

# FUTURE READY

Transforming the Present,  
Securing Our Future



ANNUAL  
REPORT  
2016







# Our Mission

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

# Our Shared Vision

Inspiring **C**onfidence in **A**ll

# Our Departmental Values

**I**ntegrity, **C**ommitment and **A**ccountability

# Our Pledge

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

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

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

# Contents

COMMISSIONER'S  
FOREWORD

04

LEADERSHIP  
GROUP

06

ICA'S  
TRANSFORMATION  
JOURNEY

11

13

OFFICERS'  
QUOTES ON ICA'S  
TRANSFORMATION

17

BIOSCREEN &  
BIKES

18

PROTECTIVE  
ANALYTICAL &  
ASSESSMENT  
FACILITY

MINDEF  
& MHA  
GROUP  
INSURANCE

19

ENGAGING  
THE PUBLIC  
THROUGH  
MASS MEDIA

20

AWARDS

21

DISTINGUISHED  
VISITORS

24

HIGHLIGHTS

28

SIGNIFICANT  
CASES

39

ANNUAL  
STATISTICS

54



# Commissioner's Foreword

“As ICA officers, we must earn the confidence, preserve this confidence and remain humble and seek to continuously learn, improve and hone our skills as we work towards keeping Singapore safe and secure

”

ICA's operating landscape has become increasingly complex and unpredictable in the last few years. Globally, threats of terrorism are on the rise. Terror tactics are evolving and threats are getting closer to home. ICA officers have to constantly maintain a high level of vigilance to keep our borders safe. This is not easy, especially in the face of increasing workload, shrinking workforce and rising public aspirations. However, the important work performed by ICA officers are sometimes taken for granted. Hence, it is important to me that as ICA officers, we must earn the confidence (**'Earned Confidence'**), preserve this confidence (**'Responsible Confidence'**) and remain humble and seek to continuously learn, improve and hone our skills (**'Confidence with Humility'**) as we work towards keeping Singapore safe and secure.

## Earned Confidence

### RESULTS OF OUR HARD WORK

So, how do we earn our confidence? To earn confidence, we must be professional and work hard to achieve organisational excellence, and our hard work shows up in our results and achievements. Let me first share our results for 2016. ICA cleared about 204 million travellers

in 2016, the highest ever since ICA's formation in 2003, and an increase of 3.6% from the 197 million travellers cleared in 2015. The number of parcels cleared at the Parcel Post Centre also increased by 8.3% from about 4.8 million parcels in 2015 to 5.2 million parcels in 2016. On the other hand, the number of contraband cases detected decreased from 95,677 in 2015 by about 8% to 88,050 in 2016. The number of immigration offenders arrested also fell by about 32.8% from 1,901 in 2015 to 1,278 in 2016. ICA's multi-pronged approach to deter, deny and detect immigration offenders will remain a key strategy in our enforcement efforts. We will also continue to work closely with our partners and the community to enhance our enforcement efforts at the borders and within Singapore.

### CELEBRATING OUR ACHIEVEMENTS

Our officers are ICA's most valuable asset. It is with their unwavering dedication and hard work that ICA is able to deliver its mission effectively and earn its confidence. In 2016, 22 officers were conferred the Minister for Home Affairs National Day Award (Individual). This award is given to officers in recognition of their exemplary work performance. As a testament



of ICA's commitment to invest and develop our officers professionally and personally, a total of 28 ICA Specialists who have performed well and shown potential to take on higher responsibilities were also awarded Degree or Diploma sponsorships. ICA takes pride in delivering excellent service to our customers while being a security-focused organisation. I am pleased to note that three officers were conferred PS21 Star Service Awards, the most prestigious service-related award in the Civil Service.

At the organisational level, I am proud to highlight that ICA was conferred the Global Performance Excellence Award (GPEA) (World Class). The GPEA is the only formal international recognition of performance/business excellence and is presented to organisations from the Asian and Pacific Rim countries that are recognised as exemplary companies of world class quality performance. Locally, ICA was also awarded the Public Service Premier Award for having achieved and maintained high standards of service and organisational excellence.

## Responsible Confidence

### ENHANCING OUR OPERATIONAL CAPABILITIES

We must continue to deliver to preserve this confidence – 'Responsible Confidence'. We must strive to 'Be Better' with our 'Can Do' mentality and work as a team with our 'Collaborative Spirit'. As part of our forward planning, we have embarked on our transformation journey in 2011 and we are now in the second phase of our transformation journey to co-create with ICA officers a future-ready ICA through capacity building, capability development and human capital transformation.

To preserve the confidence we earned and to stay ahead of challenges, ICA continues to innovate and leverage technology to augment our operations. We implemented BioScreen, a biometric screening system which captures the thumbprints and authenticates the identities of the travellers at the checkpoints. We also expanded the use of BIKES by fully automating all the counters for clearance of motorcyclists and their pillion riders at the two land checkpoints. The use of biometric technology has resulted in a more efficient and effective immigration clearance at our checkpoints.

On 15 July 2016, a new Protective Analytical and Assessment Facility (PAAF) was opened at Ports Command. The PAAF comprises a suite of laboratories equipped with a range of analytical capabilities, including radiological and nuclear analysis. The PAAF enhances ICA's operational capabilities as the laboratories and advanced equipment can conduct real-time analysis of security-sensitive materials without impeding the flow of trade.

### TRANSFORMING TO BECOME A FUTURE-READY ICA

As ICA moves forward on our transformation journey, we will see in 2017 the progressive roll-out of several initiatives such as the implementation of a new electronic Disembarkation/Embarkation (e-DE) system in phases to allow foreign travellers to submit their DE declarations to us electronically. The completion of Changi Airport Terminal 4 will also bring ICA a step closer towards our concept of 'Future-Ready Checkpoints'.

Securing Singapore's borders while providing excellent service to our customers will always be a challenge for ICA. Against the backdrop of an evolving and complex operating environment, we need to constantly reinvent ourselves and seize every opportunity to overcome challenges. We will continue to forge ahead, in collaboration with our partners and the community, to keep Singapore safe and secure.

## Confidence With Humility

ICA's successful transformation will depend on the concerted efforts of every one of us. We must continue to be humble and adopt the mental model that the learning journey is a continuous one. Individually, we must have the hunger to improve, learn and hone our skills. As a team, we must help and look out for one another. As an organisation, ICA must contribute and work together with other agencies as a valued member of the Home Team and the Public Service.

I would like to urge every ICA officer to embark on this exciting journey with me as we venture forward to secure our future as a leader in border security and identification. I am confident that with our 'Can Do' mentality, 'Be Better' attitude and a 'Collaborative Spirit', we will be able to successfully transform the present to be a future-ready ICA.

**Mr Clarence Yeo**  
Commissioner ICA

# Leadership Group

**Mr Clarence Yeo**  
Commissioner



**Mr Tan Hung Hooi**  
Deputy Commissioner  
Policy & Transformation



**Mr Denis Tang**  
Deputy Commissioner  
Operations



**Mr Vijakumar Sethuraj**  
Deputy Commissioner  
Corporate Development & Administration





# Leadership Group

## Operations

**Mr Bhopinder Singh**  
Director  
Operations



**Mdm Zuraidah Abdullah**  
Domain Commander (Air)



**Mr Jaswant Singh**  
Director  
Intelligence



**Mr Nam Liang Chia**  
Domain Commander (Sea)



**Mr Ong Choon Beng**  
Domain Commander (Land)



**Ms Julia Sng Gek Lian**  
Commander  
Airport



**Mdm Siew Chui Lin**  
Commander  
Air Cargo



# Leadership Group

## Operations



**Mr Mohd Farhad Bin Mohd Shariff**

Senior Deputy Director Intelligence



**Mr Koo Weng Yew Alan**

Commander Woodlands



**Mr Wong Hong Meng**

Director Enforcement



**Mr Eric Chua Poh Keyong**

Senior Deputy Director Enforcement



**Mr Ng Chin Kok Danny**

Commander Ports



**Mr Chua Sze How**

Commander Tuas



**Mr Chia Hoi Mun**

Commander Coastal



# Leadership Group

## Policy & Transformation



**Ms Cora Chen Chian**

Director  
Planning & Review



**Mr Chua Tian Lye Dominic**

Director  
Policy, International Relations  
& Legislation



**Mr Tan Kok Guan**

Director  
Permanent Resident Services



**Mr David Tan**

Director  
Citizen Services



**Mr Kng Eng Kiat**

Director  
Visitor Services

# Leadership Group

**Corporate Development & Administration**



**Mrs Pravina Jit**  
Director  
Manpower

**Mrs Lee-Ho Sow Heng**  
Advisor/Mentor (Projects)

**Ms Angie Wong**  
Director  
Corporate Services

**Ms Tan Sor Hoon**  
Director  
Technology cum  
Chief Information Officer

**Ms Chua Yeng Eng**  
Director  
Information Management  
cum Chief Data Officer

**Ms Chia Hui Keng**  
Director  
Corporate Communications





# ICA'S TRANSFORMATION JOURNEY



# ICA's Transformation Journey

ICA's transformation journey began in 2011. Faced with the challenges of a dynamic operating terrain and heightened security climate, ICA has had to constantly evolve and refine our strategies to be future-ready. As such, the first transformation wave in 2011 saw the conceptualisation and development of ICA's strategic thrusts that offered innovative solutions to deal with emerging and complex challenges.

The six strategic thrusts of *Reinventing Checkpoints Operations*, *Redefining Services Centres*, *Unleashing the Power of 3*, *Project Step-Up*, *Strengthening the ICA Heartware*, and *Project INSPIRE* created the pipeline for ICA to deliver transformational initiatives that are secure, reliable, convenient, efficient and resource-optimal. Each strategic thrust is propelled by a clear vision, which lays a strong foundation of consensus for the project teams to develop strategies to achieve desired outcomes. This also acts as a powerful lever to align ICA's strategic directions with MHA's focal areas. We have since reaped the benefits of an integrated and holistic approach towards capacity building, capability development and human capital transformation.

In 2016, we embarked on the second phase of our transformation journey that will take us through to 2025. Our transformation vision remains multi-faceted and is necessitated by increased workload and manpower crunch. The transformational plans are focused on five key areas namely, 'Future-Ready Checkpoints', 'Services Centre Next Generation', 'Power of Information', 'Game-Changing Systems' and 'Future-proofing the ICA Heartware through H.O.P.E'.

Under the checkpoint thrust, 'Future-Ready Checkpoints' are envisaged to be secure, integrated and intelligent. Adopting the concept of distributed clearance, the existing boundaries of our clearance regime would be pushed further with greater emphasis on the pre-clearance of travellers. The 'Services Centre Next Generation' will transform our service delivery to one of partnership with our customers to deliver a seamless and delightful experience for everyone. 'Power of Information' aims to digitise knowledge and content across ICA to support intelligence gathering and analytical insights. 'Game-Changing Systems' is the underlying thrust to provide innovative systems and solutions to enable ICA's transformation, as well as to ensure uninterrupted availability of ICT systems during times of normalcy and non-normalcy. Last but not least, 'Future-Proofing the ICA Heartware through H.O.P.E'. H.O.P.E is about creating a Happy and Healthy work environment for ICA officers, creating Opportunities for ICA officers to learn, grow and develop with ICA to ensure that ICA officers have a Purposeful career that ignites passion and drives motivation, and finally offering an Enriching and Exciting experience for ICA officers.





