



PREPARE
FOR TODAY,
READY
FOR TOMORROW



OUR SHARED VISION

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

OUR DEPARTMENTAL VALUES

Integrity, **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.

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.

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COMMISSIONER'S FOREWORD

The year 2017 has been another intense and challenging year for ICA. Our operating environment remained volatile, complex and dynamic. In an evolving and unpredictable operating landscape, we cannot afford to be satisfied with the status quo. While ICA had embarked on our first transformation journey in 2011 and reaped many benefits from the initiatives introduced, we are now at the implementation stage of our second transformation journey that will take us into a Future-Ready ICA in 2025. We must *Prepare for Today* and be *Ready for Tomorrow* by transforming the present in order to secure the future.

A YEAR IN REVIEW – OUR RESULTS AND ACHIEVEMENTS

Amidst the challenges and heavy workload, 2017 has been an exciting and eventful year for ICA. Let me first share our results for 2017.

Since the formation of ICA in 2003, 2017 saw the highest number of travellers cleared in a year, rising from 204 million in 2016 to about 207 million in 2017, about 1.5% more. The number of parcels cleared at the Parcel Post Centre continues with the upward trend, resulting in an increase of 13.5% from 5.2 million in 2016 to about 5.9 million in 2017. The number of contraband cases detected increased from 88,050 in 2016 to 90,327 in 2017, or up by 2.6%.

On the enforcement front, the number of immigration offenders arrested fell by 8.0%, from 1,278 in 2016

to 1,176 in 2017. This is the result of our multi-pronged approach to deter, deny and detect immigration offenders. ICA will continue to work closely with the community and our partners to enhance our enforcement efforts at the borders and within Singapore.

In addition, ICA's efforts to leverage science and technology to explore uncharted domains and defy boundaries were also recognised with the two team awards garnered at the inaugural Home Team Science & Technology Excellence Awards 2017 under two categories: *100% Automated Immigration Clearance for Motorcyclists (BIKES II)* in the Ops-Tech/Engineering category, and the *Implementation of Automated Biometric and Behavioural Screening Suite (ABBSS)* in the Innovation and Development category.

These results and achievements were only made possible with the hard work and commitment of a dedicated and extraordinary ICA team whose passion, dedication, professionalism and vigilance have helped keep Singapore safe and secure.

PREPARE FOR TODAY

Maximising Our Officers' Potential

On 1 April 2017, ICA introduced the 'Skills Allowance' to recognise and ensure the currency of our officers' unique skillsets and specialised competencies for frontline operational jobs. It encourages our officers to continuously improve, acquire the right skills and remain relevant to



achieve ICA's future goals. The unified Home Affairs Services (HAS) 2017 Scheme was also introduced on 1 July 2017 to provide officers with a more enriching and exciting career with ICA. On 2 October 2017, ICA Training School was reorganised as ICA Training Command, as part of ICA's continual commitment to training and learning in the development of our officers' potential and competencies.

Amidst the growing terror threats, the continuous training of ICA officers to prepare them to handle different contingencies expeditiously and effectively is essential. It is important for ICA officers to effectively respond to and mitigate the risk of attacks that might happen at the checkpoints. To achieve this, our operational plans to guard against and deal with security incidents are constantly reviewed and validated through ground deployment and a range of regular exercises. Besides enhancing our officers' readiness and competencies to respond to situations, these exercises have also fortified the resolve and resilience of our officers, and instilled greater public confidence that Singapore's border security is in safe hands.

Enhancing Our Operational Capabilities

The opening of Changi Airport Terminal 4 on 31 October 2017 brought us a step closer to realising our vision of *Future-Ready Checkpoints*. We worked closely with Changi Airport Group on a Fast and Seamless Travel (FAST) concept to automate departure access control and immigration clearance through the use of enhanced automated lanes in order to further improve effectiveness, efficiency and travellers' experience.

ICA also introduced a new design for the Singapore Biometric Passport in October 2017. While the Singapore

Biometric Passport enjoys a high standard of prestige and international recognition as one of the world's most powerful passports, it is important that ICA conducts regular holistic reviews to uphold the security robustness of the passport.

In moving towards *Services Centre Next-Gen*, ICA has also embarked on an Integrated Portal project as part of our digital strategy to transform the way we deliver services to our customers. The new ICA website was launched on 27 August 2017 to provide a seamless experience for customers to transact with ICA electronically. The Electronic Permanent Residence System (e-PR) was also launched on 18 December 2017 to allow applicants to submit their PR applications and check the status online. With this new e-service, applicants will no longer need to make an appointment to submit their PR applications.

READY FOR TOMORROW

As we prepare today with the many initiatives to maximise our officers' potential and enhance our operational capabilities, many exciting developments await us in our transformation journey. Our *Future-Ready Checkpoints* will revolutionise the paradigm of people clearance by integrating our risk management framework with forward clearance strategies. Technology will be an enabler and a force multiplier in the implementation of various initiatives and capabilities at the checkpoints. *Our Services Centre Next-Gen* will reframe our value proposition to our customers to one of a partnership-in-service. Last but not least, ICA's transformation plans will reshape ICA's capabilities and impact the type of workforce needed. Through the various initiatives to re-tool and re-skill officers, we will *future-proof the ICA Heartware* to rise up to the challenges ahead and '**Inspire Confidence in All**'.

THE JOURNEY TOGETHER

It has been my honour and pride to lead and be part of the extraordinary ICA Family. As we continue to journey together to transform for the future, we will continue to be driven by our mission, inspired by our vision and guided by our values. We will strive to do our best and work closely with our strategic partners and the community in order to continue keeping Singapore safe and secure.

“ While ICA had embarked on our first transformation journey in 2011 and reaped many benefits from the initiatives introduced, we are now at the implementation stage of our second transformation journey that will take us into a Future Ready ICA in 2025. We must *Prepare for Today* and be *Ready for Tomorrow* by transforming the present in order to secure the future. ”

Mr Clarence Yeo
Commissioner, ICA

LEADERSHIP GROUP

COMMISSIONER / DEPUTY COMMISSIONERS



01 **Yeo Gek Leong Clarence**
Commissioner, ICA

02 **Tang Siew Taeng Denis**
Deputy Commissioner
Operations

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

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



LEADERSHIP GROUP

OPERATIONS



- 01 **Bhopinder Singh**
Director Operations
- 02 **Jaswant Singh**
Director Intelligence
- 03 **Zuraidah Abdullah**
Domain Commander Air
- 04 **Nam Liang Chia**
Domain Commander Sea
- 05 **Ong Choon Beng**
Domain Commander Land

LEADERSHIP GROUP

OPERATIONS



- 01 **Sng Gek Lian Julia**
Commander
Airport
- 02 **Mohd Farhad Bin Mohd Shariff**
Senior Deputy Director
Intelligence
- 03 **Koo Weng Yew Alan**
Commander
Air Cargo
- 04 **Wong Hong Meng**
Director
Enforcement
- 05 **Chua Poh Keyong Eric**
Senior Deputy Director
Enforcement

LEADERSHIP GROUP

OPERATIONS



01 **Ng Chin Kok Danny**

Commander
Ports

02 **Chua Sze How**

Commander
Woodlands

03 **Chia Hoi Mun**

Commander
Coastal

04 **Tan Ngak Leng Colin**

Commander
Tuas

LEADERSHIP GROUP

POLICY & TRANSFORMATION



- 01 **Chua Tian Lye Dominic**
Director
Policy, International Relations & Legislation
- 02 **Wong-Lim Pheok Khoon Kelly**
Director
Planning & Review
- 03 **Tan Kok Guan**
Director
Permanent Resident Services
- 04 **Tan Hock Chye David**
Director
Citizen Services
- 05 **Siew Chui Lin**
Director
Visitor Services
- 06 **Yong Koi Hin**
Senior Deputy Director
Permanent Resident Services

LEADERSHIP GROUP

CORPORATE DEVELOPMENT & ADMINISTRATION



- 01 **Pravina Jit**
Director
Manpower
- 02 **Wong Kum Peck @ Angie Wong**
Director
Corporate Services
- 03 **Tan Sor Hoon**
Director
Technology cum
Chief Information Officer
- 04 **Chua Yeng Eng**
Director
Information Management cum
Chief Data Officer
- 05 **Chia Hui Keng**
Director
Corporate Communications
- 06 **Soo Sun Hon Ernest**
Commander
Training

PROGRESS OF ICA'S TRANSFORMATION JOURNEY



ICA has embarked on the second wave of our transformation journey that will take us through to 2025. The first wave in 2011 saw the conceptualisation and development of ICA's strategic thrusts offering innovative solutions to deal with emerging and complex challenges. In the second wave, we remain committed to our multi-faceted transformation vision, by utilising enhanced technology and adopting a global digital approach, to propel ICA ahead of the times.

TRANSFORMATION THRUSTS

The transformation plans focus on five key areas. 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 will be expanded with greater emphasis on forward assessment of travellers. *'Services Centre Next Generation'* will transform our service delivery to one of partnership with our customers to deliver a seamless and delightful experience. *'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 ensure uninterrupted availability of Information and Communications Technology (ICT) systems during times of normalcy and non-normalcy. Last but not least, *'Future-Proofing the ICA Heartware through H.O.P.E.'* is about creating a **H**appy and **H**althy work environment for ICA officers, providing **O**pportunities for our officers to learn, grow and develop with ICA, ensuring that they have a **P**urposeful career that ignites passion and drives motivation, as well as offering them an **E**nriching and **E**xciting experience within the organisation.

FOCUSING ON STAFF ENGAGEMENT

The transformation of ICA towards our 2025 vision is well underway. In 2017, apart from ensuring that our transformation projects are progressing as planned, our



Transformation engagement sessions with Deputy Commissioner (Policy & Transformation) at Tuas (above) and Ports (below) Commands.



Transformation infographics banner

focus for the year has been on staff engagement. We want all ICA officers to have a stake in the transformation journey. Therefore, it is important for officers to be ready to embrace change and adapt to their new roles. This mindset will enable ICA to effectively leverage technological advances and implement the various transformation plans which entail fundamental changes in our concept of operations.

