implementation and review of both training policies/plans and programmes for officers in ICA to develop core competencies so that officers can discharge their functions with confidence.



PLEDGE RECITATION CEREMONY

Besides equipping new entrants with the necessary core competencies to perform their work effectively, the Basic Induction Training Programme also plays a pivotal role in guiding and shaping behaviours of new officers. In September 2011, Training School introduced the Pledge Recitation Ceremony at the start of the Basic Induction Training Programme not only as part of on-boarding efforts but also to officially mark the start of the new entrants' careers as ICA officers. Through this Ceremony, which is held at the Home Team Academy (HTA) Hall of Honour (HOH), it is envisaged that the new recruits would 'Be Guided' by ICA's Mission, Vision and Values as they carry out their duties.

NEW SECURITY FEATURES HANDBOOK

As guardians of our gateways, the ability to detect forged or altered documents is critical for all ICA officers. Hence, the strengthening of our officers' foundation in forgery detection must be an endless pursuit, to ensure that our officers are ever-ready to tackle any terrorists and criminal syndicates who are exploiting more sophisticated technology as part of their modus operandi. The new and improved Security Features Handbook was developed to offer a more comprehensive and up-to-date reference for the security features of both ICA-issued as well as international travel and identification documents. It is also presently used as a training aid to complement the existing Forgery Detection Techniques Training conducted by Identity Analysis & Document Analysis Branch (IADA). Our officers can now look forward to more opportunities to improve their document examination skills and this ultimately translates to officers gaining more confidence when performing their duties.



JAPAN-SINGAPORE PARTNERSHIP PROGRAMME FOR 21ST CENTURY (JSPP21) – ASEAN BORDER COOPERATION FOR MANAGERS

Together with Ministry of Foreign Affairs (MFA) and the Japan International Cooperation Agency (JICA), ICA conducted a new training programme under the auspices of the Japan-Singapore Partnership Programme for the 21st Century (JSPP21). This new programme titled 'ASEAN Border Cooperation for Managers' was conducted from 17-21 October 2011. The programme provided a learning opportunity for key government officials from the Immigration and Customs Departments in ASEAN to gain a deeper understanding on the underlying principles behind the enhancements to people and goods clearance within this region. It also aimed to provide a platform for better ASEAN co-operation between the Immigration and Customs Departments as well as between ASEAN countries.

For the inaugural run, eleven Immigration and three Customs senior officials from all the ASEAN member countries (with the exception of Myanmar) attended the five-day programme together with

four ICA officers. Through the various presentations and site visits to ICA, the participants gained a better understanding on how ICA leveraged on technology to deal with huge volumes of people, goods and conveyances moving through our border checkpoints as well as to carry out our identification and registration functions across the three services centres. A unique feature of this programme was the 'Cross-Country Sharing' segment whereby the participants spoke candidly about the challenges they faced in their respective administrations and shared some of their recent and upcoming initiatives to tackle them. Undoubtedly, this programme has succeeded in creating more avenues for the ASEAN immigration and customs officers to share knowledge with one another and in the process, achieve a better and more stable ASEAN region to stay, work and play.

DEGREE SPONSORSHIPS FOR SPECIALISTS AND GRADUATE DIPLOMA FOR SENIOR OFFICERS

Besides providing opportunities for officers to realise their career aspirations, ICA also provides them support in their academic pursuits

through course sponsorships. In line with our on-going pursuit to 'Be Better', course sponsorships are part of ICA's continuous learning opportunities for both Specialists and Senior Officers.

In 2011, seven of our Specialists received Degree Sponsorship Awards to pursue further studies. Such sponsorships are part of our on-going efforts to maximise each and every Specialist's potential to the fullest by helping them fulfil their aspirations to upgrade themselves academically. This is over and above the existing sponsorship to sponsor Specialists for Diploma qualifications.

In 2011, ICA also added Graduate Diploma courses to the existing postgraduate sponsorships available to Senior Officers: full and part-time Masters and Executive Development Programmes. For the inaugural run, ICA will be sponsoring two Senior Officers for the Graduate Diploma in Public Relations jointly conducted by the Institute of Public Relations of Singapore (IPRS) and Singapore Management University (SMU), slated to commence in early 2012. Such academic pursuits not only help to enrich officers' knowledge and expertise but also enable officers to benefit from a total learning experience during their career with ICA.

Corporate Services

The Corporate Services Division (CS Div) comprises two branches: Finance Branch and Admin & Logistics Branch (ALB). Performing key functions such as Finance, Administration and Logistics, CS Div is responsible for securing and optimising usage of limited resources in ICA, as well as reviewing and ensuring the readiness and effectiveness of ICA's existing financial systems, logistics equipment and assets. In addition, CS Div provides support and guidance on financial, administrative and logistic matters to all work units in ICA.



PROJECT ECO-OFFICE

For the year 2011, CS Div has taken a major step to launch Project Eco-Office to achieve the Eco-Office certification for ICA by the end of FY2011. The Eco-Office label serves to bring the environmental message to offices in Singapore by incorporating environmental practices into the daily lives of office workers as well as to inspire and educate them to do their part in preserving the environment. It also rates offices on practices such as management's commitment, energy efficiency, environmental policy, recycling, water conservation, waste management and the effective monitoring of resource consumption.

On the recommendation from the Singapore Environment Council, an Eco-Office Committee was formed. As CS Div was already leading the Economic Sustainability Drive in ICA, the Eco-Office Committee was put under the charge of Director (Corporate Services) who is assisted by representatives from the work units as well as members from ICA's Staff Welfare Committee. The Committee was responsible for crafting and establishing environmental policies, formulating and driving Eco-office initiatives in ICA.