# What are your thoughts and feelings on ICA's transformation journey?



## **SUPT Imran Bin Adenan**

Head, Strategic Planning Branch  
concurrent Head, Transformation Office  
Planning & Review Division

There is a saying that the only constant in life is change. While ICA has introduced several innovations and will continue to do so in future, we in P&R Division recognise that officers have different needs and move at different paces. Some will be eager and some will be slightly more cautious on how to implement the new initiatives. Our role in P&R Division is to collaborate and partner with the work units to create awareness, understand the concerns of our officers, and prepare ICA officers for the change so that they can embrace their new roles and adapt to the new environment easily.

At a personal level, I think that change is part and parcel of life and we should learn to adapt to the changing circumstances. It will not be easy, but I believe that there will always be support. If the support that we are hoping for is not forthcoming, ask for it.



## **DSP Wilson Vong Wei Chun**

Deputy Head, Operations Management Branch  
Operations Division

Being a member of one of the transformation teams has allowed me to see first-hand ICA's resolve to forge a forward-looking and inclusive transformation roadmap that comprehensively covers key tenets of ICA's core processes at the checkpoints and services centres. While it may take us a while to achieve the desired outcomes, I look forward to walking this unique journey of transformation with the rest of the ICA officers who never fail to exemplify commitment and professionalism in their work, overcoming challenges as well as capitalising on the opportunities together.



## **HTS 11 Andrew Neo**

Senior Psychologist  
Manpower Division

Change is never easy. Still, I am inspired by ICA's transformation journey because I believe it was conceived with the future in mind. I have a role to play in this journey by providing mental wellness support to our officers. Now's the time to make that journey, together.

# What are your thoughts and feelings on ICA's transformation journey?



## ASP Zeng Fansheng Reynold

Senior Data Management Executive  
Information Management Division

To me, transformation takes place within us when we learn to be purposeful and innovative, yet grounded in values and integrity. There is now greater emphasis on innovation to reinvent and better influence ICA's core work processes, without any compromise to our vision, mission and core values. I believe with an open mind, sustained focus and daily action, I can confidently and actively contribute to this transformation.



## ASP Mervyn Chia Zhijian

Senior Technology Executive  
Technology Division

Amidst the tumultuous political and security events across the globe, I am excited by ICA's transformation plans that will change the dynamics of our operations. The innovative use of technology as a strategic enabler serves to inspire every one of us to contribute to the overall success in our own way by actively embracing a spirit of continuous learning.



## MSO V Ang-Sia Eng

Deputy Executive, Customer Services  
Permanent Resident Services Centre

I feel that it is only human to fear the unknown. However, we are not alone and being part of ICA, we should actively support this mission and be receptive to changes. We must be mentally prepared to change our mindsets to do things differently.

I see opportunities for all ICA officers as we embark on this transformation journey, learning new skills along with new technology. We can communicate our feedback to better improve the way we work and suggest new ideas to build better customer relationships.



## MX15 Rokiah Binte Osman

Assistant Executive, Customer Services (Passports)  
Citizen Services Centre

ICA's leverage on modern technology requires an adaptable mindset as we do our part to maintain national security by securing our borders and administering our national registration functions. The fact is, an organisation is only as good as its people. In embarking on this transformation journey, I firmly believe that we must be well-trained and be ever-ready – equipped with the right skills, attitude and mindset as we progressively automate and technologise. So let us renew our commitment, embrace the changes, and forge ahead as ONE ICA!



# What are your thoughts and feelings on ICA's transformation journey?



## **MX16 Annamarie Wong Yue Xia**

Customer Service Officer  
Visitor Services Centre

I'm looking forward to embrace the changing times and march ahead together with my friends and colleagues towards a better tomorrow.



## **CI(2) Kumara Vellu**

Airport Command  
Integrated Checkpoints Command (Air)

Transformation translates to positive changes and to me, being ready to face these challenges comes with anticipation, awareness and action. I look forward to be part of this transformation journey and work towards a future-ready ICA with the ultimate objective of safeguarding the borders of Singapore.



## **CI(1) Zaharudin Bin Abdul Wahab**

Air Cargo Command  
Integrated Checkpoints Command (Air)

Officers must be ready for changes in technology and global issues, and be adaptable to uncertainties. I wish to be part of the transformation by developing myself to be a future-ready officer.



## **SSGT Pan Meiling**

Coastal Command  
Integrated Checkpoints Command (Sea)

The future is for us to create. Let's all come together to work for a better tomorrow!

# What are your thoughts and feelings on ICA's transformation journey?



## **SGT Mus Alfian Suhaimi**

Ports Command  
Integrated Checkpoints Command (Sea)

This transformation readies us for the future. Stay positive and our confidence level will naturally rise.



## **SGT Zalikha Binte Muhammad Zulkifli**

Woodlands Command  
Integrated Checkpoints Command (Land)

ICA officers are quick to adapt to the ever-changing environment. I envision that with the ever-changing environment, our frontline duties will be streamlined with the implementation of new technology to achieve tighter border security, keeping our nation safe and secure.



## **SGT Clayderman Kek Jin Kai**

Tuas Command  
Integrated Checkpoints Command (Land)

Together with my colleagues, we will protect our loved ones by securing Singapore's borders and transforming ICA to be future-ready to meet the challenges ahead.



# BioScreen & BIKES

ICA constantly reviews its border security capabilities to streamline its operations and enhance the level of security at our checkpoints. Against the backdrop of a complex and evolving security landscape, we leverage biometric technology to assist us to accurately screen and authenticate travellers. In 2016, ICA implemented BioScreen, and expanded the use of BIKES at our checkpoints to clear travellers in a more secure and effective manner.

## BioScreen

BioScreen is a biometrics screening system which captures the thumbprints of all visitors arriving and departing at our checkpoints to strengthen its verification of the identities of travellers. Deployed at the manned counters, the system aids our officers to sieve out immigration offenders and persons of interest. The use of BioScreen complements our existing clearance system (i-Borders) to bring about a more robust screening process.

Since April 2016, the BioScreen system had been introduced progressively at the passenger halls, bus lanes and lorry lanes. The implementation of BioScreen clearance for cars will be at a later date. From September 2016, foreign visitors who provided their fingerprints at arrival would be able to use automated self-clearance at any ICA checkpoint on their departure. This allowed for a more efficient utilisation of manpower as counter officers at the departure area can then be redeployed to support other critical areas of operations.



The implementation of BioScreen provided convenience and enhanced the overall clearance experience of our visitors, while improving the level of security at our checkpoints. Moving forward, ICA will also incorporate the use of iris recognition into our clearance regime. The use of multi-modal biometrics will allow ICA to achieve a more robust screening and verification regime, and ensure that we remain future-ready to tackle the widening threat scenarios and spectrum of operations.

## Biometric Identification of Motorbikers

BIKES, or Biometric Identification of Motorbikers, leverages fingerprint matching and human detection technologies to automate the immigration clearance of motorcyclists. Deployed at both Woodlands and Tuas checkpoints, the system is able to accurately authenticate a traveller's identity at the point of entry and exit and hence offers a more secure means of immigration clearance at the checkpoints.

BIKES was first introduced for single riders in 2006. An upgraded version was later developed in 2010 to allow the concurrent clearance of both the motorcyclist and pillion rider. To speed up immigration clearance of motorcyclists and tackle the rising number of travellers, ICA increased the number of BIKES counters by almost threefold from the initial 43 to 164 by the end of 2016. With the expanded use of BIKES, ICA is now able to handle a greater volume of motorcyclists. The clearance experience of motorcyclists is also enhanced as motorcyclists are empowered to perform their own immigration formalities conveniently and securely.

The implementation of BIKES had strengthened checkpoint security and sped up the immigration clearance process for motorcyclists at the two checkpoints. This is part of our ongoing efforts to leverage biometrics and technology to enhance security, increase productivity and improve our service delivery.





# Opening of Protective Analytical & Assessment Facility



ICA is continually bolstering our first line of defence and strengthening our border security capabilities to meet evolving challenges, particularly the threats of terrorism. To enhance our expertise in detecting and deterring Security Sensitive Materials (SSMs) from crossing our borders, ICA's Integrated Checkpoints Command (ICC)(Sea), in collaboration with the Office of the Chief Science and Technology Officer (OCSTO), Ministry of Home Affairs, set up the Protective Analytical & Assessment Facility (PAAF) at Ports Command.

The PAAF is equipped with laboratories capable of analysing Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials. It is the first scientific facility equipped with capability in radiological-nuclear forensic analysis at our borders. The PAAF greatly enhances the operational capabilities of ICC (Sea) by allowing more on-site confirmatory checks on suspicious cargoes without impeding trade flow. The PAAF also houses the Scientific Demonstration Suite which is a training facility for Home Team officers. The suite comprises sections showcasing the radiation and nuclear incidents that occurred around the world and the different Radiological Dispersal Devices relevant to border and port operations. This facility helps officers to familiarise themselves with various CBRNE scenarios and prepare them for such threats.

The PAAF, which was officially opened on 15 July 2016 by Minister for Home Affairs and Minister for Law, Mr K Shanmugam, marked a significant milestone for both ICA and OCSTO in the use of science and technology to screen and detect unconventional threats which could be used by terrorists.