TRANSFORMATION NARRATIVE

To this end, the transformation engagement plan put in place helps to enhance awareness of ICA's transformation journey. We have developed a '1-2-3-4-5' transformation narrative – 1 Journey, 2 Phases, 3 Anchors, 4 Approaches and 5 Thrusts, which officers can relate to easily. Clear milestones and signposts have been identified so that

progress in our transformation journey can be discerned easily and tracked by all. Beyond awareness, ICA engages officers to reframe their mindsets about the work they do; boosts their confidence to embrace new roles and duties through reskilling; and allay their 'fears' by rekindling their passion for a future-ready ICA.

ICA's transformation journey is not static or fixed. It is a continuous journey that is open to refresh or updates in the transformation outcome and destination. ICA continuously scans the global environment for advances in new technologies and developments in key focus areas so that new opportunities can be harnessed, new operating concepts explored, and new capabilities quickly adapted into our transformation plans. ICA officers can also

contribute to our transformation plans by providing their feedback and suggestions at various platforms such as engagement sessions, workshops, seminars and by taking part in the various project trials. It is heartening to see that ICA's transformation is a journey co-created by everyone in ICA.



Officers visiting the transformation showcase at Woodlands Command as part of their Learning Journey

OPENING OF CHANGI AIRPORT TERMINAL 4

The new Changi Airport Terminal 4 (T4) officially opened on 31 October 2017. The 225,000 square-metre, double-storey terminal can handle 16 million passengers a year – this is about 70 per cent of the handling capacity of Terminal 3 (T3) although T4 is just half the size of T3.

T4 will revolutionise the way passengers travel by leveraging technology and innovation to streamline passenger clearance processes as well as enhance staff productivity. One key feature of T4 is the segregation of arrival and departure transit areas for enhanced security. Another feature is the centralised arrival and departure immigration halls which serve to optimise manpower and equipment deployment.

FAST AND SEAMLESS TRAVEL

T4 is also the first terminal to roll out an end-to-end self-service initiative known as Fast and Seamless Travel (FAST) which spans across departure check-in, immigration and boarding. Under the Changi Airport Group's (CAG) FAST Concept, ICA works closely with CAG to automate departure access control and immigration clearance through the use of enhanced automated lanes which will incorporate multi-modal biometric checks in the future. This will free up Auxiliary Police Officers and Aviation Security Officers from performing routine boarding pass validity and name tally checks. The Automated Immigration Gate's ability to perform identity verification through facial recognition matching will provide another layer of more secure identification checks currently done upstream by the airport operator before ICA's immigration clearance.

By automating processes at the departure touch points and leveraging cutting-edge technologies, T4's FAST will bring about numerous benefits such as improved passenger experience, heightened manpower productivity, enhanced security and increased passenger handling capacity.

NEW CLEARANCE CONCEPT

In the face of increasing passenger volume and a shrinking workforce, ICA needs a new approach to fundamentally change the clearance concept and optimise manpower resources to carry out our functions efficiently. Therefore, T4 will be used as a test bed to push technological boundaries for a leaner manpower model to be adopted for future terminals.



FAST check-in



FAST bag drop



FAST immigration clearance

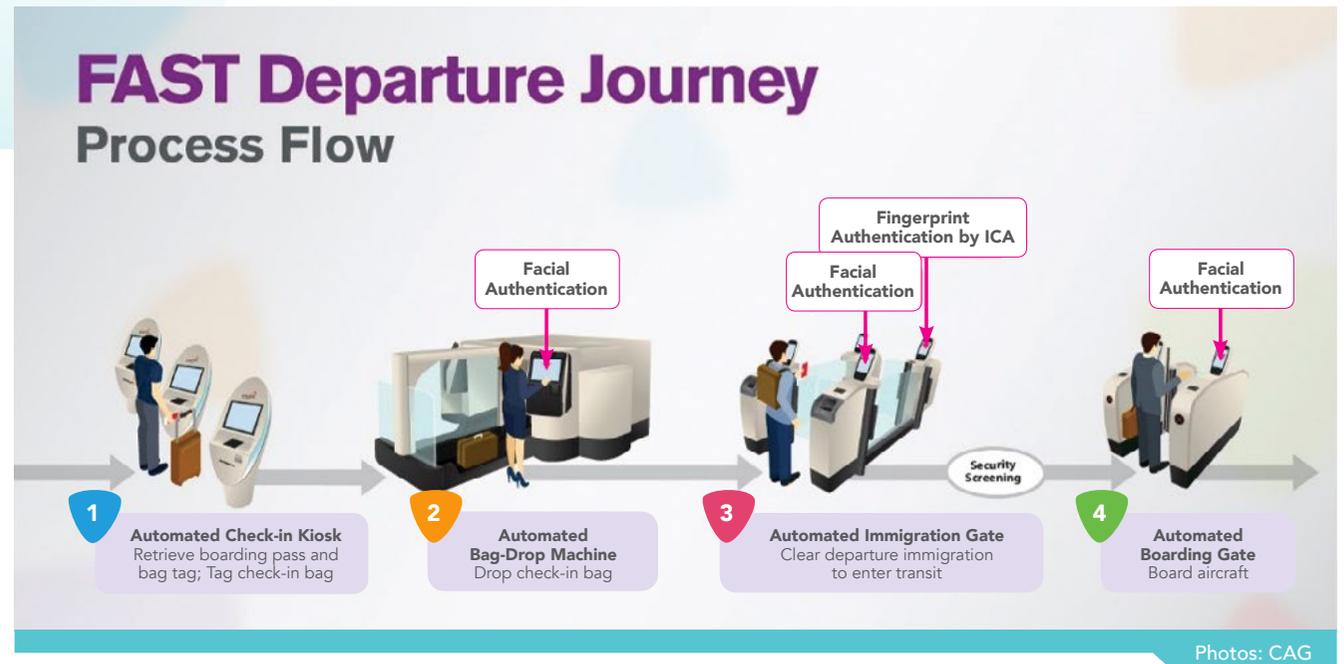
To achieve higher automated lane usage and resource optimisation, T4 will pilot ICA's New Clearance Concept (NCC) for arriving passengers, in the form of a two-stage clearance process which involves self-help biometric enrolment and manual or automated verification. This will allow ICA to accurately verify the identities of travellers, strengthen security without compromising service standards, and extend automated departure self-clearance to all enrolled travellers. A pilot will be conducted in T4 to evaluate and fine-tune the new clearance process before introducing it to the other terminals. Arrival and departure

clearance will progressively shift from being a manual process to an automated one in all terminals.

The introduction of the NCC at T4 presents an excellent opportunity to shape travellers' behaviour before its phased implementation at other terminals and checkpoints. ICA hopes to achieve 100% automated departure clearance for eligible users in Changi Airport by 2018, while maintaining a high level of security. On the whole, T4 is the beacon to ICA's technology push and the crown jewel in Changi's quest to be exceptional in connecting lives.



FAST boarding



INTEGRATED PORTAL PROJECT ▲

In an operating environment where society is more wired and people want services-on-the-go, ICA's value proposition is a 'Partnership with customers to offer a seamless and delightful experience for everyone.' Aligned with Singapore's Smart Nation push, ICA embarked on the Integrated Portal project as part of our digital strategy to transform the way we deliver services to our customers and enable them to obtain their desired and secure services anywhere at anytime. The Integrated Portal project will support customers' mobile activities and enhance their digital experience in two phases – enhancement to ICA website and introduction of MyICA.

ENHANCEMENT TO ICA WEBSITE

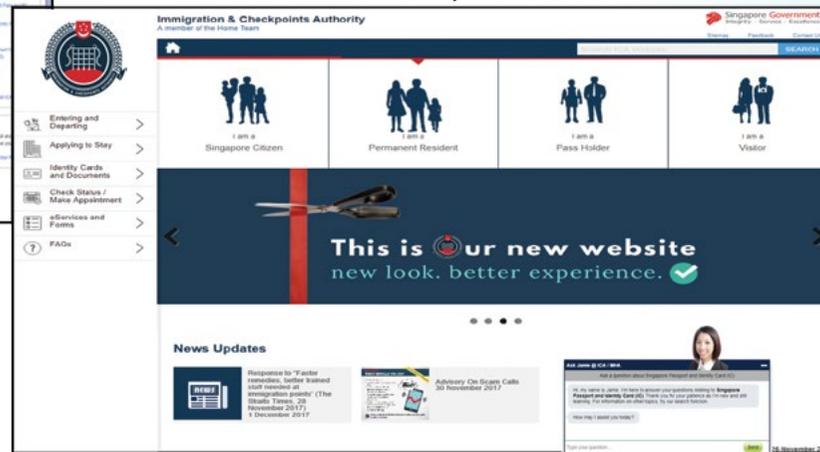
ICA's website used to provide information and service offerings categorised mainly by the three Services Centres, namely Citizen Services Centre, Permanent Resident Services Centre and Visitor Services Centre. It was very content heavy and not mobile-responsive. We wanted to provide a user-friendly website that our customers would want to use. Hence, ICA conducted focus group discussions with our customers to obtain useful insights on what they would like to see or do on the website.

The ICA website was then enhanced to include a more intuitive navigation via persona profiles, journey mappings and use of simple language for a better customer experience. More self-service options were also made available to customers who wished to interact with ICA at their own convenience through our digital platform. The online feedback form has been improved to allow enquirers to submit attachments and there is also a virtual assistant, Ask Jamie@ICA/MHA to assist our customers with their queries.

- ✓ Modern look
- ✓ Better navigation
- ✓ More self-help features



Top: Old ICA Corporate website
Right: New ICA Corporate website



MYICA

The enhancement to ICA's website will continue in 2018. MyICA, a one-stop personalised self-service portal where customers can view and access relevant ICA's e-Services and personal information on a single secure digital platform, will be introduced. Once implemented, customers will get to enjoy the greater convenience of a single sign-on to transact with ICA.

BEFORE MYICA

Individual login to each e-Service



AFTER MYICA

With **MyICA**, you can now enjoy the convenience of performing several electronic services in one transaction.

MyICA

- Passport
- Birth/Death Extract
- Identity Card
- Pre-Notification Letter
- APEC Business Travel Card
- e-Appointment

MyICA is here
A single secure digital platform for customers to access their personal information and perform different transactions conveniently.

Single Sign-On
A customer needs to login to SingPass 2FA only once and the relevant e-Services will be presented according to his/her profile.

Notifications
Allows you to receive messages from ICA, for e.g. expiry of documents such as passport.

Currently Available e-Services
The first release of MyICA features e-Services that a Singapore citizen may require.

Payment Cart
The cart option will display all transactions pending payment that customers can review before making a consolidated payment.