Following the formation of the Eco-Office Committee, CS Div developed the Eco-Office Framework to enable ICA to realise its potential of environmental sustainability and to meet the target timelines for Eco-Office certification. The framework included creating awareness of environmental sustainability in ICA, encouraging staff to preserve the



environment, gathering innovative ideas to drive environmental sustainability efforts as well as recognising and rewarding these efforts.

Guided by the framework, the Committee is currently looking towards increasing environmental awareness through different Eco-Office initiatives. Existing initiatives will be built upon, for instance, to conduct energy audits in areas of water and energy conservation, as well as encouraging the use of refillable toners and organising competitions amongst work units to reduce paper consumption. New initiatives will also be implemented which include regular email broadcasts on environmental practices, events and quizzes.

A special initiative the Committee is exploring is the feasibility of inserting special caveats or clauses in tender documents that require vendors to adopt environmentally friendly practices. ICA is also participating in a national pilot to deploy electric cars

as part of its operational fleet. With such commitment to Project Eco-Office by CS Div and the Committee, and with the cooperation of the ICA family, ICA can undoubtedly achieve the Eco-Office label in time to come.

ICA'S CASH-IN-TRANSIT SERVICE

Another CS Div initiative is the change in banking-in process of ICA's cash and cheques. Implemented by Finance Branch with effect from 1 January 2011, ICA has engaged a security company to transport and bank-in its daily cash and cheques.

Prior to 2011, cash and cheques were banked-in by two of ICA's own Finance officers and escorted by contracted security escorts. The advantages of this method were the process was free from hassle and error since it was handled by ICA's own officers and that the cash and cheques were safe with the presence of security escorts. However, the opportunity manpower cost to the organisation was estimated at more

than \$6,000 per year. Moreover, the cost of such escort services has been rising in recent years and security firms are also offering alternative banking-in services at an affordable rate.

Before the expiry of the 2009-2010 security escort services contract, Finance Branch explored and decided on using a security company to perform the banking-in for ICA instead. This initiative resulted in savings of ICA's manpower cost of about \$6,000 a year, and the transfer of the risks involved in escorting, transporting and banking-in of cash at a reasonable price to the vendor.

Since the introduction of this new mode of escorting/banking-in, Finance Branch has been exploring the fine-tuning of procedures and requirements for such future contracts, and hopefully integrate past lessons learnt into them as well. This again exemplifies CS Div's commitment to be better and accountable to all stakeholders involved.

Policy Administration and International Affairs

The Policy Administration & International Affairs (PAIA) Division came into being with the re-naming of Policy Division on 1 April 2011. With the transfer of ICA's naturalisation and population policy-formulation functions to the National Population and Talent Division (NPTD), Prime Minister's Office (PMO), ICA took the opportunity to restructure Policy Division to more accurately reflect our roles vis-a-vis the Ministry of Home Affairs (MHA). While the International Affairs and Legislation Branch handles bilateral and multilateral initiatives, as well as legislative matters under ICA's purview, Policy Branch serves mainly as a 'facilitator' between Ministry and NPTD policy-makers and ICA Services Centres. Consequently, it is more fitting for Policy Branch to be re-named "Policy Administration". With this, Policy Division took on the new name of Policy Administration & International Affairs (PAIA) Division with effect from 1 April 2011.



IMPLEMENTATION OF DOUBLE-BARRELLED RACE REGISTRATION FOR CHILDREN OF MIXED-MARRIAGES

Immigration remained the key subject in 2011 since the tightening of the Permanent Resident and Singapore Citizen framework in 2009. On 2 January 2011, PAIA Division and Citizen Services Centre implemented the double-barrelled race registration for children of mixed-marriages. Singapore citizens in inter-ethnic marriages will be allowed to record double-barrelled race for their child. Such couples will now have four choices on how they wish to register their children's race, viz. the father's race, the mother's race, or a double-barrelled race with either the father's or mother's race reflected first. In the case of children born to Caucasian and Asian parents, a fifth option of 'Eurasian' will also be available. The double-barrelled race is limited to only two components; one hyphenation. On the international affairs and legislation front, PAIA Division continues to monitor developments and initiatives at international forums.

the 15th Meeting of the ASEAN Directors-General of
Immigration Departments
and
Heads of Consular Affairs Divisions of the Ministries
of Foreign Affairs (DGICM)
and
Immigration Intelligence Forum (AIIF)



15TH MEETING OF THE ASEAN DGICM AND 7TH ASEAN IMMIGRATION INTELLIGENCE FORUM (AIIF)

The 15th Meeting of the ASEAN Directors-General of Immigration Departments and the Heads of Consular Affairs Divisions of the Ministries of Foreign Affairs (DGICM) and 7th ASEAN Immigration Intelligence Forum (AIIF) were successfully held in Singapore from 3 to 6 October 2011 at the Carlton Hotel.

The DGICM is the highest decision-making body for ASEAN in terms of immigration matters. It meets annually with the chairmanship rotating in alphabetical order among the ASEAN Member States (AMSs). This year, Mr Clarence Yeo, Commissioner, ICA Singapore, took over the Chairmanship

of the DGICM. Ten years after the 5th DGICM was last hosted in Singapore by then-SIR, this was the first time that ICA hosted an ASEAN meeting since its formation. Over the years, the event had expanded to include the AIIF, as well as a back-to-back consultation with Australia as a dialogue partner.