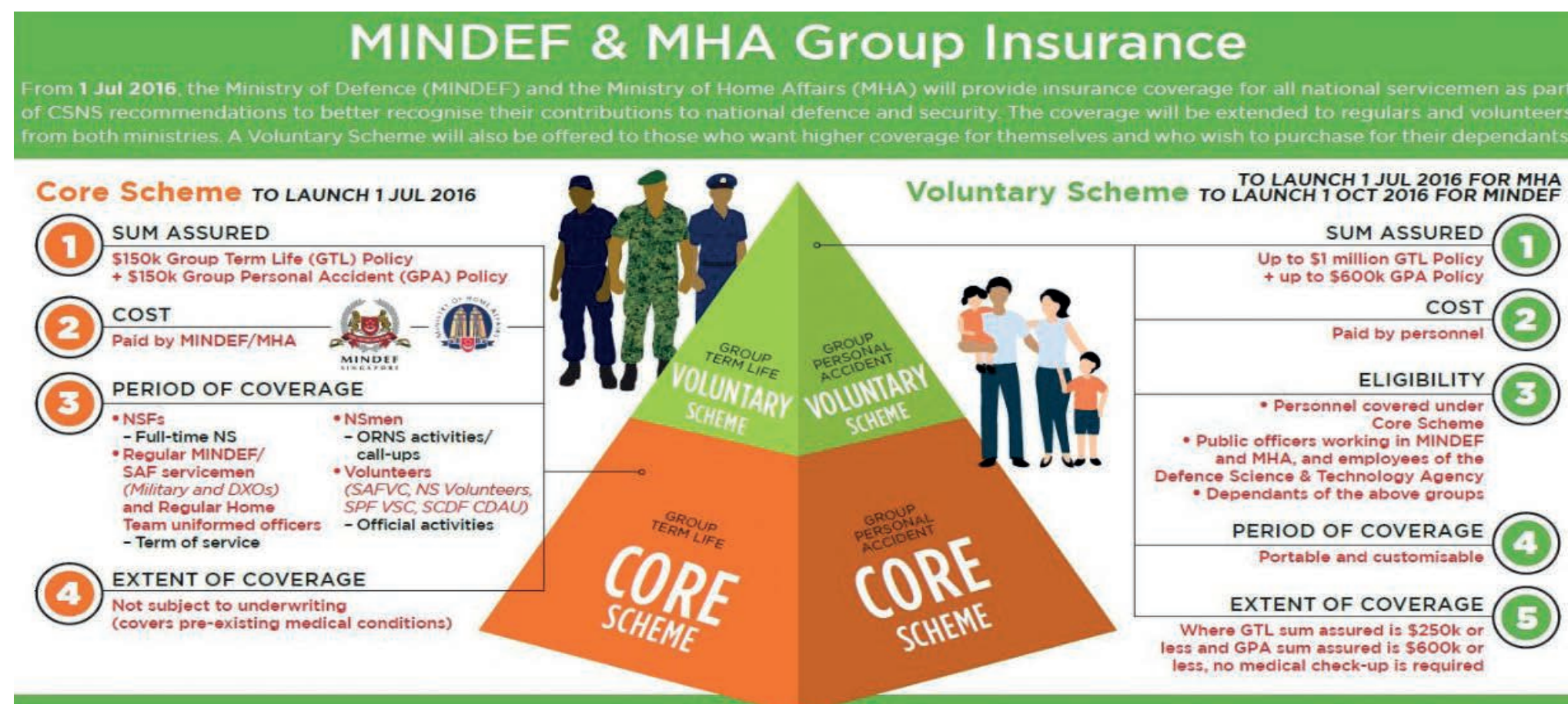
# MINDEF & MHA Group Insurance

“ I feel that MHA understands the risk faced by officers in their line of duty and that we have been putting in a lot of effort to deliver our mission daily. ”

**SUPT Senthamarai Vaithilingam**  
Senior Assistant Commander (Ground Operations)  
Airport Command  
Integrated Checkpoints Command (Air)

ICA officers are the department's most valuable asset. The commitment and hard work of every officer are the reasons ICA is able to deliver on its mission day in and day out. To support our officers, ICA constantly reviews our suite of well-being benefits, catering to the needs of officers at different stages of their career with ICA. Since 1 July 2016, all HAS-ICA officers have been automatically covered under the MINDEF & MHA Group Insurance benefit. The introduction of this benefit signifies the department's care for its officers and also serves to act as a safety net for them. This move is also a significant and timely undertaking as we ready ourselves for the demands of the future, while providing officers and their families greater assurance and peace of mind.

A series of roadshows were conducted from July to August for officers to understand the details of the group insurance and how their family members could benefit from the scheme. Talks on insurance coverage were also incorporated into ICA's Basic Induction Course since October to ensure that newly recruited officers are aware of the benefits made available to them as well as avenues to seek proper claims for themselves or their dependents should they be faced with unforeseen circumstances. Since its introduction, the scheme has disbursed insurance payouts to the families of officers who have passed on, as well as to an officer who suffered a fracture.





# Engaging the Public through Mass Media

## 'Sherlock at Work' (职场福尔摩斯)

ICA was featured in an episode of an infotainment programme series, 'Sherlock at Work' (职场福尔摩斯). Aired on Mediacorp Channel U on 16 November 2016 and available on Toggle Catch-up TV thereafter, the episode showcased how ICA officers work tirelessly at our borders to ensure that undesirable persons or goods do not enter Singapore.

Together with the show's host, Pornsak, DSP Sabrina Liew and DSP Tong Yong How shared the various aspects of how officers undergo training at the ICA Training School, and how the training has equipped officers to perform their duties at the checkpoints. The episode helped to raise awareness on the importance of our borders as the first line of defence in safeguarding Singapore's security. It also showed the audience how ICA officers use technology and science to strengthen identity verification whilst ensuring efficiency in checkpoint clearance at Woodlands Checkpoint, one of the world's busiest land checkpoints.



## Crimewatch

ICA has been disseminating our public education messages through traditional methods such as exhibitions and talks. To augment our outreach efforts this year, we collaborated with Mediacorp, the National Crime Prevention Council and the Singapore Police Force to produce an episode of Crimewatch to educate homeowners not to provide lodging to immigration offenders. Crimewatch, being the longest running locally produced TV show, has the benefit of conveying ICA's messages to a vast audience through an interesting medium.

ICA's segment, based on an actual harbouring case, was featured in the four national languages on Crimewatch on 30 September 2016, 2, 5 and 6 October on Channel 8, Channel 5, Suria and Vasantham respectively. Five ICA officers from the various work units were casted by Mediacorp in this episode of Crimewatch. It was a successful production to convey ICA's message on anti-harboring of immigration offenders through mass media.



## ICA's Facebook Page

ICA's Facebook Page was officially launched on 29 February 2016 and the page has grown considerably, garnering more than 23,000 fans by the end of 2016.

In this fast, interconnected information age where a large majority of people are internet-savvy and get most of their news and information online, it is vital that ICA remains relevant and accessible to our customers and strategic partners through the social media platform.

Facebook has been a very effective social media tool for ICA to reach out to many followers in a short time to spread our public messages. For example, our posts on case detections are a constant hit, reaching up to 900,000 followers each time. We will continue to use Facebook to connect with our audience in a fun and engaging manner.







# AWARDS



# Awards GPEA & ACE

## 2016 Global Performance Excellence Award (GPEA) and APQO International Awards for Contributing to Excellence (ACE) Team Awards Competition

ICA was conferred the 2016 Global Performance Excellence Award (GPEA) (World Class) on 21 November 2016. The GPEA, awarded by the Asia Pacific Quality Organization (APQO), is modelled after the U.S. Malcolm Baldrige Performance Excellence Award and the European Foundation for Quality Management Award. It is the only formal international recognition of performance/business excellence. The award is presented to organisations from the Asian and Pacific Rim countries that are recognised as exemplary companies of world class quality performance.

Commissioner ICA, Mr Clarence Yeo, was invited to receive the award at the Business Excellence Award Ceremony at the APQO Conference 2016 held at the Energy Events Centre in Rotorua, New Zealand. ICA was among the 15 international organisations that were awarded the highest accolade, the World Class Award, under the Not-For-Profit Organisation category. The award is an external validation and testament to ICA's achievements as a global leader in border security and identification, as well as its commitment and unwavering efforts in its pursuit of business excellence.

At the conference, Mr Yeo also led a team of ICA officers to participate in the APQO International Awards for Contributing to Excellence (ACE) Team Awards Competition which recognises an organisation's excellence in achieving new levels of performance. The ICA team showcased the Singapore Passport Story which traced the evolution of Singapore's passport over the years and shared ICA's 3M Service Principles, 'Multiple Channels, Minimum Visits and Many Benefits' which drive ICA's service innovation approach. This has allowed ICA to reap higher productivity gains and enhance public service delivery. The panel of judges were impressed with how ICA has transformed its services by leveraging technology to meet the increased expectations of the public and be future-ready. ICA won the ACE Team Competition 2016 (3 Star), as well as Best in Innovation, in recognition of its service innovation and transformation efforts.





# Awards

## Public Service Premier Award

### Excellence in Public Service Awards 2016: Public Service Premier Award

ICA was presented the 2016 Excellence in Public Service Awards (ExPSA): Public Service Premier Award in recognition of our commitment towards Organisational Excellence (OE). The awards ceremony was held at the Flower Field Hall, Gardens by the Bay on 20 May 2016, and was graced by Deputy Prime Minister & Coordinating Minister for National Security, Mr Teo Chee Hean.

ExPSA is open to all ministries, statutory boards, autonomous departments (including schools and Singapore Armed Forces units), and organs of state. Its aim is to acknowledge and incentivise agencies for the efforts and resources they have invested towards achieving the business excellence standards administered by SPRING Singapore on their journey towards OE. ExPSA also supports the public sector transformation movement which rallies public agencies towards the vision of becoming 'One trusted Public Service with Citizens at the Centre' and to work as a team in formulating policies and solutions that are in the best interests of Singapore and Singaporeans.

The attainment of this award is a validation of ICA's continuous efforts in maintaining the highest standards in OE.







# DISTINGUISHED VISITORS



# Distinguished Visitors



## 3 March

ICA hosted a courtesy call by a five-member delegation, led by the Deputy Director General of Forces Building General Department, Ministry of Public Security, Major General Nguyen Van Son at ICA headquarters on 3 March 2016. The call was part of the 2nd Ministry of Home Affairs (MHA) Senior Visitor's Programme coordinated by the International Cooperation & Partnerships Division, MHA, which took place between 21 February and 4 March. Commissioner ICA hosted the delegation. During the call, the delegation was brought on a site tour to view the iCollect and the ICA Heritage Gallery.



## 24 May

ICA hosted a courtesy call by a delegation, led by the Deputy Commissioner Border Group, Australian Department of Immigration and Border Protection, Mr Michael Outram at ICA headquarters on 24 May 2016. The delegates were attending a regional workshop in Singapore on the topic of illicit tobacco on 23 and 24 May. They were hosted by Deputy Commissioner Corporate Development & Administration (then-Deputy Commissioner Policy & Administration). Matters discussed include challenges faced by both departments, our roles and functions, as well as our online learning/training platforms.



## 22 June

ICA hosted a courtesy call by the High Commissioner of Pakistan to Singapore, His Excellency Nasrullah Khan at ICA headquarters on 22 June 2016. The call was hosted by Commissioner ICA. During the visit, the High Commissioner thanked ICA for the past assistance rendered to the Pakistan High Commission and requested for continued cooperation between the High Commission and ICA.



# Distinguished Visitors



## 27 June

ICA hosted a five-member delegation, led by the Commissioner of the U.S. Customs and Border Protection, Mr Gil Kerlikowske at Woodlands Command on 27 June 2016. The delegation was in Singapore for the launch of the Singapore-United States of America Trusted Traveller Programme on the same day. The visit was hosted by Commissioner ICA, and the delegation was given an overview of the checkpoint operations including the concept of the Integrated Checkpoints Command (ICC), as well as the scientific equipment and technology used by the laboratories at the borders.