NEW DESIGN FOR SINGAPORE BIOMETRIC PASSPORT

ICA introduced a new design for the Singapore Biometric Passport on 30 October 2017. The new passport design is an enhancement to the first Biometric Passport that was issued in 2006. The new version arose as part of ICA's regular review of our processes and products to enhance security, convenience and ease of cross-border travel for Singaporeans.

The new passport design has up-to-date security features that make it tougher to forge or tamper with. It has a novel feature known as the 'Window Lock' where a secondary image of the passport holder contained within a window appears as a positive or negative portrait when tilted and viewed in transmitted light. In addition, an improved kinegram with a Diffractive Optically Variable Image Device (DOVID) protects the integrity of the holder's photograph image.

Also included in the new passport are two features that are unique to Singapore. The conventional Multiple Laser Image now comes in the shape of the Singapore map. The passport is also the first in the world to adopt a Surface Transformation feature that displays a dynamic image of a blooming Vanda Miss Joaquim.

Similar to the existing passport, the new passport complies with the recommendations and requirements laid down by the International Civil Aviation Organization (ICAO).

ADDITIONAL SECURITY FEATURES OF THE NEW PASSPORT DESIGN (SOURCE: ICA)

- 1 Window Lock
- 2 Surface Transformation
- 3 Multiple Laser Image (MLI)
- 4 Diffractive Optically Variable Image Device (DOVID)
- 5 Embossed Tactile Design



MSO 6A Zarina Begum Binte Md Kassim
Citizen Services Centre, Passport Unit



The new passport design comes with six iconic Singapore landmarks on the visa pages and additional security features that make the passport harder to forge or be tampered with. I'm proud of our new Singapore Biometric Passport.

MSO 6 Muhammad Ridzuan Bin Muhammad Zainol
Citizen Services Centre, Passport Unit



The strong reputation of the Singapore passport allows our countrymen ease of access to many countries. I am proud to be part of the team producing this beautiful and highly secure passport.

ASP Ong Xue Ting
Citizen Services Centre, Passport Unit



The new design for the Singapore passport is like Singapore – it has a simple exterior but packs a powerful punch within. This is demonstrated by its state-of-the-art security features.

When I'm overseas with my passport, I feel like I'm carrying a bit of Singapore with me, thanks to the six designs on the visa pages featuring iconic Singapore landmarks: The Singapore Botanic Gardens, Esplanade, Marina Barrage, Gardens by the Bay, Singapore Sports Hub and Punggol New Town.

MX 13(I) Yong Cui Ling
Citizen Services Centre, Identification Unit



The new design for the passport really 'wowed' me. The biometric page is printed with a high quality photo of the holder and has many security features, including a chip that stores all our important data. Turn the pages and you see some of the beautiful sights Singapore has to offer.

Our passport continues to be one of the most respected in the world. Not only is the new design for the Singapore Biometric Passport appealing to the eyes, the added security features make attempts to counterfeit it practically impossible.

HAS (ICA) 2017 SCHEME ▲

ICA officers are the department's most valuable assets. Every officer is unique and possesses different talents and skills to perform their roles in border security and identification. Since its inception on 1 April 2003, ICA has regularly reviewed and enhanced the ICA Schemes of Services. This is to ensure that it remains competitive as an employer, and reflect the bigger role in checkpoint security and protection that ICA has been entrusted with. As ICA continues on its transformation journey, it is important that we have the right people with the right skills and mindset in our workforce. Therefore, in our efforts to offer a more attractive career proposition and maintain ICA's ability to attract and retain good calibre officers, ICA unified the Home Affairs Services (HAS)-ICA Senior and HAS-ICA Specialist 2012 Schemes into a single HAS (ICA) 2017 Scheme on 1 July 2017.

ENHANCING CAREER PROGRESSION OPPORTUNITIES

The unification of the HAS-ICA Schemes is an important milestone that signals ICA's commitment to look beyond academic qualifications and provide fair advancement opportunities for all officers based on demonstrated performance and potential. Good performing officers can look forward to seamless and faster career progression opportunities into the senior ranks under the HAS (ICA) 2017 Scheme. This is also in tandem with the nationwide SkillsFuture movement to place more emphasis on recognising employees' skills and competencies beyond academic qualifications. With the labour force shrinking and younger generations looking for more intellectually stimulating and enriching careers to develop themselves, it is imperative that we reframe our employee value proposition to ensure that ICA continues to provide a purposeful and exciting career.

GETTING READY FOR FUTURE CHALLENGES

With an increasingly complex and volatile operating landscape, ICA has to stay ahead of evolving terror tactics and continue to ensure that our borders are safe and secure. This uphill task is further compounded by the challenges of increasing workload, manpower constraints, higher public expectations, and non-traditional security threats.

To address these challenges, ICA worked in tandem with MHA and embarked on a transformation journey that will take us through to 2025. The key component of MHA's and ICA's transformation plan 2025 is a fundamental re-thinking of the Home Teams' operating models and concepts

by leveraging technology and analytics. Investing in the training and development of our officers to equip them with the right skills for the future will make a positive impact on the success of our transformation journey.

The unification of the HAS-ICA Schemes, along with concerted efforts to implement enhanced training and learning initiatives in ICA, is one step in our transformation journey to ensure that the ICA workforce is ready to tackle future challenges and embrace a new concept of operations. Briefings and townhall sessions were conducted in May and June for officers to understand the HAS (ICA) 2017 Scheme. All serving officers under the HAS-ICA Senior and HAS-ICA Specialist 2012 Schemes have since been placed into the HAS (ICA) 2017 Scheme from 1 July.



Ranks in HAS (ICA) 2017 Scheme



INTRODUCTION OF ICA SKILLS ALLOWANCE ▲

ICA Skills Allowance was introduced in April 2017 to recognise and retain ICA officers' unique skill sets and competencies for frontline operational jobs. We need to have the right human capital and the right-skilled workforce to achieve ICA's multi-faceted transformation vision and the shift from vocational to skills allowance plays a critical role in supporting our transformation.

The job of an ICA officer is physically and mentally demanding, and requires a unique set of expertise not

readily available in the open job market. All ICA officers undergo extensive competency, security and counter terrorism training before they are deployed for duty at the checkpoints.

The ICA Skills Allowance recognises the critical roles and contributions of ICA officers in safeguarding Singapore's safety and security against adversaries. More importantly, it serves to retain ICA officers' unique skill sets and competencies that are essential for ICA's core functions

in border security and enforcement. The introduction of ICA Skills Allowance is also in tandem with SkillsFuture – a national movement launched in 2015 to up-skill the workforce by providing Singaporeans with the opportunities to develop their fullest potential throughout their working lives. As Singapore advances its economy and society, it is imperative that ICA has an agile and robust training and validation framework in place to ensure that ICA officers remain competent in their duties.



Participants of the Scanned Cargo Image Analysis Course gaining hands-on experience with ZBV Backscatter van (left) and THSCAN/NUTECH (right)

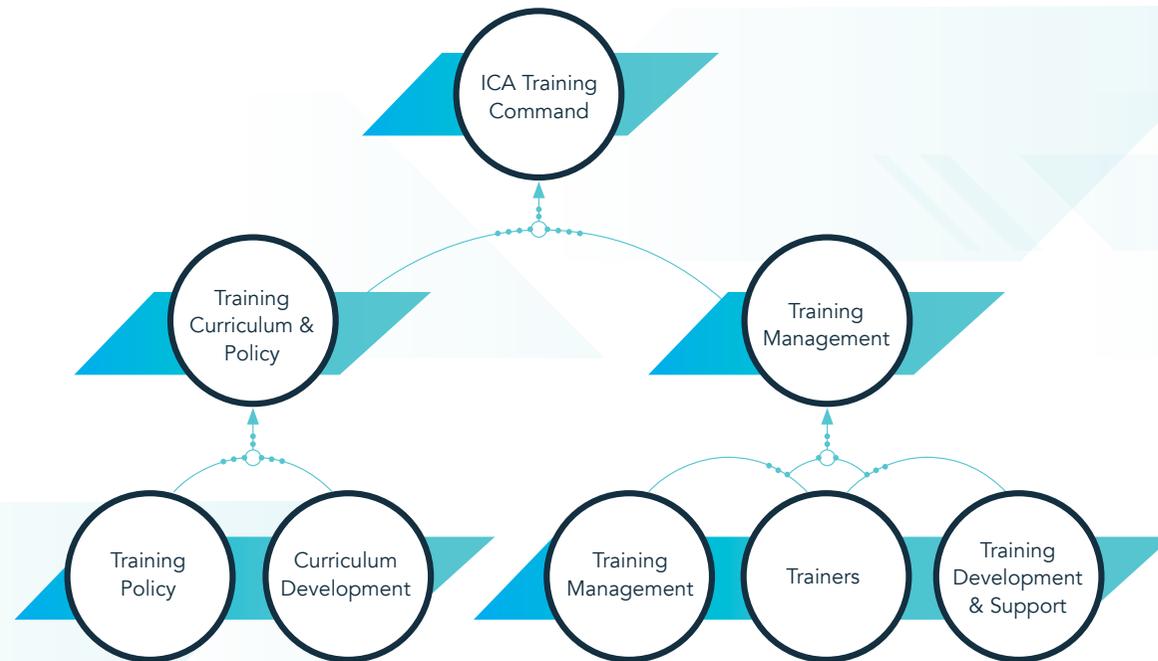


Officers attending the Vehicle Systems, Modifications and Inspection Course

FORMATION OF ICA TRAINING COMMAND

ICA's training is constantly evolving and transforming to ensure a future-ready workforce that is prepared to meet the challenges of manpower constraints, higher public expectations, increasing workload, and evolving threats. To ensure that ICA is able to support the evolution of a new concept of operations and deliver desired outcomes effectively, ICA's training regime, previously managed by a unit under ICA's Manpower Division, also began its transformation journey in 2016. This led to the formation of the new ICA Training Command on 2 October 2017 to drive and oversee ICA's training transformation.

KEY FUNCTIONS OF ICA TRAINING COMMAND



ICA Training Command will focus on areas which enhance ICA's Training & Learning (T&L) philosophy. The T&L transformation effort serves to develop a learner-centric ecosystem that has a tight operational nexus to empower self-directed learning. Our multi-faceted training platforms will be further developed by leveraging technology to create a desired learning environment that facilitates knowledge internalisation and application, thereby transforming the T&L experience for our officers.