The opening ceremony for the 15th DGICM was officiated by Guest-of-Honour, Mr Masagos Zulkifli, Minister of State for Ministry of Home Affairs and Ministry of Foreign Affairs. About 70 delegates from the 10 AMSs, the ASEAN Secretariat and Australia were in attendance. The Singapore delegation was led by Mr Vijakumar Sethuraj, Deputy Commissioner (Policy & Administration), ICA.

Taking cognizance of the scale and significance of the event, preparations

for the event started early in January 2011, drawing together many officers of diverse expertise and capabilities. The 'Can Do Mentality', 'Be Better Attitude' and 'ICA-Centric Spirit' were clearly evident and keenly observed by all involved to ensure the effective execution of the event. All the hard work paid off as the Meeting closed with the AMSs reinforcing their commitment to a common purpose of achieving an outward-looking, stable and prosperous ASEAN community through the 3 'C's of collaboration, cooperation and capacity-building.

Our efforts and dedication in organising this meeting were reciprocated with the delegates' display of appreciation for the warm hospitality accorded and the accolades received from our guests.

Corporate Communications

The Corporate Communications Division aims to create a distinct corporate identity for ICA and a strong corporate presence so that our customers, partners and the community recognise ICA as a leader in border security and identification. The division does this through creating awareness, spearheading corporate branding strategy, disseminating internal communications; inculcating service values in ICA; engaging our media, partners and community and measuring ICA's success in delighting our customers through multiple touchpoints. The division is made up of three branches: Community Involvement Branch, Customer Relations Branch and Public & Internal Communications Branch.



ICA'S SERVICE EXCELLENCE LOGO

Service Excellence Day 2011 witnessed several firsts including the launch of ICA's Service Excellence Logo by Commissioner, ICA. The logo incorporates the concept of service excellence as the foundation to achieving excellent border security by upholding the three departmental values of Integrity, Commitment and Accountability. These values are depicted by the three beams flowing from service excellence to achieving security. ICA's service tagline, ASSET: Achieving Security & Service Excellence Together is represented by the circular disc that highlights the connection between security and service. The corporate colours of blue and red represent ICA's assets – its people. Blue represents uniformed officers whilst red represents support staff. The Service Excellence Logo serves as a reminder to all our officers to remain security-focused and service-conscious as they strive to achieve ICA's vision of Inspiring Confidence in All.



OPENING OF eLOBBY@ICA

The eLobby@ICA was officially launched by Deputy Prime Minister (DPM), Coordinating Minister for National Security and Minister for Home Affairs, Mr Teo Chee Hean on 29 July 2011. The eLobby@ICA is equipped with 13 units of self-service kiosks and one unit of iReturn kiosk. The opening of eLobby@ICA marks another milestone in ICA's journey in providing convenience to our customers without compromising on security. Designed to be a one-stop facility that provides the public with a safe and convenient platform for identity and border security-related transactions, the facility is fast gaining acceptance, as evidenced by the increasing number of transactions per month. For the month of December 2011, the



eLobby@ICA handled close to eighteen thousand transactions compared to fourteen thousand transactions in August 2011, a 28% increase. ICA is ever mindful of the needs of its various customer segments. Steps were taken in ensuring that the needs of the elderly and disabled were addressed in the service design of the eLobby@ICA. The Disabled People's Association (DPA) was consulted and their inputs incorporated into the design enabling the eLobby@ICA to be accessible to wheel-chair bound customers. The eLobby@ICA is the first lobby in Singapore to be endorsed by the DPA as a barrier-free and wheelchair-friendly facility.

GRASSROOTS LEADER AMBASSADORS SCHEME

ICA's first group of volunteers, the Crime Prevention Ambassadors (CPAs) was formed in 2006 as our extended arm and voice to reach out to the community on ICA's messages. In mid 2008, another volunteer scheme, the Grassroots Leader Ambassadors (GLAs) was formed. The former leverages on the pool of Crime Prevention Ambassadors of the National Crime Prevention Council whilst the latter is drawn from grassroot leaders in targeted constituencies.

The pioneer group of GLAs was formed in Queenstown in 2008. The GLA scheme was extended to Nee Soon constituency in 2011. These ICA volunteers assist ICA to reach out to the community and educate the citizenry on ICA's messages – the most important of which is the anti-harbours message; the changes in laws and procedures that impact the general citizenry and new initiatives that bring convenience to our customers. Being residents in their heartlands, our CPAs and GLAs are able to disseminate ICA's messages effectively through their close and personal interaction with the community during their regular meetings and dialogue sessions as well as other events such as community lunches and exhibitions.

POINT OF ENTRY (SEASON 2)

Back for a second season, Mediacorp's English drama serial "Point of Entry" (POE) continues to feature stories inspired by true cases detected by ICA. POE season 2, premiered on 8 December 2011 with 17 episodes, is aired during the primetime slot on Thursdays at 8pm on Channel 5.

The first season of Point of Entry which aired from December 2010

till March 2011 was the highest-rated hour-long drama on Channel 5 in recent years. Viewers gained invaluable insights through the cases of Team Epsilon, learning how the other agencies of the Home Team work closely together with ICA to ensure Singapore is kept safe and secure. The second season saw the introduction of new characters into Team Epsilon, giving additional dimensions for development of the existing cast.