## 19 October

To reciprocate an earlier invitation by the Thai Immigration Bureau (TIB) to visit the Nongkhai Immigration Checkpoint and share ICA's experience in managing land checkpoints, ICA hosted a delegation, led by Commissioner TIB, Pol. Lt. Gen. Nathathorn Prousoontorn at Tuas and Woodlands Commands on 19 October 2016. The visit to Tuas Command was hosted by Acting Commissioner ICA, Mr Vijakumar Sethuraj where the delegates viewed a demonstration of BioScreen at the Arrival Bus Hall, while the visit to Woodlands Command was hosted by Director Operations where they toured the Arrival Car Zone, Flexi Bus Lanes and BIKES II.



## 14 November

ICA hosted a two-member delegation, led by the Permanent Secretary (PS) of the Ministry of Home Affairs, Brunei Darussalam, Mr Abdul Mutalib Yusof, at ICA headquarters on 14 November 2016. The visit, hosted by Deputy Commissioner Policy & Transformation, showcased ICA's NRIC and visa systems where PS Abdul Mutalib viewed a demonstration of how identity cards were produced. A tour of the ICA eLobby was also conducted to show how members of the public could apply for ICA's services by themselves using the e-kiosks.



# Distinguished Visitors



## 28 November

ICA hosted the Prime Minister of Bhutan, His Excellency Tshering Tobgay, and five other Bhutan delegates at Woodlands Command on 28 November 2016. The visit was hosted by Commissioner ICA. Senior Minister of State, Mr Desmond Lee, Singapore Ambassador to Bhutan, Mr Lim Thuan Kuan, and Assistant Director (South Asia and Africa), Ministry of Foreign Affairs, Mr David Liang, accompanied the Prime Minister of Bhutan on this visit to ICA. The delegates were given an overview of ICC (Land)'s operations and were brought on a site tour to the Arrival Car Zone of the checkpoint.



## 8 December

ICA hosted a visit by the Permanent Secretary (Security and Enforcement), Prime Minister's Office, Brunei Darussalam, Mr Mohd Riza Bin Dato Paduka Haji Mohd Yunos, and three other delegates at Woodlands Command on 8 December 2016. The visit was hosted by Acting Commissioner ICA, Mr Denis Tang and the delegates were given an overview of ICC (Land)'s operations. Thereafter, the delegates were brought on a site tour to the Biological Analytical Laboratory, the Puffer Portal at Arrival Bus Hall and the Arrival Car Zone.



# HIGHLIGHTS





# Highlights

**NRIC RE-REGISTRATION @55**

**Who will need to re-register?**

- ✓ You are turning 55 years old on or after 1 January 2017 (i.e. born on or after 1 January 1962); and
- ✓ You have not replaced your NRIC in the last 10 years

**Re-register your NRIC in 3 simple steps**

- Wait for ICA's letter**  
which you will receive 1 month before your 55<sup>th</sup> birthday.
- Submit your application online**  
via [iconline.ica.gov.sg](http://iconline.ica.gov.sg) with SingPass. You may also use the self-service kiosks located in ICA Building. Alternatively, you can mail in the hardcopy application form enclosed in the notification letter.
- Collect your new NRIC**  
by making an appointment via [eappointment.ica.gov.sg](http://eappointment.ica.gov.sg) or mobile application (eAPPT@ICA) after you have received ICA's acknowledgement card in the mail. The new NRIC can be collected from ICA Building or selected post offices.

For more information please visit [www.ica.gov.sg](http://www.ica.gov.sg)

For NRIC holders who have turned 55 years old before 2017, ICA will introduce an optional re-registration exercise from 2018 onwards. Details will be announced next year.

IMMIGRATION & CHECKPOINTS AUTHORITY

## Preparations for NRIC Re-Registration @55

The re-registration of the National Registration Identity Card (NRIC) at 55 years old is a significant milestone in the chronology of the Singapore Identity Card. From 1 January 2017, Singapore Citizens (SCs) and Singapore Permanent Residents (PRs) who are turning 55 years old on or after 1 January (i.e. born on or after 1 January 1962) and have not been issued with a replacement NRIC in the 10 years before their 55th birthday, will be required to re-register their NRIC on or after their 55th birthday. The new requirement allows SCs and PRs to acquire new NRICs with updated identity information, including photographs.

Intensive preparation begun in 2016 to ensure a smooth and satisfying experience for all NRIC re-registrants. Citizen Services Centre (CSC) worked closely with Policy, International Relations & Legislation Division to amend the National Registration Regulations to allow ICA to carry out the re-registration. Months before the announcement of this new requirement, CSC also worked with Corporate Communications Division to ensure that clear and timely information was shared with the public through the mass media.

Besides working in concerted efforts with the other work units, CSC also implemented a series of improvements to its existing work processes to cater to the new group of



registrants. For example, the content and layout of the notification letter for NRIC re-registration was revamped to be more intuitive and easier to read. To enhance public awareness of the new requirement, CSC produced infographic posters and pamphlets in the four national languages and

collaborated with the People's Association to distribute these materials to Community Centres and Residents' Committees across Singapore. These publicity materials were conceptualised and designed in-house by Assistant Executive Customer Services, MX15 Vasanthi d/o Letchiman from the Identity Card Unit.



# Highlights



## From Dedicated Permanent Resident Service Counters to Integrated Service Counters

Permanent Resident Services Centre (PRSC) first converted the counters for accepting Permanent Residence (PR) applications and completing PR formalities to integrated service counters in October 2011. Under that initiative, counter officers who were previously deployed to either accept PR applications or process the completion of PR formalities, were trained to provide both services. From May 2016, this initiative was extended to include applications for the renewal and transfer of Re-Entry Permits (REP).

With the implementation of the integrated service counters, all available counters can be optimally deployed to serve customers requiring any of the three PR services. Customers enjoy shorter waiting times as there are now more counters to provide any of the three PR services. The change has also benefited the counter officers as their jobs have been enriched with the enlargement of the services they are now able to provide to the customers.

## Electronic Health Declaration System

Under the Whole-of-Government (WOG) approach, PRSC partners the Central Provident Fund Board (CPF Board) to administer the national basic health insurance scheme, MediShield Life, for all PRs. Previously, successful PR applicants were required to submit their health declarations by hard copy forms to CPF Board for processing and were only able to complete their PR formalities after receiving the MediShield Life acknowledgement letter by snail mail from CPF Board.

PRSC collaborated with CPF Board to review and streamline the process. Together, both agencies implemented the

electronic Health Declaration (eHD) system in November 2016 for successful PR applicants to declare their health status online as well as obtain the MediShield Life acknowledgement notification by eHD. This green initiative has brought about greater convenience and significantly reduced the waiting time for the confirmation of successful enrolment into the MediShield Life by seven working days! The new PRs are full of praises for the new process as it not only eliminates the hassle of submitting and receiving hardcopy forms and letters but also reduces the turnaround time for new PRs to complete formalities.



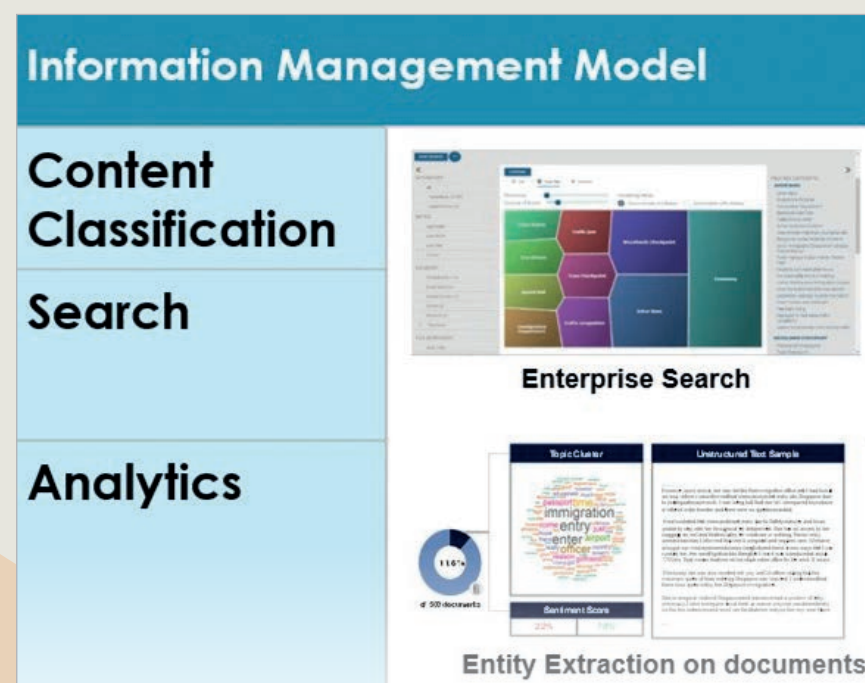
# Highlights



## Automated Processing of Student's Pass Applications for Institutes of Higher Learning

From 28 February 2016, foreign students who are studying in Singapore and are progressing to institutes of higher learning will have a shorter waiting time when they apply for their Student's Pass (STP). The Visitor Services Centre (VSC) has automated the process where the system will perform an STP eligibility check based on predefined in-built business rules. Applications that meet the criteria will be fast-tracked for approval. Those that do not will be routed

to STP officers for further checks. Through this initiative, VSC can now achieve a shorter turnaround time for such STP applications. The STP officers can also dedicate more time to process complex cases which require more attention. With this transformation, ICA is also able to create greater job satisfaction and workload balance among the processing officers.



## ICA Information Management Model

Information is one of the most important business assets within ICA because it is key for decision making. With the amount of information generated by ICA growing exponentially, it becomes increasingly challenging for ICA officers to sieve through all the materials available and locate information essential for their work. To overcome the challenge and better harness the power of information, ICA developed a common Information Management Model (IMM) to encompass the array of varying contents residing in multiple locations and systems. The IMM aimed to manage content and promote knowledge reuse as well as enhance information retrieval. Where practicable, the IMM will help automate business processes. It also facilitates data integration and minimises duplication of information across different media channels such as the intranet, content repositories, etc.

Information Management Division conducted focus group discussions with representatives from all work units to understand their business processes, outline the information management structure and define the way documents are categorised in the IMM. The model would provide the framework to accommodate the search engine and analytics needs of the Integrated Springboard for the Intelligent Responsive Enterprise (INSPIRE) project. This would result in information and content being streamlined and standardised across the entire organisation and would ensure that our officers receive timely and accurate insights for informed decision-making.



# Highlights



## Upgrading of Electrical Infrastructure at ICA Building

As part of our continuous efforts to enhance building resiliency, Corporate Services (CS) Division embarked on a year-long project to plan and upgrade the existing electrical infrastructure of ICA Building (ICAB) with the installation of a dedicated generator to ensure business continuity for our critical facilities. With this enhancement, critical facilities such as the data centres and production facilities are equipped with additional backup power to reduce the electrical loadings on the existing generators.