With the Command's mission, 'To develop a future-ready professional workforce for organisational excellence and operational preparedness' and vision, 'To be the leading authority in Training & Learning excellence for border security and identification', ICA Training Command is dedicated to transforming the T&L experience for ICA officers by staying relevant, realistic and engaging. Officers can look forward to attending rigorous and effective training programmes managed

by professional and accredited ICA trainers who possess the latest T&L strategies and andragogy.

GUIDING PRINCIPLES FOR ICA'S T&L PHILOSOPHY



- I. Training is integral to operations and must be up-to-date and timely.
- II. Training should empower self-directed learning anytime and anywhere, beyond the classroom and focus on knowledge internalisation and application.
- III. Training offers opportunities to acquire higher levels of recognition and expertise that enables officers' self-actualisation, in addition to meeting the organisation's needs.

AWARDS

ICA charted new milestones in organisational excellence in 2017 as we clinched several prestigious ministerial and national awards in the areas of innovation, policy making, people management and services delivery. With our 'Can Do' mentality, 'Be Better' attitude and 'Collaborative' spirit, let us continue to break new ground and aim higher for the year ahead!



Minister for Manpower Award



DSP Chan Peng Nam (second from right) receiving the Minister for Manpower Award on behalf of ICA

MINISTER FOR MANPOWER AWARD

In collaboration with Ministry of Manpower (MOM), Ministry of Home Affairs (MHA), and SPRING Singapore, ICA's concerted effort to streamline work pass privileges for foreign spouses and foreign adult children of Singapore

citizens and permanent residents was recognised with the attainment of the Minister for Manpower Award. This award was presented to ICA at the Ministry of Manpower Awards Ceremony held on 15 March 2017.





Commissioner with AUPE General Secretary and Union leaders



Commissioner receiving the Medal of Commendation Award from NTUC Secretary-General Mr Chan Chun Sing

NTUC MAY DAY MEDAL OF COMMENDATION AWARD

On 13 May 2017, Commissioner ICA, Mr Clarence Yeo, was conferred the Medal of Commendation Award by National Trades Union Congress (NTUC) during the May Day Awards Ceremony for his contributions towards good labour-management relations, workers' welfare and NTUC initiatives. The achievement of this award exemplifies the saying, 'A leader is one who knows the way, goes the way and shows the way.'



Commissioner with NTUC Secretary-General Mr Chan Chun Sing

HOME TEAM SCIENCE & TECHNOLOGY EXCELLENCE AWARD

ICA's efforts and commitment to improving capabilities through innovation were recognised on 13 July 2017 with the attainment of the Home Team Science & Technology Excellence Award under two categories - 100% Automated Immigration Clearance for Motorcyclists (BIKES II) in the Ops-Tech/Engineering Category and Implementation of Automated Biometric and Behavioural Screening Suite (ABBSS) in the Innovation & Development Category.



SUPT Soong Kein Yong Derrick (above) and AC Tan Kong Hui (below) receiving the Home Team Science & Technology Excellence Award for their projects

Photos: ICA - AUPE

STAYING PREPARED AMIDST THE THREAT OF TERRORISM



The threat of terrorism to Singapore remains at the highest in recent years. As part of Singapore's effort to stand united in the fight against terrorism, Home Team officers continue to conduct joint exercises to validate the Home Team's operational plans in response to crisis situations.

ICA is the first line of defence against the threat of terrorism and ICA officers play a vital role in keeping our borders safe. We constantly review our operational plans to guard against terror attacks and deal with major security incidents. In 2017, these plans were validated through ground deployment, table-top and command post exercises. Several possible attack scenarios at checkpoints, involving improvised explosive devices, vehicular ramming, multiple gunmen shooting and release of chemical agents were simulated during these exercises. The exercises provided officers with

the knowledge and skills to handle security incidents and served as a platform for ICA to tighten coordination with the various Home Team agencies.

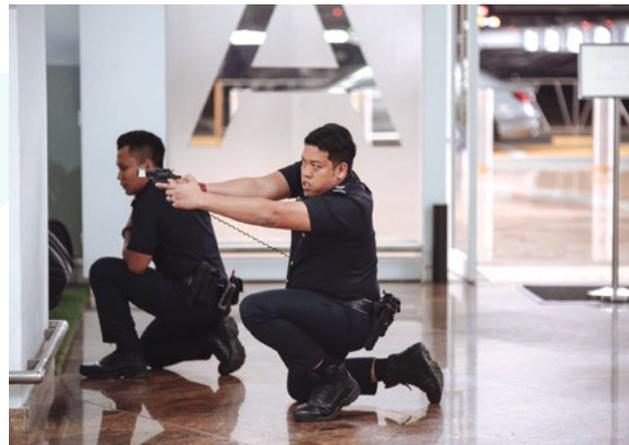
In line with the SGSecure initiative to build community response as well as fortify resolve and resilience in our society, exercises led by ICA involving members of the public have also created increased awareness of the heightened security posture adopted at the checkpoints during high threat situations.



EXERCISE STINGRAY

On 17 March, Integrated Checkpoints Command (ICC) (Sea) conducted Exercise Stingray I at Marina Bay Cruise Centre which tested and validated ICC (Sea)'s response plans to a gunmen attack situation. A similar exercise, Exercise Stingray II, was conducted at Singapore Cruise Centre on 27 March. The exercises demonstrated ICC (Sea)'s capabilities in containing an armed terror attack.

Collaborating with SPF's Response Forces, these exercises showcased the synergy and operational readiness of Home Team Agencies to respond swiftly to security threats. The swift mobilisation of forces and effective neutralisation of threats highlighted ICA's resolve in our mission to keep Singapore safe and secure.



EXERCISE CARINA

On 21 April, ICC (Land) jointly with Singapore Civil Defence Force (SCDF), conducted Exercise Carina at Woodlands Checkpoint to test the checkpoint's response to an incident involving the release of a chemical agent.

When an unknown 'chemical agent' was detected at the Departure Bus Hall, ICC (Land) officers assisted with the evacuation of travellers and cordoned off the incident site. SCDF was activated to conduct rescue operations, clean up the chemical agent, decontaminate the area as well as render first-aid to the casualties. The strong coordination and swift response from all agencies resulted in the effective containment and mitigation of the incident.

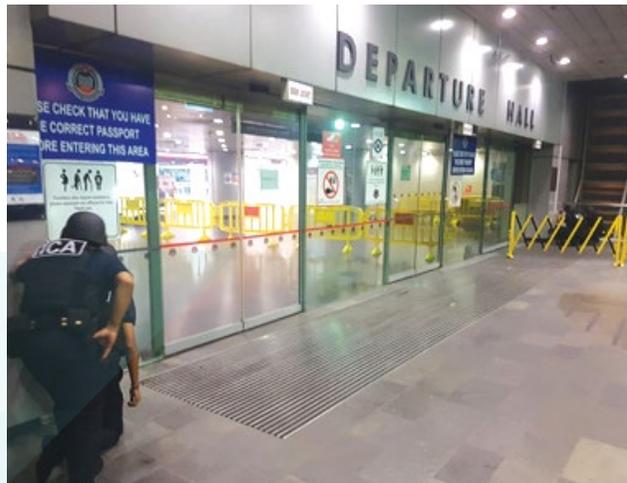


EXERCISE BEE STING V

On 10 October, Exercise Bee Sting V was conducted by ICC (Land) at Woodlands Checkpoint. The objective of the exercise was to validate the checkpoint's response plan in the event of a vehicular and armed attack at a land checkpoint.

The exercise depicted a 'lone wolf' perpetrator ramming a van into travellers on the pedestrian pathway at the Departure Bus Concourse, causing multiple deaths and injuries. The perpetrator entered the bus hall where he continued his attacks with a knife, resulting in more casualties and mass panic. The scenario also had a traveller held hostage by the perpetrator. Armed officers from ICC (Land), SPF and Gurkha Contingent (GC) were tested in their coordination and response in managing the chaotic situation, engaging the perpetrators and eventually containing the threat on hand.

This exercise highlighted the collaboration, synergy and operational readiness of the various Home Team agencies at Woodlands Checkpoint.



EXERCISE NORTHSTAR X



On 17 October, Phase 1 of Exercise Northstar X was conducted at Changi Airport Terminal 3. The multi-agency counter-terrorism exercise served to validate Whole-of-Government response plans to terrorist attacks in Singapore. In particular, it also showcased the coordination and responses of various agencies and airport stakeholders to large scale attacks at multiple locations in Changi Airport.

ICC (Air) participated in this annual exercise led by the Singapore Police Force (SPF). Other participants included the Singapore Civil Defence Force (SCDF), Singapore Armed Forces (SAF), Ministry of Health (MOH), Land Transport Authority (LTA), Singapore Mass Rapid Transit (SMRT), Changi Airport Group (CAG) and Airport Ground Handling Agents.

The exercise scenario was a coordinated terrorist attack, involving active shooting by gunmen, suicide bombing as well as hostage-taking, which resulted in mass casualties. As one of the key border security agencies at Changi Airport, ICA was able to validate the readiness and responsiveness of our officers in evacuating passengers and members of the public.

This exercise also incorporated the important element of community involvement in emergency situations. Staff from SMRT and CAG applied the SGSecure concept of 'Run, Hide, Tell' and Improvised First Aid Skills of 'Press, Tie, Tell' during the exercise.



THOUGHTS FROM ICC (AIR) OFFICERS WHO PARTICIPATED IN EXERCISE NORTHSTAR X

“ This multi-agency exercise has given me the exposure to respond to terror attacks at the airport in my capacity as an ICA officer. It has also provided me with the opportunity to work with staff from other organisations in handling such crisis situations in airport. In today's security climate, it is important for us to be operationally ready at all times. ”

SGT3 Tan Shu Hui Gina

“ I feel encouraged by the officers from ICA and other Home Team agencies including staff from CAG who had participated in the exercise. This exercise has showcased the unity within the airport community. I am confident that the same spirit will be maintained in a crisis and am honoured to be part of the exercise. ”

SGT2 Muhd Hanafi Bin Rahmat

EXERCISE HIGHCREST 2017



Exercise Highcrest 2017 was conducted from 19 to 26 October to validate the Whole-of-Government maritime security operations and crisis communications plan. The exercise dovetailed with Ministry of Home Affairs' (MHA) Exercise Jupiter 2017, conducted from 23 to 28 October and validated operational linkages between the various agencies and stakeholders. Exercise participants were required to sense-make and deliberate on policy decisions during a Command Post table-top exercise.