In addition to the episodes on television, ICA also facilitated the production of Webisodes for Point of Entry. Webisodes are short 3-minute informative snippets that have been posted on Mediacorp's *xinmsn* website. For POE, the webisodes are factual snippets of various aspects of ICA's work. The topics covered include Passport Forgery, Smuggling Prohibited Items and the Checkpoint Security Training Suite. These webisodes have attracted a wide viewership and a younger audience.

Mediacorp has since shared that season 2 of Point of Entry, with themes centred on immigration and border security matters of Singapore, continued to garner high TV viewership ratings. This is indeed a testament that the hard work of ICA officers is being recognised by the public.

Intelligence

The Intelligence Division is primarily responsible for providing timely and useful intelligence to support operations of ICA's line units to ensure the integrity of our borders' security regime. The branches under Intelligence Division are: Research & Analysis Branch (RAB), Identity Authentication & Document Analysis Branch (IADA), Info Management & Registry Branch (IMR), Data Analysis Unit (DAU), Intel Ops Branch (IOB), Intel Support Branch (ISB) and Liaison Branch (LB).



FORGERY DETECTION WEB PORTAL II

The Forgery Detection Web Portal (FDWP) has served as a useful database for the reference of passport and identity documents by ICA officers. Not just an online resource centre that stores information and images of genuine and forged documents, it is also an online self-learning portal for officers to learn at their own pace.

The revamped FDWP II, officially launched on 1st September 2011, has given the portal a new look and visual presentation. It is equipped with touch screen capability to promote interactivity and make it easy for online searches by ICA officers. It also advances continuous self learning through its user-friendly and interactive features, enticing and promoting a learning culture among ICA officers for their continuous improvement. The system allows ICA officers to apply their knowledge and hone their forgery detection skills, enabling the officers to gain greater proficiency and confidence in document examination at the checkpoints.

STRENGTHENING THE ICA HEARTWARE

In line with ICA's key strategic thrust of 'Strengthening the ICA Heartware', Intelligence Division is currently in the midst of revamping the Checkpoint Security Training Suite (CSTS) and the IADA Gallery. Slated to be completed in 2012, these projects aim to provide an enhanced and value-added training experience for our officers and visitors.



CSTS ENHANCEMENT

To value-add to the Checkpoint Security Training Suite (CSTS) and maintain the usefulness of its training aids, it is necessary to explore the expansion of the facility in terms of the scope and depth of the training aids. This will ensure that the training aids remain relevant as new learning needs arise from the operating environment. The design-and-build extension project for the CSTS will showcase a more comprehensive library of security-related weapons, house a greater variety of exhibits which have been used to conceal contraband goods, as well as provide a secure storage facility to keep all seized security items for display and training purposes.

REVAMP OF IADA GALLERY

The existing IADA Gallery was initially set up with the objective to promote ICA's competency in forgery detection and document examination to ICA officers and invited guests. The IADA Gallery provides a one-stop learning experience, where visitors may learn

about security features and forgeries of travel and identity documents. Since its formation in 2008, the IADA Gallery has served as an experiential learning centre for ICA's senior officers as part of their basic Forgery Training Course. It has also hosted several visits for the foreign delegates, Ministries' officials and Home Team personnel. The IADA Gallery was also one of the highlights showcased during ICA's Singapore Quality Award (SQA) journey in 2008 and has received positive feedback on its learning objectives.

With the rapid changes in forgery trends and methods around the world, more security features have been developed to counter forgeries. The IADA gallery is constantly updated with the latest security features and forgery methods, thereby providing an extensive coverage of both genuine security features and forgery items for learning purposes. It is important that the gallery be enhanced for a more interesting, interactive and effective learning experience. Some of the enhancements in the revamp include: a showcase of real cases of

fraudulent passports detected at the checkpoints, a section featuring simulated security features and the new Forgery Detection Web Portal (FDWP), enhanced with touch-screen capability.

ICA-DGI BILATERAL MEETING ON 15 TO 16 MARCH 2011

In an effort to enhance the cordial relationship and cooperation between ICA and Directorate General of Immigration (DGI), Indonesia, the inaugural bilateral meeting was held in Singapore from 18 to 20 April 2006. Since then, each department has taken turns to play host. The 5th ICA-DGI Bilateral Meeting was held from 15 to 16 March 2011, when ICA hosted the event. During the two-day meeting, the DGI delegation was brought on a site visit to Woodlands Checkpoint as well as the Heritage Gallery and Passport Production Room. The meeting provided opportunities for the two departments to gain a better understanding of work processes, checkpoint operations and initiatives undertaken.

Operations

The Operations Division is responsible for the formulation, review of SOPs and clearance processes for the daily operations of the commands. The work units under Ops Division are: Operations Management (responsible for checkpoint ground operations matters including the Blacklist sections), Operations Development (developing/acquiring new clearance technologies to meet evolving operational needs), Operations Planning (developing/reviewing contingency operational plans/scenario planning for checkpoints), Data Processing Centre, Border Watch Unit, and Projects Unit. The work units work closely with the commands in formulation of enhancement efforts to achieve overall operational effectiveness and efficiency. The work units also work closely with external partners and agencies to ensure ICA's relevance in a changing operational landscape.



ADVANCED PASSENGER SCREENING (APS) SYSTEM

The Advanced Passenger Screening System (or APS) was envisioned as an extension of screening capabilities beyond Singapore's geographical borders to complement ICA's current layered security approach. It allows the viewing, searching and screening of passenger data prior to the travellers' arrival in Singapore. It also provides a wealth of information about the travellers and enables the assessment of not only travellers to Singapore, but also those who are in transit through the country. From the initial trial which involved Singapore Airlines and Thai Airways, more airlines have since been invited on board this APS programme. It will be implemented in phases with a view to eventually covering all the airlines plying Singapore Changi Airport. At full implementation, APS will further enhance ICA's risk management strategy in enforcing Singapore's border security regime.