The upgrading works require an unprecedented temporary power shutdown at the ICAB which housed facilities that operate round the clock to support headquarters and checkpoint operations. To operationalise the shutdown, CS Division, Technology Division, Enforcement Division and Operations Division collaborated early to develop operational plans and measures for risk management, assignment of tasks as well as incident support and escalation. Numerous late night meetings, mini dry-runs and a major table top exercise were conducted in the months leading up to the shutdown to ensure robustness of the plans and measures.

The electrical shutdown was conducted in two phases. Both phases were carried out over two long weekends - the Hari Raya Haji long weekend from 10 to 12 September 2016

and the Deepavali long weekend from 28 to 30 October. Both shutdowns were arranged over long weekends so that there was minimal impact to the services provided at ICAB. Officers from various divisions were deployed to standby in ICAB to monitor the progress of the electrical shutdown and upgrading works, as well as to facilitate communications amongst various stakeholders throughout the shutdowns.

To ensure that the shutdown went smoothly, officers sacrificed their family time and returned to office over the long weekends to oversee the shutdown exercise. They worked under tremendous pressure against the clock, knowing that any delays in task completion would potentially impact ICA's operations at the start of the next working week.

Under the strong stewardship of the Directors from the various Divisions, all officers worked tirelessly with a unified goal to ensure that the tasks were performed on schedule and critical issues were identified quickly and resolved early. The electrical shutdown exercise was successfully completed, bearing testimony to ICA's 'Can Do' mentality, 'Be Better' attitude and 'Collaborative Spirit' amongst ICA officers.



# Highlights



## Graduation of the Pioneer Batch of Officers Sponsored for the Bachelor of Arts Criminology and Security Programme

As part of ICA's efforts to provide opportunities for our officers to learn, grow and develop with ICA, the ICA Continuous Education Programme (iCEP) provides sponsorship studies at postgraduate, undergraduate and diploma levels to fulfil the academic aspirations and professional development of our officers.

One such sponsorship is the Bachelor of Arts with Honours in Criminology and Security, jointly offered by the Singapore Institute of Technology and the University of Liverpool. This three-year full-time degree course offers an integrated and comprehensive study into criminological theories and research methodologies. Local case studies are used to equip the students with a deeper understanding of security-related issues from a critical perspective. Of the 300 students enrolled in the programme since its inception in 2013, 124 are officers from the Home Team on full-time sponsorship.

On 1 October 2016, the pioneer batch of 26 Home Team officers graduated and received their degrees after completing the course which they embarked on in 2013. ICA believes that our officers are our most valuable assets and will remain committed in our people development efforts.

“ I hope to inspire and motivate fellow Home Team officers and people who intend to join the Home Team. The Home Team has provided me with many learning opportunities. In the current security climate, it is imperative that we stay abreast and ahead of the latest security threats and the ways to overcome them through continuous learning.

”

**INSP(A) Carlson Tan Kai Song**  
Coastal Command  
Integrated Checkpoints Command (Sea)  
one of three ICA officers in the graduating cohort



# Highlights



## IPSB Internship Programme

The ICA Psychological Services Branch (IPSB) expanded its psychology internship programme in 2016 to include university and polytechnic psychology students. This new development was rolled out with the aim of exposing psychology students to psychological work within IPSB as well as other Home Team psychological units. In addition to providing the interns with a learning platform, the IPSB internship programme also serves as a green harvesting platform where interns are given the opportunity to learn

about the work within ICA and the Home Team, thereby cultivating their interest to join the Home Team upon graduation. Since the start of the internship programme, IPSB has brought in a total of six interns from the National University of Singapore (NUS), the Nanyang Technological University (NTU), Singapore Management University (SMU) and Temasek Polytechnic.



## IPSB Para-counselling Programme

As part of our continuous efforts to care for the mental resilience and well-being of our officers, IPSB set up the Para-counselling Cadre in 2016. The officers in the Para-counsellor Cadre are volunteers who are passionate about building a caring culture in ICA and lending support to fellow officers who need a listening ear. To meet the demands of an ever changing security climate with ICA's operational capabilities, the Para-counsellor Cadre is equipped to serve as a key psychological resource during and after a crisis.

IPSB had successfully completed three runs of para-counselling training and selection, as well as a refresher course for officers who were previously trained in para-counselling. ICA's very first batch of in-house para-counsellors were officially appointed in September 2016. With continual guidance and supervision from ICA Psychologists, our para-counsellors are set to make a difference in ICA.



# Highlights



**THE STATUTES OF THE REPUBLIC OF SINGAPORE**

**NATIONAL REGISTRATION ACT**

**(CHAPTER 201)**

(Original Enactment: Act 11 of 1965)

## Amendment of the National Registration Act

As part of its transformation journey, ICA will be introducing iris biometrics to meet our identification objectives and enhance border security. As this initiative would require the iris enrolment of a massive number of residents, there was a need to create legal provisions for ICA officers to perform such a function under the National Registration Act (NRA).

Policy, International Relations & Legislation (PIRL) Division supported this initiative and worked closely with CSC, MHA's Policy Development Division and Attorney-General's Chambers to prepare the National Registration (Amendment) Bill from mid-2015. Our efforts paid off when the Bill was read and passed in Parliament on 10 November 2016.

With the amendments, ICA is empowered to collect more forms of personal identifiers. From 2017, ICA will start enrolling iris images from Singapore Citizens and Permanent Residents as part of the identity card registration and

re-registration process, and during passport application or renewal. This will allow ICA to develop a more robust multi-modal biometric system to enhance identification. The amendments also allow ICA to appoint non-ICA employees as registration officers. ICA will be able to partner other government agencies or private entities to deliver certain registration services more conveniently to the public and at more locations. In addition, ICA officers will be vested with powers of investigation and enforcement under the NRA. The new provisions will also empower ICA officers to refuse the registration of names that are inappropriate, impractical, offensive, confusing or misleading.

These amendments will improve ICA's effectiveness in the administration of the NRA and allow us to deliver more convenient registration services to the public.



# Highlights



## Inaugural Bilateral Meeting with the Australian Border Force

ICA hosted the inaugural bilateral meeting with the Australian Border Force (ABF) on 18 March 2016. The Australian delegation, led by its Commissioner, Mr Roman Quaadvlieg was hosted by Commissioner ICA, Mr Clarence Yeo.

Deeper ties were forged between ABF and ICA through sharing similar experiences. Both organisations were formed through the merger of units with different functions and cultures: ICA through the merger of Singapore Immigration & Registration and the checkpoint functions of Customs & Excise Department in 2003, and the ABF through the merger of the Department of Immigration and Border Protection and Australian Customs and Border Protection Service in

2015. Challenges faced and measures implemented during the mergers were discussed during the meeting. Possible areas of cooperation were also explored, paving the way towards closer bilateral ties between the two organisations.

Besides discussing issues that both organisations faced through the mergers, ICA also shared our online training initiatives and the Integrated Checkpoints Command (ICC) concept. The delegation also visited the Identity Authentication & Document Analysis laboratory, e-Lobby and the ICA Heritage Gallery.



## Pre-Trial Conferences through Video-Conferencing

In the past, prosecutors from Enforcement Division had to be physically present at the State Courts to attend Pre-Trial Conferences (PTC), a court proceeding whereby the Judge, the Defence Counsel and the Prosecutor discussed each case inside the Judge's chamber. To attend a PTC, the prosecutor had to bring all the necessary investigation papers and files to the Courts.

Through the collaboration with Technology Division and the State Courts, the way PTCs are conducted by ICA

prosecutors has been transformed. From 3 June 2016, PTCs have been conducted through video-conferencing. This has not only resulted in savings of travel time for the prosecutors, but more importantly, ensures business continuity in times of crisis, such as when there is an outbreak of diseases and close contact becomes a concern. This initiative has enhanced the operational efficiency and workflow of ICA's existing prosecution processes, while at the same time ensured close interaction with the State Courts.



# Highlights



## BioScreen Instructional Video for Air Travellers

BioScreen was implemented at Changi Airport, as part of ICA's immigration clearance process, in April 2016. Airport Command worked with the Changi Airport Group (CAG) to produce the Airport BioScreen instructional video to guide travellers on the BioScreen process and inform them of their eligibility to use the automated clearance

lanes at departure. With CAG's support, the video was broadcasted at critical touchpoints such as departure check-in area and baggage claim halls.



## Exercise Bee Sting 2016

The heightened security climate demands that security forces operating at the checkpoints remain vigilant. It calls for swift counter-terrorism measures from Home Team agencies to defuse any potential security threats that may arise at the checkpoints.

On 29 June 2016, ICC (Land) conducted Exercise Bee Sting 3, which tested and validated the response plan in an armed attack scenario at the bus halls of Woodlands Checkpoint. A similar exercise, Exercise Bee Sting 4, was

conducted at Tuas Checkpoint on 13 July. The exercises demonstrated the strong collaboration, synergy and operational readiness of the Home Team agencies at the land checkpoints. The timely reporting of incident as well as the swift mobilisation of the First Responder Team to the incident sites resulted in the prompt containment and elimination of threats.



# Highlights



## Handing Over of Anti-Smuggling Team Functions to Police Coast Guard

As part of the Integrated Checkpoints Command transformation journey, ICC (Sea)'s Anti-Smuggling Team (AST) functions on ship rummaging and enforcement roles on immigration and maritime security were transferred to the Police Coast Guard (PCG) on 1 April 2016. This led to a single command and control of all seaward activities by PCG while ICA focused on checkpoint clearance and protective security of all the land-based sea checkpoints.

ICA and PCG marked the transfer of the AST functions with a simple handover ceremony held at Coastal Command HQ on 1 April. The simple yet solemn ceremony was graced by guests-of-honour, Singapore Police Force (SPF) Deputy Commissioner Policy, Mr Lim Kok Thai and then-ICA Deputy Commissioner Operations, Mr Aw Kum Cheong. Members

from the maritime security agencies were also invited to attend the ceremony.

The ceremony commenced with the last sail in for the AST boats to Coastal Command's jetty. ICA officers lowered the ensigns from the AST boats and handed them over to then-Coastal Commander, AC Ernest Soo. As a symbolic gesture of the transfer, then-Coastal Commander presented a model of the AST boat to PCG Commander, SAC Hsu Sin Yun. PCG Commander then handed over PCG's ensigns to PCG/AST officers who hoisted them on the AST boats. The ceremony concluded when all five AST boats sailed past and saluted both guests-of-honour, before heading to their new PCG base.



## Extension of the CREW Clearance System to Pleasure Crafts and Yachts

Previously, only shipping agents of commercial vessels were eligible to submit their manifest through the Computerisation of REcords for creW Clearance System (CREW), an online system for the clearance of crew members and their passengers. In March 2016, ICC (Sea) extended the use of the CREW clearance system to include pleasure crafts and yachts. This has enhanced ICC (Sea)'s operational effectiveness and efficiency on three fronts, namely security, resource allocation and customer experience.