ICC (Sea) was involved in scenario planning and evaluating operational responses to the exercise injects. The exercise concluded with Senior Minister of State for Defence, Dr Mohamad Maliki Bin Osman visiting the exercise ground premises with the exercise participants on 26 October.



EXERCISE FORTRESS

On 9 November, ICC (Land) conducted Exercise Fortress at Woodlands Checkpoint to validate its response plan to a scenario of heightened security alert at the land checkpoints. Exercise participants and their conveyances were subjected to enhanced security checks at screening areas which included vehicular and baggage checks. At the immigration counters, participants had to go through biometric screening before immigration clearance was accorded. This exercise validated ICC (Land)'s preparedness in conducting enhanced security checks and biometric screening during heightened security situations.



A FUTURE-READY ICA WITH INSPIRE

ICA has embarked on the development of an electronic platform which seeks to integrate our network of systems and replace the current paper-based transactions through digitalisation. Known as the Integrated Springboard for the Intelligent Responsive Enterprise (INSPIRE), Project INSPIRE aims to provide an integrated platform for ICA officers to share and access relevant real-time information to develop critical insights for enhanced situational awareness, optimise operational efficiency and drive better decision-making.

Some of the key features of Project INSPIRE include an enterprise portal where documents are categorised and stored for easy access while allowing officers to co-edit the same document, and a case management module that integrates the case management process end-to-end, from case detection to investigation and eventual repatriation of an offender, comprehensively capturing data for decision-making and data-driven analysis.

INSPIRE Release 1 was launched in three waves between 28 August and 9 October 2017 to all ICA staff and line work units. With the first release, ICA officers now have a common platform to collaborate, share documents, as well as publish team announcements and events. Officers can access the growing repository of enterprise resources such as working instructions, procurement guidelines and government instruction manuals. The INSPIRE Portal also functions as a digital channel for the dissemination of ICA announcements, speeches, internal news and newsletters.

INSPIRE will continue to push out new features over several releases until December 2018. ICA officers can look forward to more exciting functions that will further enhance workplace collaboration, streamline work processes and empower users to make informed decisions through 360-degrees dashboard and insights from data-analytics.

INSPIRE AUG 2017
Release 1

Objective
By means of an integrated platform, INSPIRE will transform ICA into an intelligent and insights-driven digital organisation

Benefits
INSPIRE will...

- Enable officers to work in a digitally secured and paperless environment
- Drive new and actionable insights
- Facilitate integrated case processing

Virtual Meeting, Search, Analytics, Dashboard, Content & Case



NEW ELECTRONIC SERVICE FOR APPLICATION OF PERMANENT RESIDENCE

A new electronic service for application of Permanent Residence (PR) was launched on 18 December 2017. The new web-based system, known as e-PR, allows applicants to submit their PR applications electronically and check the status of applications online. It is a game-changing system and the first e-Service which is fully digitalised. Applicants submit the application forms and supporting documents through the electronic platform and officers process the applications electronically without the need to print the forms and documents for file.

Before e-PR was launched, applicants had to make appointments to submit their PR applications in person. Due to overwhelming interest, applicants often had to wait up to six months for an appointment to submit their application. With the e-PR system, applicants can now enjoy the benefit of submitting their application anytime through the online portal. Successful applicants only need to make one trip to ICA Building to complete formalities for their PR.

With the launch of the e-PR system, PR application fees have been adjusted to better reflect the operating costs of processing PR applications. A processing fee of \$100 per applicant is levied for each PR application. Successful applicants pay an additional \$20 for the Entry Permit.



Crowd at Permanent Resident Services Centre before (top) and after (bottom) implementation of e-PR

BRINGING CONVENIENCE TO OUR STUDENT'S PASS HOLDERS AT LOCAL POLYTECHNICS

Every year, large numbers of foreign students from the five local polytechnics will turn up at the Visitor Services Centre (VSC) of ICA Building in March and April to complete formalities for the issuance of their Student's Pass (STP). Starting in 2017, ICA has offered the five local polytechnics the convenience of enrolling the foreign students' biometrics and issuing their STP at their respective campuses by sending a team of VSC officers to the schools to process the enrolment.

This initiative enables polytechnics to offer a seamless, one-stop service to their foreign students by incorporating ICA's STP enrolment process into the school's enrolment workflow. Foreign students can now enjoy the convenience of STP enrolment in between their lessons at the campuses. They no longer have to miss classes or make their way to ICA Building for the enrolment and this translates to time and transport cost savings for them. The partnership also enables ICA to better manage its resources as well as improve the crowd situation at VSC.

This successful initiative brings us a step closer towards achieving our Services Centre Next Gen vision of 'No Visit, No Waiting and No Interaction'. The positive feedback from school administrators and students has been very encouraging. ICA truly appreciates the close partnership, collaboration and support from our local polytechnics, without which, the implementation of this initiative for off-site STP enrolment and completion of formalities would not be possible.



Enrolling foreign students' biometrics and issuing their STP at Singapore Polytechnic (left) and Nanyang Polytechnic (right)



AN INNOVATION FOR THE FUTURE-READY CHECKPOINTS - AUTOMATED PASSENGER IN-CAR CLEARANCE SYSTEM

ICA's transformation journey seeks to offer innovative solutions to deal with the challenges of increasing workload, shrinking workforce and rising public expectations. To ensure that we are well-placed to handle the challenges of operating our checkpoints, ICA envisaged the 'Future-Ready Checkpoints' to be secure, integrated and intelligent. One game-changing innovation that will take ICA towards the vision of 'Future-Ready Checkpoints' is the development of the prototype for automated clearance of drivers and their motorcars.

Known as the Automated Passenger In-car Clearance System, APICS aims to improve security and service experience for car travel at our land checkpoints by leveraging biometric and intelligent robotics technology. With this new automated system, travellers can perform immigration self-clearance while seated in their cars through the use of biometric scanners.

The working prototype of APICS is on trial at Woodlands and Tuas checkpoints. If the trial is successful, the system will be rolled out at both land checkpoints.

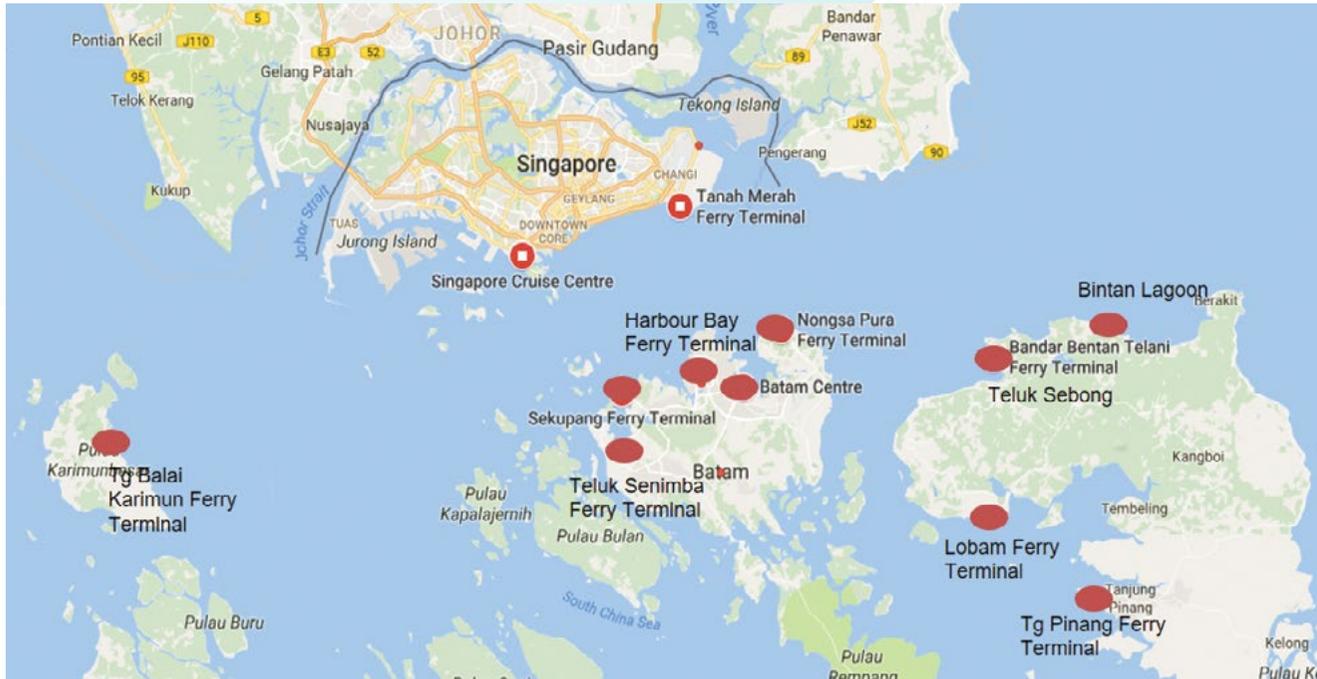


APICS on trial at Woodlands Checkpoint



Prime Minister trying out the APICS in a drive-through demonstration during his visit to Woodlands Checkpoint on 28 August 2017. Photo: Home Team News

ELECTRONIC MANIFEST FOR FERRY PASSENGERS AND CREW



About 240 ferry trips ply between Indonesia and Singapore via Singapore Cruise Centre (SCC) and Tanah Merah Ferry Terminal (TMFT) on a daily basis. To enhance operational efficiency without compromising security at the ferry terminals, Integrated Checkpoints Command (ICC) Sea Domain embarked on an electronic manifest (e-Manifest) project to collect ferry passengers and crew information in advance. Ferry operators would send the passengers and crew information through e-Manifest to SCC and TMFT prior to their ferries' arrival into Singapore.

To ensure smooth implementation of the project, a trial was first conducted with one of the ferry operators, M/S Horizon Ferry, to test and validate the process flow before e-Manifest was rolled out to the rest of the ferry operators. At the same time, the clearance system was also enhanced to receive and process e-Manifest information in a timely and efficient manner.

The e-Manifest project provided many benefits. Firstly, it enhances ICA's ability to conduct advance screening on ferry passengers and crew and flag out the adversaries early. It also enables SCC and TMFT to better plan and optimise its resources as the expected passenger load for each ferry are provided in advance. The advance information is also crucial for contingency planning in case of a ferry mishap. Such information is essential to determine the number of passengers and crew on board the ferries to facilitate ferry search and rescue operations.