THREAT-ORIENTED PASSENGER SCREENING INTEGRATED SYSTEM (TOPSIS)

The Threat-Oriented Passenger Screening Integrated System (TOPSIS) is the first security system that specifically targets the detection of hostile intent. Simply put, it is akin to finding the bomber, instead of just the bomb. The TOPSIS rests on the principal idea that if we can identify the key indicators suggesting hostile or evasive intent, we would then be able to direct our secondary screening efforts in a more targeted and accurate manner, and reduce resource wastage.

As TOPSIS also involves the non-security communities, the security forces now have many more eyes and ears on the ground watching and listening for suspicious indicators, thereby enabling multiple layers of observation. For a traveller with dubious intent, this makes evasion much harder. For ICA, it strikes a good balance between efficiency and security at our checkpoints.



IMMIGRATION FACIAL SCREENING SYSTEM (i-FACES)

Immigration offenders and others with dubious intent have been known to innovate and employ creative methods to obtain immigration clearance and legally gain entry into the country. To counter the evolving trends, one of the methods used by ICA is to implement real-time facial recognition technology at its immigration counters. Called i-FACES, this system is capable of detecting imposters who change their personal information found on their new passport in an attempt to circumvent the system checks. The i-FACES has been successfully implemented at all ICA's major checkpoints in 2011.

PRIMARY SCREENING OFFICERS PLUS (PSO+)

The PSO+ leverages on existing ICA systems and available information to authenticate the identity of travellers such as Singapore Citizens, Singapore Permanent Residents and others whose fingerprints have been registered with ICA. On the basis that these are "known" travelers, PSO+ checks allow the identities of such travellers to be verified by matching their live fingerprints against the ICA fingerprint database. Instead of solely relying on manual face-to face checks, the PSO+

ensures that these travellers do not assume another person's identity by using someone else's passport to enter or leave Singapore. Likewise, others who attempt to use their identities will also be caught.

The PSO+ was introduced to cover Singaporean travellers at Changi Airport's Budget Terminal and the Tuas Checkpoint in April and October 2010 respectively. This will be expanded to include all checkpoints and other groups of "known" travellers progressively.

EX CHEMBRIDGE

Into its eighth year, Exercise Chembridge was held on 28 July 2011 to ensure that both Malaysian and Singapore agencies are fully aware of their specific roles in a co-ordinated operation involving a chemical spillage at the Tuas Second Link.

The Singapore Civil Defence Force (SCDF) and the Malaysian Fire and Rescue Department (BOMBA) led the exercise with active participation from other agencies such as ICA's Operations Division and Tuas Command, the Royal Malaysian Police, the Singapore Police Force, the National Environment Agency (NEA) and the Maritime and Port Authority of Singapore (MPA).

EX NORTHSTAR

An enemy vessel looming on the shores, vehicles exploding and catching fire, and a massive chemical leak claiming many casualties were just some of the scenarios tested on 25 November 2011. This was the culmination of Exercise Northstar VIII conducted from 10 to 25 November and which involved an entire series of emergency response exercises co-led by the Ministry of Home Affairs (MHA) and the Ministry of Defence (MINDEF). The exercise tested the readiness and coordination of 18 government agencies with a series of simulated terrorist attacks and crisis scenarios. Officers from ICA's Operations Division and Coastal Command participated actively in the exercise, which included a tabletop exercise and the enactment of various scenarios during the actual ground deployment exercise. One of the scenarios depicted a routine check by ICA's Anti-Smuggling Team (AST) on 22 November 2011, leading to the discovery of one tonne of fertiliser (an ingredient in bomb-making) amongst a consignment of timber on board a shipping vessel and three rifles and 200 rounds of ammunition, together with 1,000 boxes of contraband cigarettes.

Relocation of KTMB Station at Tanjong Pagar to Woodlands Train Checkpoint

Both the Singapore and Malaysian government agreed, in a Joint Statement on 24 May 2010, that “the Keretapi Tanah Melayu Berhad (KTMB) station will be re-located from Tanjong Pagar to the Woodlands Train Checkpoint (WTCP) by 1 July 2011. Malaysia would co-locate its railway CIQ facilities at WTCP.” As the lead border agency and premise owner of the Woodlands Train Checkpoint, ICA played a key role in actualising the relocation of the KTMB station, as well as co-location of the

Malaysian arrival CIQ facilities at WTCP.

Operations Division, together with Woodlands Command were key players in this exercise, which included studying and drawing up the detailed operational plans to move the CIQ facilities to WTCP. At the same time, renovation works had to be carried out to ensure that the infrastructure at WTCP was refurbished for the Malaysians’ use, while keeping to the strict timeline to complete the move. Public engagement

exercises were also carried out to brief the local grassroots leaders, as well as media. Topping off the one year effort was the setting up of a ICA Command Post to coordinate the cutover on the night of 30 June 2011, when the last train pulled out of WTCP, amidst much media fanfare, and the beginning of a new era of close cooperation between ICA and its Malaysian counterparts now operating side-by-side at WTCP from 1 July 2011 onwards.