From a security perspective, the online submission of manifest for the pleasure craft community allows for

real-time pre-screening of travellers before their arrival. From a resource viewpoint, the electronic submission is a move away from the labour intensive manual process. With the extension of CREW to the pleasure craft and yacht seafaring community, data is transmitted to ICA and stored electronically. This reduces paper wastage and storage as well as minimises data entry errors. From a customer service experience angle, owners, agents and masters no longer have to make trips to Coastal Command's Seamen Section at Marina South Pier for every sign on and sign off as the service can be easily performed over the online system 24/7 at their convenience.



# SIGNIFICANT CASES





# Significant Cases



## OFFENCE

Overstaying, attempting to convey immigration offenders out of Singapore and engaging in the business of conveying immigration offenders out of Singapore

## LOCATION

Woodlands Checkpoint,  
Departure Car Zone

**21 May 2015 @ 2140 hrs**

## HOW

A male Indonesian national, Subject A was caught at Woodlands Checkpoint on 21 May 2015 while attempting to convey another male Indonesian national, Subject B out of Singapore in a saloon car. Further investigations by Special Investigation Branch (SIB) officers revealed that a third male Indonesian national, Subject C had arranged for this illegal transaction.

As Subject C was in Johor Bahru at that time, SIB investigators applied for a Warrant of Arrest to be executed outside jurisdiction against him. Through close collaboration with Singapore Police Force (SPF) and Royal Malaysian Police, the SIB investigators successfully executed the Warrant of Arrest and escorted Subject C back to Singapore on 22 June 2016 to answer for his offence.

## RESULT

Subject A was sentenced to two years' imprisonment and three strokes of the cane for attempting to convey Subject B out of Singapore, while Subject B was sentenced to three months' imprisonment and three strokes of the cane for overstaying. Subject C was sentenced to two years' imprisonment for engaging in the business of conveying an immigration offender out of Singapore.



## OFFENCE

Attempted smuggling of 105,000 packets of duty-unpaid cigarettes

## LOCATION

Tanjong Pagar  
Scanning Station

**27 Jan 2016 @ 0715 hrs**

## HOW

In a joint operation between ICA and Singapore Customs (Customs), a 40-footer transshipment container carrying consignment declared as "imaging cartridges" was directed for scanning, where ICA officers found anomalies in the scanned image. Upon opening the container, the officers found the sides of the container wrapped with thin aluminium foil and smelt of coffee powder. A total of 105,000 packets of duty-unpaid cigarettes were found when the container was unstuffed by Customs officers.

## RESULT

Referred to Customs for further investigations.



# Significant Cases



## OFFENCE

Attempted illegal departure by swimming

## LOCATION

Water pipeline along Causeway near the International Boundary

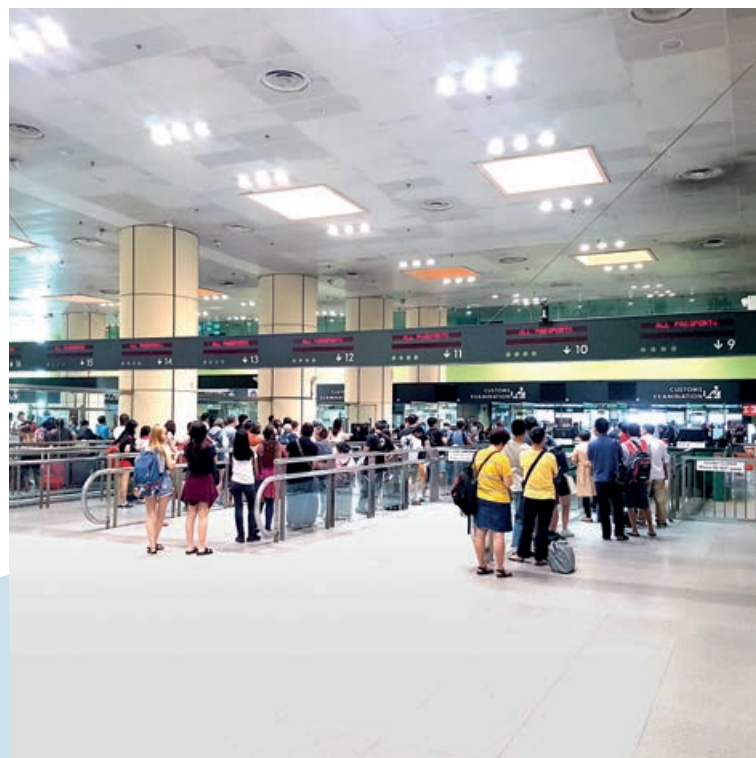
**9 Feb 2016 @ 0405 hrs**

## HOW

Two unidentified men were sighted walking along the water pipeline at the Causeway towards Malaysia. Upon receiving the information from the Police Coast Guard (PCG), Protective Security Officers from Integrated Checkpoints Command (ICC)(Land) were immediately dispatched to the scene. Two male Myanmar nationals in wet clothes were found holding inflated bicycle tubes suspected to be used as flotation devices. They did not have any travel documents in their possession.

## RESULT

One of the Myanmar nationals was sentenced to five months' imprisonment and six strokes of the cane, while the other was sentenced to four months' imprisonment and six strokes of the cane.



## OFFENCE

Attempted entry by four Indonesian nationals with suspected terror links

## LOCATION

Woodlands Checkpoint, Arrival Bus Hall

**19 Feb 2016 @ 0855 hrs**

## HOW

Four male Indonesian nationals, including a 15-year-old boy who were seeking entry into Singapore at Woodlands Checkpoint were referred for further checks after ICA officers found their travel pattern suspicious. Upon questioning, officers suspected that the four Indonesian nationals had links to an overseas terrorist network and were attempting to use Singapore to transit to Syria to join the Islamic State in Iraq and Syria (ISIS). The four Indonesian nationals were refused entry and were handed over to the Indonesian Police at Batam island.

## RESULT

Referred to Indonesian Police in Batam.



# Significant Cases



## OFFENCE

Attempted departure by using a false foreign travel document

## LOCATION

Changi Airport, Terminals 1 and 3

9 Mar 2016 @ 2000 hrs

## HOW

During an operation conducted by ICA officers, two male Sri Lankan nationals, subjects A and B, were checked on the suspicion of travelling with forged foreign travel documents and using Singapore as a staging point for illegal transmigration.

Subject A was found to be in possession of false Japanese and Schengen visas in his passport. A counterfeit Indian passport was also uncovered in his hand-carry bag. Upon further questioning, Subject A revealed that he had engaged Subject B to facilitate his travel to Europe. Subject B confessed to have previously facilitated other Sri Lankan nationals' onward travels using forged travel documents.

## RESULT

Both Sri Lankan nationals were sentenced to six months' imprisonment.



## OFFENCE

Failure to declare currencies above SGD \$20,000

## LOCATION

Changi Airport, Terminal 3 Arrival Hall

22 Mar 2016 @ 0700 hrs

## HOW

While on duty at the Red/Green Channel, ICA officers directed two male Bangladeshi nationals and one male Pakistani national for further checks as they were observed to be behaving suspiciously.

During the x-ray screening of their luggage, the officers noticed rectangular shaped objects of different densities in the scanned image. These turned out to be undeclared currencies amounting to SGD\$1,158,339.48 concealed under the luggage lining. Upon questioning, the travellers revealed that they were hired by another male Bangladeshi national to purchase gold in Singapore with the money for resale in Bangladesh.

## RESULT

Referred to the Commercial Affairs Department for further investigations.



# Significant Cases



**OFFENCE**  
 Attempted smuggling of 10,000 cartons of duty-unpaid cigarettes

**LOCATION**  
 Tuas Checkpoint,  
 Arrival Cargo Clearance Zone

**9 Apr 2016 @ 1445 hrs**

**HOW**  
 During a joint operation conducted by ICA and Customs officers, anomalies on the scanned images of a Malaysia-registered cement bowser were detected by an image analyst. The bowser was directed for thorough checks and upon opening its latch, officers uncovered boxes instead of cement, which was the declared consignment. The boxes retrieved were found to contain 10,000 cartons of duty-unpaid cigarettes. The case was referred to Customs for further investigations.

**RESULT**  
 The male Malaysian driver was sentenced to four years' imprisonment.



**OFFENCE**  
 Importation of 920g of heroin and 120g of methamphetamine ('Ice')

**LOCATION**  
 Woodlands Checkpoint,  
 Arrival Motorcycle Zone

**25 Apr 2016 @ 0520 hrs**

**HOW**  
 During an operation conducted by ICA officers, a Malaysian motorcyclist was directed for further checks where 460g of heroin was found in the motorcyclist's bag. He was immediately placed under arrest and referred to the Central Narcotics Bureau (CNB) for further investigations. In the course of investigations, CNB officers uncovered another 460g of heroin and 120g of methamphetamine ('Ice') from the motorcyclist.

**RESULT**  
 Referred to CNB for further investigations.



# Significant Cases



## OFFENCE

Unlawful entry into Singapore, unlawful return to Singapore, possession of uncustomed goods and abetment in engaging in a business of conveying prohibited immigrants.

## LOCATION

Shoreline south of Bedok Jetty & East Coast Park car park F2

30 Apr 2016 @ 0005 hrs

## HOW

During an operation, ICA officers spotted a suspicious stationary speedboat south of Bedok Lighthouse, and intercepted it when it headed towards the shoreline south of Bedok jetty. Two male Indonesian nationals who jumped into the waters to evade arrest were pulled out of the sea and arrested. A total of 532 cartons of duty-unpaid cigarettes were also recovered from the waters and seized.

A search operation along the shoreline saw the arrest of two more male Indonesian nationals. Upon investigation, one of the male Indonesian nationals admitted to being the mastermind of the human and contraband cigarettes smuggling syndicate operating in Batam, which ICA and PCG have been monitoring for the past year.

## RESULT

The mastermind was sentenced to two years and six months' imprisonment, six strokes of the cane and a fine of S\$1,406,112 (in default eight months' imprisonment). The other three Indonesian nationals were each sentenced to one year of imprisonment and between four and 10 strokes of the cane.



## OFFENCE

Attempted smuggling of 3,346 cartons of duty-unpaid cigarettes

## LOCATION

Woodlands Checkpoint, Cargo Clearance Centre

06 May 2016 @ 1700 hrs

## HOW

A Malaysia-registered lorry, driven by a male Malaysian national was directed for further inspection as anomalies were detected in the scanned image of the bonded truck. The lorry was carrying a consignment declared as "100 rolls of single-face roll papers". During the checks, a total of 3,346 cartons of duty-unpaid cigarettes were found concealed in the modified compartment in the roof of the bonded truck. The driver was immediately placed under arrest and his vehicle was seized.

## RESULT

The male Malaysian driver was sentenced to 39 months' imprisonment.



# Significant Cases



**OFFENCE**  
 Importation of 930g of heroin

**LOCATION**  
 Woodlands Command,  
 Arrival Car Zone

**07 May 2016 @ 1145 hrs**

**HOW**

During an operation by ICA officers, a Malaysia-registered car was directed to the 100% Inspection Pit for checks. Two bundles wrapped with black masking tape were found concealed behind the glove compartment underneath the dashboard of the car. CNB was immediately alerted to the case.