EXTENSION OF BIOSCREEN REGIME AND AUTOMATED IMMIGRATION CLEARANCE TO CREW OF CRUISE SHIPS

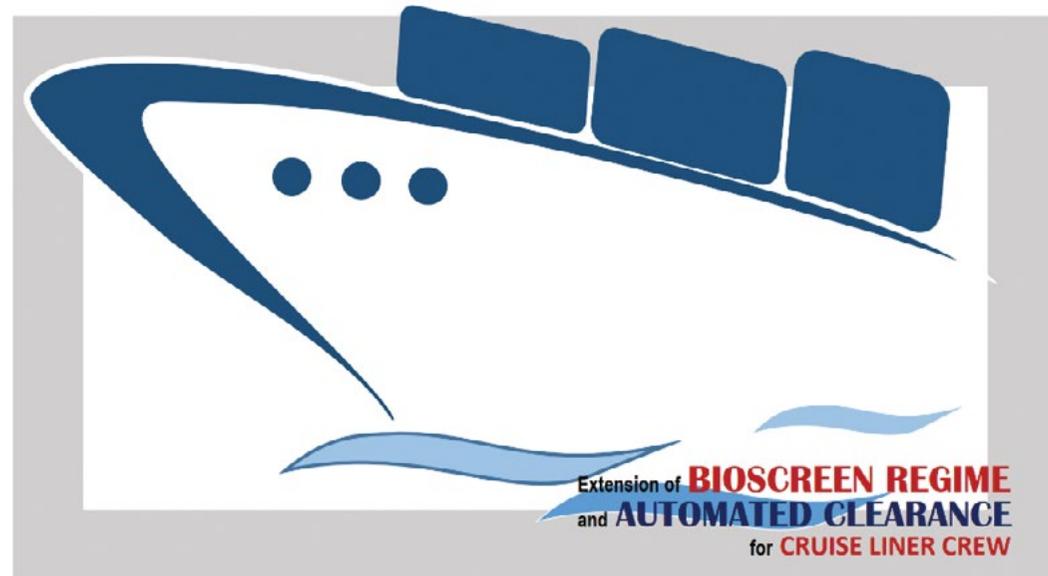
As Singapore's cruise industry gains traction, more cruise ships are calling at Singapore Cruise Centre (SCC) and Marina Bay Cruise Centre Singapore (MBCCS). To facilitate the clearance of crew who go on shore leave, Coastal Command, ICC (Sea) extended the enhanced-Immigration Automated Clearance System (eIACS) facilities to crew who are issued with Multiple Journey Landing Pass (MJLP).

To support this initiative, Coastal Command conducted a review of the MJLP scheme to streamline the application process. Following the review, the validity of MJLP has been extended to a year from the original six months and will tie in with the expiry of the crew's employment on board the vessel. These changes allow more crew to be eligible for the MJLP and reduce the frequency of renewing their passes.

To use the eIACS facilities at SCC and MBCCS, the crew will have to enrol their fingerprints with BioScreen – a biometric screening system introduced in 2016 to capture fingerprints of all arriving and departing travellers – on their first arrival. Enrolled MJLP holders will then be able to use the eIACS for their future shore leave. The extension of the eIACS

facilities to more crew has significantly improved clearance efficiency and enhanced security at SCC and MBCCS. Star Cruises and Royal Caribbean Cruises which participated in

the initiative on 4 June and 15 September 2017 respectively gave positive feedback on the enhanced immigration clearance experience for their crew members.



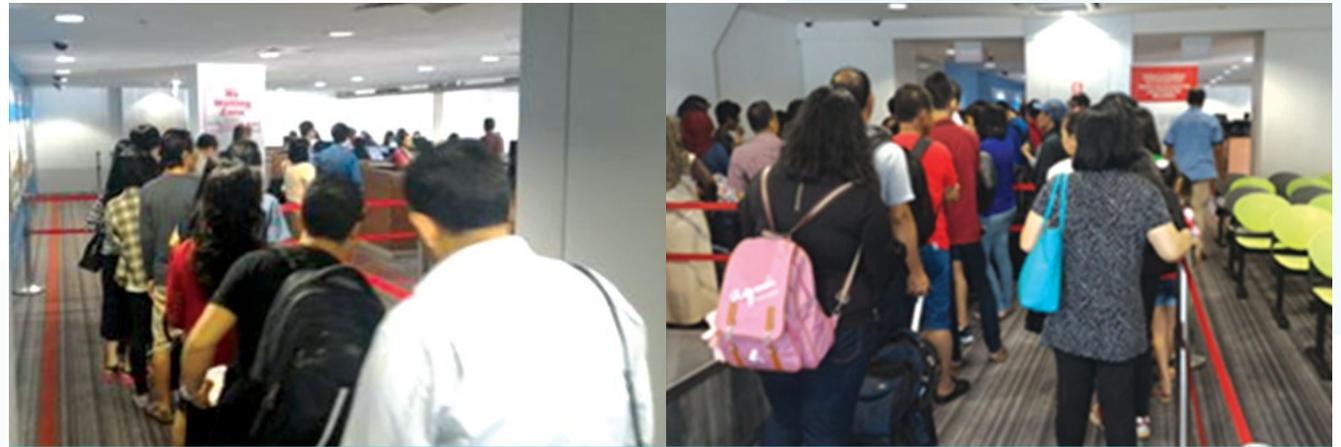
ENHANCING SERVICE EXPERIENCE WITH DUAL USE OF PASSENGER TERMINALS AT SINGAPORE CRUISE CENTRE

With more and bigger cruise ships calling at Singapore, Singapore Cruise Centre (SCC) faced the challenge of finding space to hold and clear large loads of passengers with its limited number of counters at the arrival and departure passenger terminals.

To solve the problem without embarking on expensive infrastructural expansion of the passenger terminals in SCC, Coastal Command, ICC (Sea) thought out-of-the box to make use of the bi-directional clearance capabilities in the existing counters at both arrival and departure passenger terminals. The counters at the departure terminal are converted to clear arriving passengers when the arrival volume is very high. With a little tweak in the process to direct arriving passengers to the departure terminal for their immigration clearance, the clearance capacity is effectively doubled. The same concept is applied when there is a large number of passengers departing Singapore for their cruise trips.

This initiative allowed ICA to better manage the volume of ferry and cruise passengers during the busy festive periods with minimal infrastructural changes yet achieve efficiency without compromising security. Passengers at SCC also

experienced shorter waiting times. This enhanced their overall travel experience and reinforced SCC's reputation as a world class cruise centre.



Arrival clearance in process at the Departure Terminal Hall



EXTENSION OF PROTECTIVE, ANALYTICAL & ASSESSMENT FACILITY'S SCREENING CAPABILITIES TO OTHER PORTS CHECKPOINTS

The Protective, Analytical & Assessment Facility (PAAF) at Ports Command is a scientific facility that equipped ICA Ports Command with not just security-sensitive materials (SSM) detection and analytical capabilities for Chemical, Biological, Radiological and Explosive (CBRE) materials, but also nuclear materials which are fissile, fissionable and spent fuel, in preparation for the growing threat of the illicit smuggling that may arise as countries in the region turn to nuclear energy as a form of cheap power. When the facility came into operations in 2013, the screening of containers for SSM was largely confined to Pasir Panjang Scanning Station (PPSS) due to PAAF's close proximity to the scanning station as well as the small pool of officers who are trained to conduct the SSM screenings.

With full operationalisation of PAAF in July 2016, ICC (Sea) progressively extended the screening of containers for SSM to other cargo checkpoints in Ports Command to optimise the use of the facility. Since 2017, more ICA SSM officers were specially trained by the Office of the Chief Science & Technology Officer (OCSTO) and deployed to other port gates including Brani Gate, Keppel Distripark and Jurong

Scanning Station, to conduct SSM screenings. They conduct checks using handheld equipment to screen for traces of SSM and collect samples from selected cargoes to send to PAAF for laboratory analysis. The SSM officers' presence also provided checkpoint ground officers the opportunity to learn from the specialists and expand their skillsets to be ready for the challenges of tomorrow.



The Protective, Analytical & Assessment Facility at Ports Command



SSM officer checking for radiation using the Identifinder at Brani Gate



SSM officer swabbing a driver's hand for traces of SSM at Keppel Distripark

INTRODUCTION OF THREAT ORIENTED PERSON SCREENING INTEGRATED SYSTEM TO THE SEA CARGO COMMUNITY

Threat Oriented Person Screening Integrated System (TOPSIS) is a concept originally conceived for frontline staff at the passenger checkpoints, including non-security personnel such as service staff, to flag out suspicious persons or threats for enhanced security checks. With the formation of Integrated Checkpoints Command (ICC), the concept was reviewed and expanded to the sea cargo community.

Prior to its implementation, Joint Staff Office, ICC (Sea) and Ports Command, together with the TOPSIS Core Group, Centre for Protective Security Studies (CPSS) conducted site surveys of the PSA sea cargo terminals. Focus group discussions with Ports Command officers and PSA port workers were also carried out to define the threats and formulate the TOPSIS framework for the PSA sea cargo terminals personnel.

Between June and September 2017, a total of 598 personnel from both security and non-security communities such as AETOS officers and port workers attended the TOPSIS trainings conducted by the TOPSIS Core Group, PSA Corporation and Ports Command. With the successful implementation of TOPSIS at the PSA sea cargo terminals, ICC (Sea) plans to introduce TOPSIS to the sea cargo terminals managed by Jurong Port Pte Ltd.



Focus group discussions with PSA Corporation





Discussion on TOPSIS framework



TOPSIS ground exercise conducted with AETOS



Ports Commander giving an opening speech at the TOPSIS training at Ports headquarters

INTRODUCTION OF ICA SCHOLARSHIPS

ICA introduced three scholarships in 2017, namely the Singapore Government Scholarship, Local Merit Scholarship and Home Team Local Study Award to offer promising students an enriching and meaningful career with ICA and the Home Team. The ICA scholarships provide students with the opportunity to contribute to Singapore's homefront security by safeguarding our borders against security threats. With varied responsibilities ranging from checkpoint and maritime clearance, intelligence, enforcement, immigration and national registration, ICA offers an inspiring career to those up for the challenge. The graduates can look forward to a dynamic career path through a series of command and staff appointments to acquire in-depth knowledge of ICA's key business areas as well as hone their leadership and professional competencies.