Awards

Public Services Best Practice (Regulation) Award

ICA won the Best Practice (Regulation) Award from PS21 Office for its eVisitor Programme, an integrated suite of online services that allows foreigners to apply for a wide range of immigration facilities from the comfort and ease of their own home. Some of the services include: Submission of Application for Visa Electronically (SAVE), Extension of Short Term Visit Pass (e-XTEND), Application of Long Term Visit Pass (e-VP), and Student's Pass Online Application and Registration (SOLAR). Commissioner Clarence Yeo received the award from Deputy Prime Minister, Minister in Charge of Civil Service and Minister for Defence, Mr Teo Chee Hean, at the Excellence in Public Service Awards Ceremony on 13 May 2011.



Singapore Infocomm Technology Federation (SiTF) Merit Award

The SiTF Awards is organised by the Singapore infocomm Technology Federation (SiTF) to recognise innovative infocomm technology (ICT) applications and solutions which are developed locally. The award is an important accolade in recognition of the infocomm innovations in Singapore, providing multi-national companies (MNC)s, local enterprises and institutions an opportunity to showcase their innovative products and services. ICA received the Merit Award under government category for its iEnquiry, iCollect, Alternate Site Passport Collection and iReturn initiatives. Deputy Commissioner (Policy & Administration) Vijakumar Sethuraj received the award on 30 August 2011.

Recertification of 3-1 Business Excellence Niche Standards (People Developer, S-Class and I-Class)

ICA received its recertification of its 3-1 Business Excellence Niche standards (People Developer, S-Class and I-Class) in September 2011. Spring Singapore awarded the recertification till 2014. ICA prepared all officers for the recertification by conducting roadshows, mock site assessments, online quizzes, and even published reports for distribution to all.



Distinguished Visitors



13 January 2011

A four-member delegation from the Japan Customs visited ICA Ports Command to study the roles and functions of cargo clearance. Led by the Director-General of Japan Customs, Mr. Atsuo Shibota, the delegation was briefed on ICA's operations at Ports Command and was later brought on a site tour of ICA's scanning facility at Pasir Panjang Scanning Station.



9 May 2011

ICA hosted a delegation from the Omani Information Technology Authority (ITA) at Tuas Command. Led by the CEO of the Omani ITA, Dr Salim Al-Ruzaqi, the nine-member delegation was in Singapore on the invitation of the Infocomm Development Authority. During the visit at Tuas Checkpoint, the delegates were briefed on ICA's e-Visa system and border operations. This was followed by a site tour of the checkpoint.

27 May 2011

ICA hosted the seven-member PRC Embassy delegation, led by Counsellor & Consul-General Mr Gong Chunsen at ICA HQ. Before the visit, Counsellor & Consul-General Gong paid a courtesy call on Commissioner ICA. After the courtesy call, the delegates were briefed on ICA's biometric passport and the e-Visa system. This was followed by a site tour of the passport production room at ICA HQ.



24 June 2011

ICA hosted a eight-member delegation from the Nepal National ID Management Center (NIDMC) at ICA HQ. Led by the Executive Director of NIDMC, Mr Narendra Dahal, the delegation was briefed on the National Identity Card (IC) System and later brought on a site tour of the IC production room.

5 July 2011

ICA hosted a delegation from Mauritius at ICA HQ. The three-member delegation was led by the Permanent Secretary of Ministry of Information & Communication Technology, Mr Siva Pather. During the visit, the delegates were briefed on ICA's experience in NRIC mass conversion exercise and the National Identity Card (IC) System followed by a site tour of the IC production room.



20 October 2011

A three-member delegation, led by the Director-General of Bahrain Customs, Mr. Nasser bin Abdulrahman Al-Khalifa, visited ICA HQ, where they were briefed on Coastal Command's checkpoint operations.

2 November 2011

The King of Bhutan, His Majesty Jigme Khesar Namgyel Wangchuck, and the Queen, Her Majesty Jetsun Pema Wangchuck, visited Tuas Command. The 13-member delegation was briefed on ICA's immigration policies. The King and Queen were then brought on a site-tour where they were briefed on the Enhanced Immigration Automated Clearance System (eIACS), i-FACES and Biometric Database for Immigration Clearance (BDIC).



Significant Cases



WOODLANDS COMMAND

**17 January 2011
@ 2130 hours**



Location:

Woodlands Checkpoint, Arrival Bus Concourse

Offence:

Attempted smuggling of 1,259 cartons and 40 packets of duty-unpaid cigarettes

How:

In an operation conducted by Woodlands Command's Team A officers, the driver was arrested after duty-unpaid cigarettes were found in the modified rooftop of the bus.

Result:

Subject was sentenced to 18 months' (Customs) and 6 months' (GST) imprisonment.

ENFORCEMENT COMMAND

10 February 2011



Location:

Woodlands Checkpoint, Departure Cargo Bay

Offence:

Attempted illegal departure and abetment

Result:

Each abettor was sentenced to 2 years' imprisonment and 3 strokes of caning. The two immigration offenders were convicted and sentenced to 8 weeks' imprisonment with 4 strokes of caning and 6 months' imprisonment with 6 strokes of caning respectively.

How:

During a joint operation between ICA Intel Ops Branch and Woodlands Command officers, two immigration offenders were found hidden in the storage compartment behind the driver's seat of the 40-footer trailer driven by the first abettor. Further investigation revealed a second abettor who was subsequently arrested.



AIRPORT COMMAND

**22 February 2011
@ 1900 hours**



Location:

Changi Airport Terminal 3, Arrival North Wing

Offence:

Attempted smuggling of one live pigeon

How:

Detected during X-ray screening of checked-in laptop bag.