**RESULT**

Referred to CNB for further investigations.



**OFFENCE**  
 Attempted departure by using a false foreign travel document

**LOCATION**  
 Changi Airport,  
 Terminal 1

**21 May 2016 at 0135 hrs**

**HOW**

A male Sri Lankan national attempting to transfer to a connecting flight to Seoul was checked by ICA officers after being referred by SATS officers on the suspicion of being in possession of a forged Indian passport. Preliminary investigations revealed that the male Sri Lankan national's passport contained a forged bio-data page and Schengen visa sticker.

Further questioning revealed that the Sri Lankan national had paid a facilitator in Sri Lanka to arrange for his travel to France with a forged Indian passport. The facilitator was subsequently detained for investigation when he arrived at Changi Airport on 23 May 2016.

**RESULT**

Both Sri Lankan nationals were sentenced to 12 months' imprisonment.



# Significant Cases



## OFFENCE

Attempted illegal entry by swimming

## LOCATION

Woodlands Checkpoint,  
Observation Post 5A

## HOW

A person swimming along the shoreline towards Singapore was spotted by an Auxilliary Police Officer (APO) who was performing his duties at the observation post. The APO immediately relayed the information to ICC (Land) Woodlands Operations Room Duty Officer who alerted PCG of the detection. PCG officers were dispatched to the scene to intercept the person, a male Malaysian national who swam from Waterfront City, Johor towards Singapore, with the intention to seek employment.

## RESULT

The Malaysian national was sentenced to one month's imprisonment and three strokes of the cane.

**04 Jun 2016 @ 0935 hrs**



## OFFENCE

Attempted smuggling of 22 live star tortoises

## LOCATION

Woodlands Checkpoint,  
Arrival Car Zone

## HOW

During routine checks, ICA officers uncovered 22 live star tortoises kept in a bag, placed amongst other bags of groceries in the boot of a Singapore-registered car driven by a 49-year-old male Singaporean.

## RESULT

Referred to Agri-Food and Veterinary Authority of Singapore for further investigations.

**23 Jun 2016 @ 1300 hrs**



# Significant Cases



**OFFENCE**  
 Attempted smuggling of 2,508 cartons of duty-unpaid cigarettes

**LOCATION**  
 Woodlands Checkpoint, Cargo Clearance Centre

**19 Jul 2016 @ 0415 hrs**

**HOW**  
 A Malaysia-registered lorry, driven by a male Malaysian national was directed for further inspection as anomalies were detected in its scanned image. The lorry was carrying a consignment declared as “40 pieces of large wooden doors, each measuring 80cm x 34cm”. During the checks, ICA officers uncovered a total of 2,508 cartons of assorted duty-unpaid cigarettes hidden in 38 of the doors.

**RESULT**  
 Referred to Customs for further investigations.



**OFFENCE**  
 Various immigration and employment offences

**LOCATION**  
 5 Shenton Way, former premise of UIC building

**20 Jul 2016 @ 0745 hrs**

**HOW**  
 In a joint operation between ICA and the Ministry of Manpower (MOM), approximately 1,000 foreign workers were rounded up around the construction work site to verify their identities and immigration statuses at 12 screening stations using the Mobile Automated Verification and Identification System (MAVIS) devices. All entry and exit points were locked down and guarded by the officers and security personnel of the site. Officers also combed through the site for immigration offenders.  
 The officers detected seven immigration offenders hiding in several riser compartments and on the scaffolding between levels two and three of the building. Another 10 male offenders were also sieved out during the screening process for immigration and employment offences.

**RESULT**  
 14 workers and one employer were served warning letters for their respective offences under the Immigration Act (Cap. 133) and Employment of Foreign Manpower Act (Cap. 91A), while the remaining workers and one employer are still undergoing investigations.



# Significant Cases



**OFFENCE**  
 Attempted smuggling of live rounds

**LOCATION**  
 Changi Airport, Terminal 1

**22 Jul 2016 @ 1520 hrs**

**HOW**

While conducting baggage screening at the Red/Green Channel, ICA officers directed a Thai national for further checks, where 28 pieces of live rounds were found beneath the zipped lining of his luggage.

The Thai national claimed that the luggage and live rounds belonged to his roommate in Thailand who was a member of the local shooting club, and he was not aware that the live rounds were inside his luggage. He also claimed to be unaware that he was prohibited from bringing them into Singapore. The Thai national and the exhibits were handed over to SPF for further investigations.

**RESULT**

The live rounds were seized, and the male Thai national was issued with a conditional warning by SPF.



**OFFENCE**  
 Attempted importation of water pellet toy guns

**LOCATION**  
 Changi Airfreight Centre

**18 Aug 2016 @ 0450 hrs**

**HOW**

While conducting x-ray screening on a consignment of parcels declared as 'plush dolls', ICA officers noticed that the scanned image of one of the parcels resembled a gun part. The parcel was physically examined and found to contain a set of water pellet toy gun. ICA officers then conducted checks on the other parcels belonging to the same recipient and address, and uncovered a total of 28 sets of water pellet toy guns of assorted designs in the 23 parcels examined.

**RESULT**

The items were referred to SPF for further investigations.



# Significant Cases



**OFFENCE**  
 Attempted smuggling of 21,840 packets of duty-unpaid cigarettes

**LOCATION**  
 Pasir Panjang Scanning Station

**23 Aug 2016 @ 1000 hrs**

**HOW**  
 In an operation conducted by ICA officers, a truck carrying a container of assorted consignments was scanned. The container was covered by 18 cargo clearance permits for various items including playmats, meant for different importers. Anomalies were detected in the scanned image. Upon unstuffing, the officers found 21,840 packets of duty-unpaid cigarettes hidden in hollowed-out areas of the playmats.

**RESULT**  
 Referred to Customs for further investigations.



**OFFENCE**  
 Importation of cannabis

**LOCATION**  
 Airmail Transit Centre (ATC)

**2 Sep 2016 @ 2205 hrs**

**HOW**  
 While conducting x-ray screening, ICA officers suspected a parcel to contain controlled drugs. The postal article was found to contain organic matter. Upon closer examination, the officers found greenish vegetable-like substance inside the 1.079kg package. The content was confirmed by CNB to be the controlled drug cannabis.

**RESULT**  
 Referred to CNB for further investigations.



# Significant Cases



## OFFENCE

Attempted smuggling of 7,149 cartons and 1,421 packets of duty-unpaid cigarettes

## LOCATION

Woodlands Checkpoint, Cargo Clearance Centre

**15 Sep 2016 @ 0520 hrs**

## HOW

A Malaysia-registered lorry, driven by a male Malaysian national was directed for further inspection as anomalies were detected in its scanned image. The lorry was carrying a consignment declared as "3.7 tonnes of thermalrock". During the checks, ICA officers uncovered a total of 7,149 cartons and 1,421 packets of assorted duty-unpaid cigarettes hidden in boxes amongst the consignment. The case was referred to Customs for further investigations.

## RESULT

The Malaysian national was sentenced to 39 months' imprisonment.



## OFFENCE

Detection of 169 packets of duty-unpaid cigarettes concealed on a vessel

## LOCATION

Singapore Cruise Centre

**13 Oct 2016 @ 1435 hrs**

## HOW

A foreign registered vessel was directed by ICA Officers to Singapore Cruise Centre Berth No. 6 for further checks. During the checks, a total of 169 packets of duty-unpaid cigarettes were found concealed under the floorboard compartment of the engine room. The captain of the vessel admitted ownership of the cigarettes. The captain, exhibits and vessel were handed over to Customs for further investigations.

## RESULT

The ship captain was sentenced to three months' imprisonment.



# Significant Cases



**OFFENCE**  
 Attempted smuggling of 2,524 cartons of duty-unpaid cigarettes

**LOCATION**  
 Tuas Checkpoint, Arrival Bus Concourse

**22 Oct 2016 @ 0600 hrs**

**HOW**  
 During an operation conducted by ICA officers, a Malaysia-registered bus was directed for further checks. Officers subsequently uncovered 2,524 cartons of duty-unpaid cigarettes found hidden in the modified luggage compartments at both the driver and non-driver sides of the said bus. The case was referred to Customs for further investigations.

**RESULT**  
 The Malaysian driver was sentenced to 33 months' imprisonment.



**OFFENCE**  
 Importation of 500g of methamphetamine ('Ice')

**LOCATION**  
 Tuas Checkpoint, Arrival Motorcycle Zone

**22 Oct 2016 @ 2140 hrs**

**HOW**  
 During a joint operation between ICA, CNB and SPF K9 officers, a Malaysia-registered motorcycle ridden by a male Malaysian national was directed for further checks. A bag of 3-in-1 coffee mix was inspected by ICA officers and a packet of methamphetamine ('Ice') was found hidden amongst the sachets of coffee mix.

**RESULT**  
 Referred to CNB for further investigations.



# Significant Cases



## OFFENCE

Attempted illegal departure by swimming and abetment of illegal departure

## LOCATION

Water pipeline along Causeway near the International Boundary

**25 Oct 2016 @ 2320 hrs**

## HOW

ICA officers spotted a man swimming towards the water pipeline alongside the Causeway. ICA and PCG officers were immediately deployed to search for the man. A male Bangladeshi national was subsequently found hiding underneath the water pipeline and was placed under arrest.

Prior to the arrest, PCG's patrol officers in the vicinity of the Causeway had earlier conducted a routine check on two other male Bangladeshi nationals. It was later established that they were there to assist the arrested male Bangladeshi national to swim out of Singapore by acting as look-outs. The two male Bangladeshi nationals were arrested for their involvement in the crime.

## RESULT

The Bangladeshi national who attempted to depart illegally was sentenced to 12 weeks' imprisonment and four strokes of the cane. The other two Bangladeshi nationals were charged in court for abetment of illegal departure.



## OFFENCE

Attempted smuggling of 1,902 cartons and 3,403 packets of duty-unpaid cigarettes

## LOCATION

Tanjong Pagar Scanning Station

**5 Dec 2016 @ 0945 hrs**

## HOW

In an operation conducted by ICA officers, a targeted consignment declared as "decorative stools" was checked. As the weight of the stools appeared heavier than expected, officers created a pin-hole at the bottom of the stools to check the interior. Duty-unpaid cigarettes were found concealed in the ladybird-shaped stools. A total of 1,902 cartons and 3,403 packets of duty-unpaid cigarettes were eventually unstuffed from the stools.

## RESULT

Referred to Customs for further investigations.



# Significant Cases



## OFFENCE

Overstaying, working in Singapore without a valid pass, illegal entry into Singapore and unlawful return to Singapore.

## LOCATION

Yew Tee Industrial Estate

**21 Dec 2016 @ 1930 hrs**

## HOW

In a joint operation between ICA, SPF and Customs conducted in the vicinity of Yew Tee Industrial Estate, eight male Indonesian nationals were arrested for immigration offences and peddling of duty-unpaid cigarettes. A total of 119 cartons of duty-unpaid cigarettes were seized during the operation, with the potential duty and GST involved amounting to about \$10,460 and \$1,005 respectively.