On 11 August 2017, Minister for Home Affairs and Minister for Law, Mr K Shanmugam presented the Local Merit Scholarship to Mr Thum Yong Ze Aloysius, ICA's first scholarship recipient. Aloysius will study Public Policy and Global Affairs at Nanyang Technological University and upon completion of his education, embark on a purposeful and fulfilling career with ICA.



Mr Thum Yong Ze Aloysius, ICA's first scholarship recipient, receiving the Local Merit Scholarship from Minister for Home Affairs and Minister for Law, Mr K Shanmugam



Home Team Scholarship Award 2017

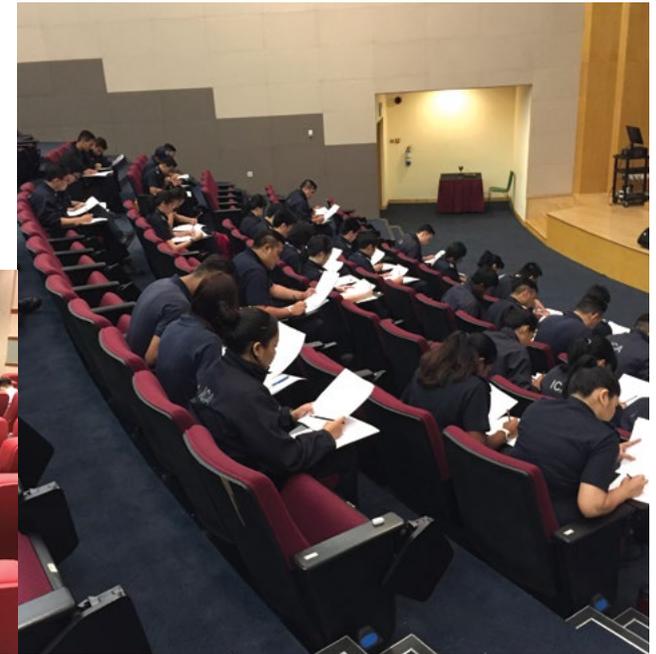


IMPLEMENTATION OF PSYCHOLOGICAL ASSESSMENT IN ICA

The success and effectiveness of an organisation is dependent on the performance and quality of the employees hired. Since its setup, the ICA Psychological Services Branch (IPSB) has been exploring ways to support and enhance the current recruitment and selection processes in ICA to ensure that officers of the right 'fit' are selected for the job.

ICA officers are expected to undergo firearms training and may be required to handle firearms in their line of duty. Therefore, it is crucial that candidates who are hired are emotionally stable and psychologically fit. From 1 April 2017, IPSB introduced psychological assessments at the recruitment phase. All applicants are required to take a series of psychological tests at the recruitment stage. These tests provide information on the applicants' emotional stability and stress coping ability which will in turn aid in the selection of suitable candidates.

In addition to the psychological tests, IPSB also conducted a job analysis study to determine the competencies that are associated with effective job performance. With this knowledge, IPSB can identify the personal qualities to look out for during recruitment and subsequently introduce exercises that will allow for effective assessment of these qualities.



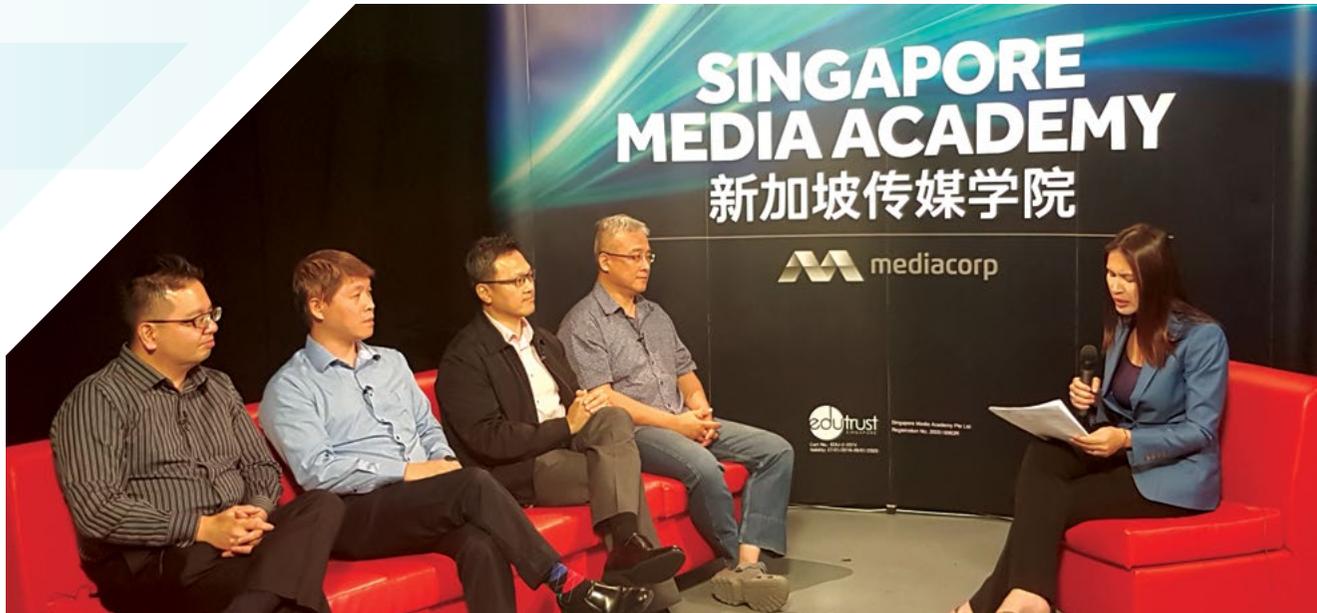
Applicants (left) and ICA officers (right) taking the psychological test

ICA'S CUSTOMISED SPOKESPERSON PROGRAMMES



ICA rolled out its second run of the Crisis Communications Spokesperson Programme and third run of the two-day Peacetime Communications Spokesperson Programme for ICA officers in January and November 2017 respectively. ICA Training Command and Corporate Communications Division worked together with Civil Service College and Singapore Media Academy to bring to fruition these programmes that were specially customised to the needs of ICA officers.





Arising from the need to ensure Government spokespersons receive formal training so as to be effective spokespersons, the programmes helped the ICA participants become more self-aware of content delivery and how to be confident speakers. Both programmes focused on transferring different skill sets to the participants. The Crisis Communications Spokesperson Programme focused on how ICA officers can handle crisis and breaking news, the role of the media spokesman in crisis, how to craft and deliver key messages

to maximise impact, dealing with the media during crisis times by understanding news and media needs, answering tough questions, maximising interview impact, as well as enhancing verbal and non-verbal communication. The Peacetime Communications Spokesperson Programme trained participants to be effective spokespersons, gather information and prepare effective key messages, enhance verbal and non-verbal communication and handle difficult or sensitive questions.



Both sessions put participants in the limelight (literally) through live camera sessions for media briefings and media interviews. Useful case studies were also provided to inject a greater sense of realism for the practical exercises, ensuring that the contents remained relevant to the participants.

CHANNEL NEWSASIA FEATURE OF ICA AND SINGPOST OFFICERS AT PARCEL POST SECTION ON 'SINGAPORE TONIGHT'

ICA Corporate Communications Division worked with Channel NewsAsia (CNA) to feature the work of ICA and SingPost officers at the Parcel Post Section in CNA's daily television news programme 'Singapore Tonight.' The four-minute long feature was aired on 31 May 2017 at 10pm.

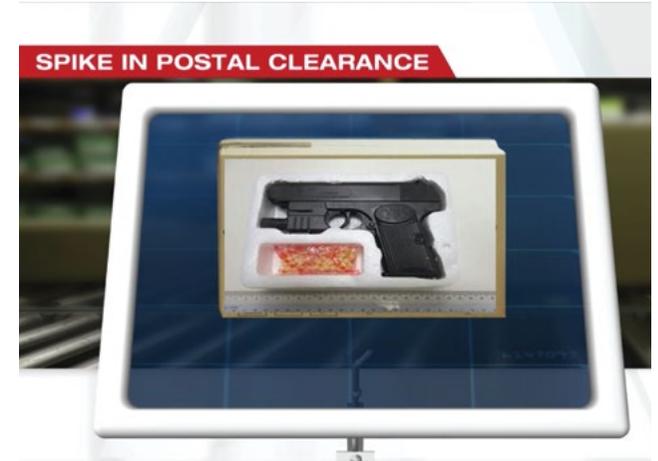
The feature aimed to give the public a better understanding of how checks are conducted on postal articles, especially in light of the rising trend of online purchases. CNA presenter, Dawn Tan, interviewed ICA officers who shared their experiences in having to stay vigilant and updated to new trends of smuggling through air parcels as well as to

be focused and willing to learn and develop specialised skill sets to detect cases within seconds. The feature also emphasised ICA officers' commitment in carrying out their duty to safeguard Singapore's borders against the entry of undesirable cargo, including postal articles.



Screengrabs from 'Singapore Tonight' featuring the work of ICA and SingPost officers at the Parcel Post Section

The feature included a visit by CNA to the SingPost mail processing centre that showcased the close collaboration between ICA and SingPost officers in performing security checks on postal articles. With visuals and case studies, the feature allowed audiences to have a better understanding of a lesser-known aspect of ICA's work and instilled public confidence that all postal articles coming into Singapore are checked to ensure that they do not contain security-sensitive materials.



Screngrabs from 'Singapore Tonight' featuring the work of ICA and SingPost officers of the Parcel Post Section

ICA'S INTERNATIONAL ENGAGEMENTS

ICA is actively involved in a myriad of regional and international engagements with our foreign counterparts in the Association of Southeast Asian Nations (ASEAN) and the Asia-Pacific Economic Cooperation (APEC), as well as various international organisations such as BORDERPOL and the Biometrics Institute.

21ST MEETING OF ASEAN DGICM

In November 2017, ICA attended the 21st Meeting of ASEAN Directors-General of Immigration Departments and Heads of Consular Divisions of the Ministries of Foreign Affairs (DGICM), hosted by the Department of Immigration of Lao People's Democratic Republic (PDR) in Vientiane, Lao PDR. The DGICM is an annual gathering of Heads of

Immigration Departments of the ASEAN Member States to discuss regional cooperation on immigration matters towards the achievement of ASEAN goals. ICA's participation in such forums allows us to monitor developments of issues and pursue Singapore's collective interests.