Result:

Referred to Agri-Food & Veterinary Authority (AVA) for further investigation.



AIR CARGO COMMAND

17 March 2011
@ 0950 hours



Location:

Parcel Post Section

Offence:

Importation without required permit of 1 piece of Air Pistol, 2 boxes of lead pellets and 25 pieces of CO₂ cartridges

How:

Detected during X-ray screening of a parcel declared as "Children's Toy".

Result:

Referred to Bedok Police Division for further investigation.

PORTS COMMAND

12 April 2011
@ 1000 hours

Location:

Jurong Port Main Gate (JPMG)

Offence:

Attempted smuggling of 2,000 cartons of duty-unpaid cigarettes

How:

Targeted by the system and detected by ICA's JPMG officers in a consignment of conventional cargo declared as "Men/Ladies Garments".

Result:

Referred to Singapore Customs (SC) for further investigation.



INTELLIGENCE DIVISION

16 April 2011
@ 0750 hours



Location:

Woodlands Checkpoint, Arrival Car Zone

Offence:

Possession of forged ICA and MOM identification cards

How:

A Work-Permit-holder was arrested after the forged identification cards were found concealed underneath the battery compartment of his motorcycle. Joint operation conducted by ICA Intelligence Division and Woodlands Command.

Result:

The subject was sentenced to 6 months' (NRA) and 6 weeks' (MOM) imprisonment.



COASTAL COMMAND

13 May 2011
@ 0900 hours



Location:

Jurong Port

Offence:

Attempted smuggling of 2,100 cartons of duty-unpaid cigarettes

Result:

Referred to Singapore Customs (SC) for further investigation.

How:

In a joint operation between Coastal Command's Anti-Smuggling Teams and Police Coast Guard, the duty-unpaid cigarettes were found on board an Indonesian wooden coastal craft, hidden in-between bales of scrap paper and cardboards.

PORTS COMMAND

18 May 2011
@ 2010 hours

Location:

Pasir Panjang Scanning Station (PPSS)

Offence:

Attempted smuggling of 41,200 cartons of duty-unpaid cigarettes

How:

Detected during scanning of a 40-footer container with consignment declared as "General Cargo".

Result:

Referred to Singapore Customs (SC) for further investigation.



PORTS COMMAND

30 May 2011
@ 1800 hours



Location:

Jurong Port Main Gate (JPMG)

Offence:

Attempted smuggling of 1,002 sets of Gun Type Personal Protector Pepper Spray, 1,964 cans of sprayer, 300 pieces of black plastic attachments for sprayer, 1,000 sets of Multi-Function Stun Gun and 600 pieces of stun gun cartridges, without approval from Arms & Explosives Branch.

How:

Detected during an operation conducted by Ports Intel Unit, in a consignment of conventional cargo declared as "Other Parts and Accessories for Bicycles".

Result:

Referred to Singapore Police Force (SPF) and Singapore Customs (SC) for further investigation.



INTELLIGENCE DIVISION

06 June 2011
@ 0645 hours



Location:

Vicinity of Changi Airport Terminal 2

Offence:

GST Fraud

Result:

Both Indian nationals were each sentenced to a fine of \$3,000 or in default, 3 weeks' imprisonment. Investigations for the Singaporean offender are still ongoing.

How:

Two male Indian nationals and a Singaporean were involved in cheating on the Tourist Refund Scheme by conspiring to retain 11 pieces of Goods and Services Tax (GST) refunded jewellery in Singapore.

ENFORCEMENT COMMAND

16 June 2011

Location:

Immigration & Checkpoints Authority (ICA) Building

Offence:

Making false statement in application for Document Of Identity (DOI) and Singapore Passport

How:

A Singaporean was arrested after making false statement in application of DOI and subsequently in application of Singapore Passport.

Result:

Subject was sentenced to 3 months' imprisonment.



AIR CARGO COMMAND

18 June 2011
@ 1100 hours



Location:

Changi Airfreight Centre

Offence:

Attempted smuggling of 1,200 cartons of duty-unpaid cigarettes.

Result:

Referred to Singapore Customs (SC) for further investigation.

How:

In a joint operation between ICA's Intelligence Operations Branch and Air Cargo Command's Ops & Intel unit with Singapore Customs, two Singaporeans were arrested for smuggling the duty-unpaid cigarettes hidden in a secret compartment of a Singapore-registered bonded truck. Follow-up investigations revealed another 600 cartons in the Air Cargo Agent Building.



TUAS COMMAND

**Location:**

Tuas Checkpoint, Arrival Bus Concourse

Offence:

Attempted smuggling of 1,380 cartons of duty-unpaid cigarettes

**27 June 2011
@ 0145 hours**

How:

In a joint operation between the two land checkpoints, ICA officers found duty-unpaid cigarettes in a hidden roof compartment concealed by means of a hydraulic gauge.

Result:

Referred to Singapore Customs (SC) for further investigation.

INTELLIGENCE DIVISION

Location:

Woodlands Checkpoint, Departure Car Bay

Offence:

Attempted illegal departure and abetment

Result:

The abettor was sentenced to 2 years' imprisonment and 3 strokes of caning while the female immigration offender was sentenced to 3 months' imprisonment and fined \$3,000.

**15 July 2011
@ 0810 hours**

How:

A female immigration offender was found hiding inside the boot compartment of a car driven by the abettor. A joint operation between Intelligence Division and Woodlands Command.