One of the Indonesian nationals arrested was also traced on PCG's wanted list for his illegal entry via Tuas Aggregate Terminal on 9 October 2016. Through the use of MAVIS and intensive interviews, ICA officers were able to accurately confirm his identity on-site.

## RESULT

The wanted Indonesian national was handed over to SPF while the other seven Indonesian nationals were brought back to ICA for further investigations.



# ANNUAL STATISTICS

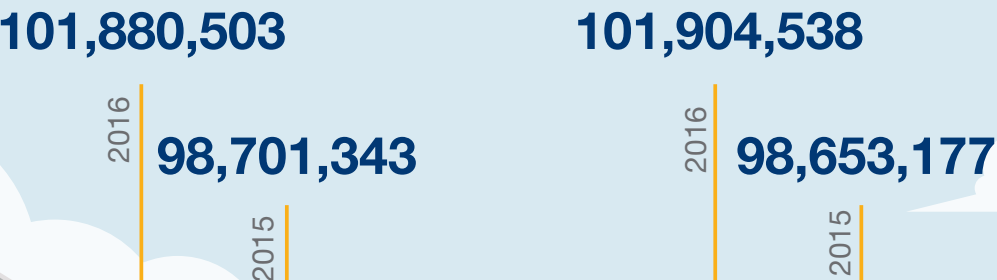




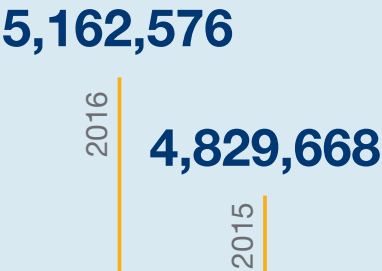
# Annual Statistics

## Checkpoint Operations

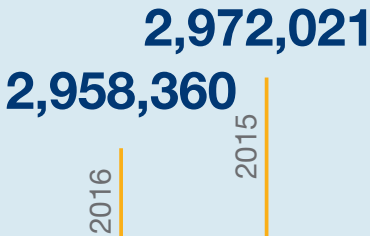
NUMBER OF PASSENGERS CLEARED AT THE CHECKPOINTS



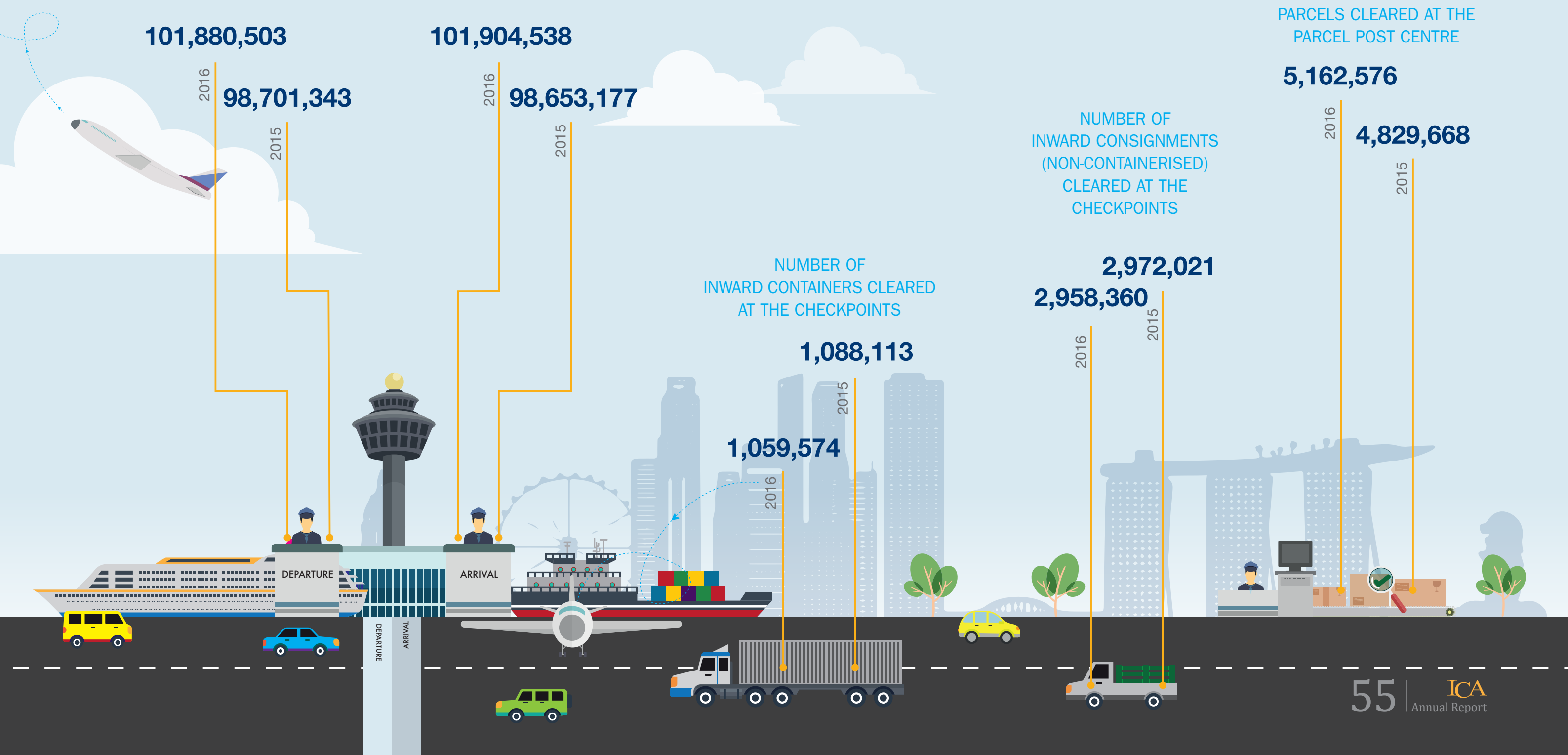
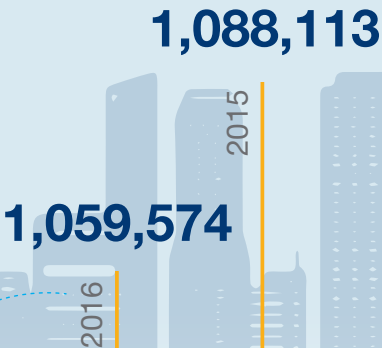
NUMBER OF PARCELS CLEARED AT THE PARCEL POST CENTRE



NUMBER OF INWARD CONSIGNMENTS (NON-CONTAINERISED) CLEARED AT THE CHECKPOINTS



NUMBER OF INWARD CONTAINERS CLEARED AT THE CHECKPOINTS





# Annual Statistics

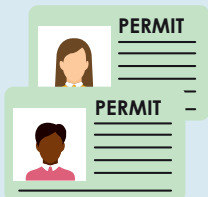
## Services Centre Operations



NUMBER OF SINGAPORE PASSPORTS ISSUED

675,747  
663,601

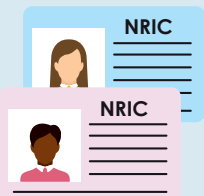
2016  
2015



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

562,429  
553,368

2016  
2015



NUMBER OF IDENTITY CARDS ISSUED

69,184  
64,619

2016  
2015



NUMBER OF LIVE-BIRTHS REGISTERED

42,263

2015

41,253

2016



NUMBER OF DEATHS REGISTERED

19,988

2016

19,805

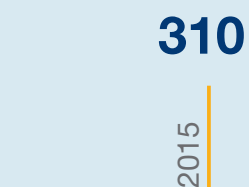
2015



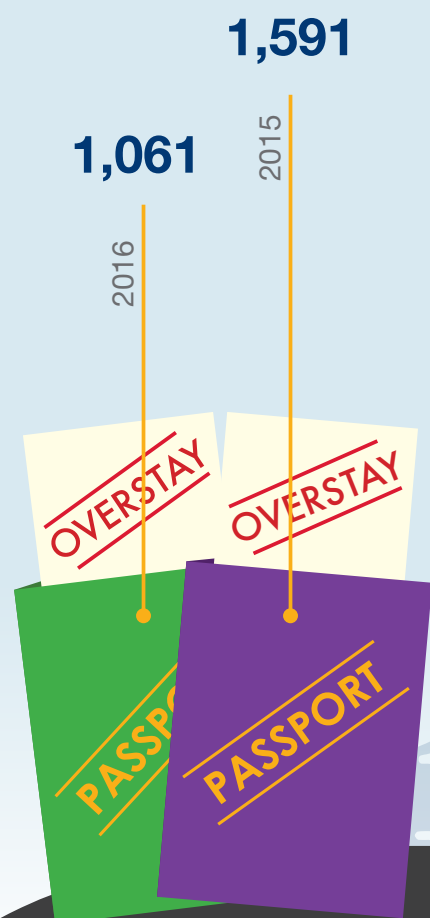
# Annual Statistics

## Enforcement Operations

NUMBER OF  
ILLEGAL IMMIGRANTS ARRESTED



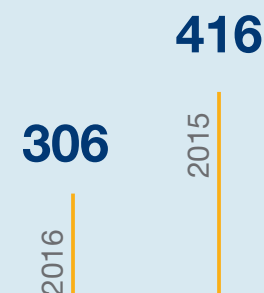
NUMBER OF  
OVERSTAYERS ARRESTED



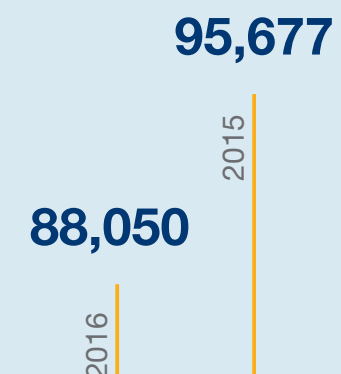
NUMBER OF  
EMPLOYERS OF IMMIGRATION  
OFFENDERS ARRESTED



NUMBER OF  
HARBOURERS OF IMMIGRATION  
OFFENDERS ARRESTED



NUMBER OF  
CONTRABAND CASES DETECTED



NUMBER OF  
VEHICLES USED IN THE  
SMUGGLING OF IMMIGRATION  
OFFENDERS SEIZED





# Acknowledgements

The Corporate Communications Division would like to thank all those who have helped in one way or another, to make the ICA Annual 2016 possible.

## THE WORKING GROUP

**Advisor** : AC Chia Hui Keng

**Members** : SUPT Tan Siew Choo Pauline  
DSP Chan Pui Sun  
INSP Lee Soon Aik  
INSP Lum Yi Heng  
INSP Lim Yong Xiang  
SSGT Chee Shyh Chang









## IMMIGRATION & CHECKPOINTS AUTHORITY

ICA Building  
10 Kallang Road #08-00, Singapore 208718

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