AIR CARGO COMMAND

**Location:**

Parcel Post Section

Offence:

Importation without required permit of approximately 10,000 Midazolam tablets (sleeping pills)

**26 July 2011
@ 0805 hours**

How:

Detected during X-ray screening of a parcel declared as "Stainless Steel Mug Sample".

Result:

Referred to Health Science Authority (HSA) for further investigation.



COASTAL COMMAND

**27 July 2011
@ 1110 hours**



Location:

Singapore Cruise Centre (SCC), Departure Hall

Offence:

Presented forged Japanese passport for departure clearance

How:

Detected during departure passport clearance.

Result:

Referred to Enforcement Command for further investigation.

AIRPORT COMMAND

Location:

Changi Airport Terminal 1, Arrival West Wing

Offence:

Attempted smuggling of 18 pieces of suspected counterfeit mobile phones

**02 September 2011
@ 0250 hours**



How:

Detected during X-ray screening of checked-in luggage.

Result:

Referred to Intellectual Property Rights Branch (IPRB) for further investigation.



WOODLANDS COMMAND

**05 September 2011
@ 0145 hours**



Location:

Woodlands Checkpoint, Arrival Cargo Bay

Offence:

Attempted smuggling of 3,999 cartons of duty-unpaid cigarettes

How:

Checks conducted after abnormalities detected during scanning. Found hidden in the consignment of conventional cargo declared as assorted used pants and shirts.

Result:

Referred to Singapore Customs (SC) for further investigation.



TUAS COMMAND

**07 October 2011
@ 0900 hours**



Location:

Tuas Checkpoint, Arrival Cargo Bay

Offence:

Attempted smuggling of 5,000 cartons of duty-unpaid cigarettes

How:

Checks conducted after abnormalities detected during scanning. Found hidden in a refrigerated containerised consignment declared as “frozen squid” and “frozen cuttlefish”.

Result:

Referred to Singapore Customs (SC) for further investigation.

ENFORCEMENT COMMAND

10 October 2011



Location:

Citizen Services Centre (CSC)

Offence:

Making false statements in disembarkation/embarkation forms, impersonation and abetment

How:

A female impersonator and her abettor were detected after screening was done.

Result:

Subject was sentenced to 7 weeks' imprisonment and a fine of \$2,000 or in default 4 weeks' imprisonment. The abettor was sentenced to 6 months' imprisonment.



COASTAL COMMAND

**11 October 2011
@ 1915 hours**



Location:

Vicinity of Jurong Port

Offence:

Attempted smuggling of 2,539 cartons of duty-unpaid cigarettes

Result:

All subjects were convicted and meted with custodial sentences ranging from 18 to 24 months.

How:

In a joint operation between ICA's Ops & Intel and Coastal Command's Anti-Smuggling Teams with CNB Marine and Changi Teams and PCG Coastal Security Patrol Force, the duty-unpaid cigarettes were found on two Indonesian wooden coastal craft, wrapped in black plastic in engine room.



WOODLANDS COMMAND

**01 November 2011
@ 2240 hours**



Location:

Woodlands Checkpoint,
Arrival Car Bay

Offence:

Attempted smuggling of 295
lives birds in a Singapore-
registered car

How:

During routine check, cages of birds
were found covered by cloth at the rear
boot compartment and under the rear
passenger seats.

Result:

Referred to Agri-Food & Veterinary
Authority (AVA) for further investigation.

AIRPORT COMMAND

**06 December 2011
@ 1430 hours**



Location:

Changi Airport Terminal 1,
Arrival East Wing

Offence:

Possession of forged
Indonesia passports and
abatement

How:

Detected during arrival
passport clearance.

Result:

All 4 subjects were refused
entry into Singapore.



TUAS COMMAND

**14 December 2011
@ 0830 hours**



Location:

Tuas Checkpoint, Arrival
Cargo Bay

Offence:

Attempted smuggling of
3,001 cartons of duty-unpaid
cigarettes

How:

Checks conducted after
abnormalities detected during
scanning. Found hidden in a
consignment of Audio products.

Result:

Referred to Singapore Customs
(SC) for further investigation.

Annual Statistics

Checkpoint Operations

		2011	2010	2009
Number of passengers cleared at the checkpoints	Arriving	91,057,300	83,361,600	74,230,400
	Departing	91,049,800	83,262,900	74,357,500
Number of inward containers cleared at the checkpoints		1,107,600	1,029,300	902,500
Number of inward consignments (non-containerised) cleared at the checkpoints		3,269,700	3,238,100	2,911,600
Number of parcels cleared at the Parcel Post Centre		2,176,900	1,564,000	1,527,400

Services Centre Operations

	2011	2010	2009
Number of applications for citizenship granted	15,800	18,800	19,900
Number of identity cards issued	65,000	67,100	99,800
Number of Singapore passports issued	607,900	657,300	469,500
Number of certificates of identity issued	560	490	500
Number of passes and permits (excluding re-entry permits) granted to foreigners	571,400	552,600	492,200
Number of live-births registered	39,600	38,000	39,700
Number of deaths registered	18,000	17,500	17,100

Enforcement Operations

	2011	2010	2009
Number of illegal immigrants arrested	930	1,430	1,800
Number of overstayers arrested	2,180	2,830	3,760
Number of harbourers arrested	40	77	84
Number of employers of immigration offenders arrested	23	26	53
Number of contraband cases detected	80,800	67,600	52,800
Number of vehicles used in the smuggling of immigration offenders seized	7	18	8



Acknowledgements



The Working Group would like to thank all officers who have helped in one way or another to make the ICA Annual 2011 possible.

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