21st Meeting of ASEAN DGICM



INTERNATIONAL SUMMIT ON BORDERS

In recognition of ICA as a global leader in border security, Commissioner ICA, Mr Clarence Yeo, was invited to join the Advisory Board of the International Summit on Borders (ISoB). The Advisory Board comprises eminent border security thought leaders, including Tony Smith (former Director-General of UK Border Force), Robert Bonner (former Commissioner of US Customs and Border Protection (CBP)), Gil Kerlikowske (former Commissioner of US CBP) and Alan Bersin (US Department of Homeland Security (DHS) Assistant Secretary for International Affairs) amongst many others.

BIOMETRICS INSTITUTE LONDON CONGRESS 2017

In addition, ICA actively participates in international conferences hosted by organisations such as BORDERPOL and the Biometrics Institute to keep abreast of the latest technological developments and security trends related to our work. Such platforms enable our leaders to network with prominent thought leaders and influencers in the fields of border security and biometrics technology.

As a token of appreciation for ICA's continuous participation and contribution to the Biometrics Institute since 2015, Chief Executive of Biometrics Institute, Ms Isabelle Moeller, presented Commissioner ICA with a customised plaque during the Biometrics Institute London Congress 2017.



Commissioner receiving a customised plaque as token of appreciation from the Chief Executive of Biometrics Institute, Ms Isabelle Moeller

ICA-DGI GAMES 2017

Since 2010, ICA and the Directorate General of Immigration, Republic of Indonesia (DGI) have taken turns to host and organise the annual ICA-DGI Games. The bilateral event aims to promote and enhance the close working relationship and friendship between both immigration authorities through sports.

The sixth run of the ICA-DGI Games was held in Batam, Indonesia on 25 August 2017 and the event was graced by DGI's Head of Law and Human Rights, KEPRI, Mr Bambang Widodo and ICA Integrated Checkpoints Command (ICC) Domain Commander (Sea), Mr Nam Liang Chia.

It was with zest and enthusiasm that the ICA contingent, comprising ICA's leaders and sportspersons, departed for Batam via Singapore Cruise Centre early in the morning

and was warmly welcomed by DGI at its Batam Immigration Office. After the opening ceremony and group photo-taking at the Batam Immigration Office, participants from both immigration authorities headed out to various venues for their games of futsal, badminton, table-tennis, tennis and golf.

The sixth ICA-DGI Games took on a different format in 2017. Instead of having participants from DGI and ICA





putting their sporting talents, agility and skills against one another to vie for the coveted challenge trophy, the new format saw a mix of DGI and ICA officers in each competing team. This fostered greater cooperation and friendship among the participants. Medals were also presented to the champions and runner-ups of the different games instead of a challenge trophy.

The closing ceremony cum medal presentation was held at the Batam Immigration Office. Cheers and laughter filled the office as participants relived the fun and candid moments of the games. Mr Bambang Widodo and Mr Nam Liang Chia delivered their closing speeches and reaffirmed the significance of the event, the camaraderie developed and the strong ties established between DGI and ICA. It was a fun-filled day for all, with new friendships forged and old bonds strengthened.



DISTINGUISHED VISITORS



18 APRIL

ICA hosted a visit by a seven-member Thai delegation, led by His Excellency Mr Thani Thongphakdi, Deputy Permanent Secretary of the Ministry of Foreign Affairs, Thailand, at ICA headquarters on 18 April 2017. The visit was hosted by Deputy Commissioner (Corporate Development & Administration). During the visit, His Excellency Mr Thani shared that Thailand was looking into having its third generation of e-Passport and requested to learn from ICA's best practices on e-Passport and visa processing systems. Thereafter, the delegation was brought on a site tour of the passport production room and iCollect.





4 MAY

ICA hosted a visit by a two-member Bruneian delegation, led by Brunei's Director of Immigration and National Registration, Mr Salminan Bin Haji Burut, at ICA headquarters and Tuas Command on 4 May 2017. The visit at ICA headquarters was held in the morning and was hosted by Commissioner ICA, where Mr Salminan was on the overview of Singapore's NRIC registration, Biometric Passport issuance and visa regime. The delegation was brought on a site tour of the eLobby, iCollect and Heritage Gallery. The delegation also took the opportunity to visit Tuas Command in the afternoon and was hosted by Domain Commander (Land).



22 JUNE

ICA hosted a visit by a twelve-member South Korean delegation, led by Deputy Director-General, Passport Division, Ministry of Foreign Affairs of the Republic of Korea, Mr Woo In Shik, at ICA headquarters on 22 June 2017. The visit was hosted by Deputy Commissioner (Corporate Development & Administration) and the delegation was briefed on ICA's service principle in relation to our Passport Unit processes as well as our Passport Journey. Other topics discussed included fingerprint capturing, issuance of emergency passports, collection of passports and passport office manning in South Korea and Singapore. Thereafter, the delegation was brought on a site tour of iCollect.



4 JULY

ICA hosted an introductory courtesy call by a four-member Maldivian delegation, led by Controller General of Immigration from the Republic of Maldives, Mr Mohamed Anwar, at ICA headquarters on 4 July 2017. The call was hosted by Deputy Commissioner (Operations). During the call, matters discussed included human trafficking, terrorism, facilitation of immigration clearance, training and future collaboration.

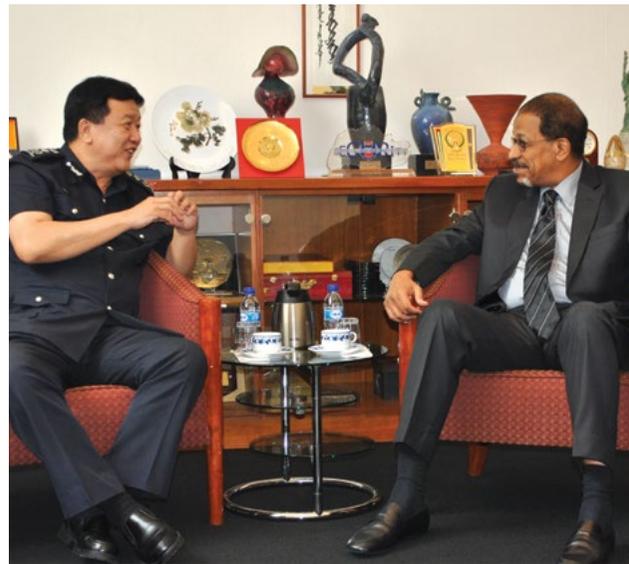


11 SEPTEMBER

ICA hosted a visit by a six-member Japanese delegation from the Ministry of Justice of Japan, led by Minister of Justice H.E. Ms Yoko Kamikawa at Airport Command on 11 September 2017. Two representatives from the Embassy of Japan were present during the visit. The visit was hosted by Domain Commander (Air). The delegation was presented with an overview of Integrated Checkpoints Command (Air) and Airport Command operations. Thereafter, the delegation was brought on a site tour of eIACS and BioScreen at Changi Airport Terminal 3.



26 OCTOBER



ICA hosted a courtesy call by the United Arab Emirates (UAE) Ambassador to Singapore, His Excellency Dr Mohammed Omar Abdulla Balfaqeeh, at ICA headquarters on 26 October 2017. The call was hosted by Commissioner ICA, together with Deputy Commissioner (Corporate

Development & Administration), Director (Operations), Director (Policy, International Relations & Legislation) and Director (Visitor Services Centre). During the call, matters discussed included visitors seeking medical treatment, birth registration and ICA's Airport Command operations.

SIGNIFICANT CASES

Airport Command, ICC (Air) and Enforcement Division 22 August 2016



Offence:
Forged immigration passes

Location:
Changi Airport Terminal 2 and Wilkie Road, Singapore

Case Details:

On 22 August 2016, ICA officers from Changi Airport Terminal 2 detected a female Chinese national who presented a forged Visit Pass extension letter for departure clearance. Further checks revealed forged Singapore immigration endorsements in her passport and the case was referred to Enforcement Division for investigation. Follow-up operations by Special Investigations Branch and Intelligence Operations Branch resulted in the arrest of another two Chinese women who were in possession of similar forged documents.

Outcome of the case:

The Chinese nationals and the Singaporean men were convicted in 2016 and 2017 respectively. They were sentenced to imprisonment of between three weeks and eight months.

Investigations revealed that the forged documents were supplied by the same illicit group. Two Singaporean men who assisted the Chinese nationals in acquiring the forged documents and endorsements were subsequently arrested between August and September 2017.



Woodlands Command, ICC (Land)

3 January 2017



Offence:

Attempted smuggling of 4,585 sachets of chewing tobacco

Location:

Woodlands Checkpoint, Arrival Car Zone

Case Details:

ICA officers directed a Singapore-registered car, driven by a lone 32-year-old Singaporean man for further checks when he arrived at Woodlands Checkpoint. During inspection, ICA officers found 4,585 sachets labelled as "Hans Chhap Tobacco" hidden in various parts of the vehicle such as the rear side panel of the car boot and the side door panels. The sachets contained 55 kg of khaini tobacco, a type of chewing tobacco prohibited in Singapore. The estimated street value was about \$9,200.

Outcome of the case:

The Singaporean man was sentenced to imprisonment of four weeks.

Airport Command, ICC (Air)

5 January 2017



Offence:

Marriage of convenience

Location:

Changi Airport Terminal 2

Case Details:

A Vietnamese woman was referred for further checks when an ICA officer found her travel history suspicious. During interview, she claimed to be visiting her Singaporean husband and produced a Singapore Certificate of Marriage as proof of their marriage. However, when officers conducted further checks, they found evidence that her marriage may not be legitimate. She subsequently admitted to entering into a marriage of convenience (MOC) with a Singaporean man and paying two facilitators to arrange the MOC.

Outcome of the case:

The Vietnamese woman and the Singaporean man in the MOC were sentenced to imprisonment of six months and four weeks respectively. One of the facilitators, a Vietnamese woman, was sentenced to imprisonment of six years and nine months, while the other facilitator, a Singaporean man, is pending prosecutorial action.

Domain Intelligence, ICC (Sea)

7 January 2017



Offence:
Attempted smuggling of 804 cartons and 43 packets of duty-unpaid cigarettes

Location:
Singapore Cruise Centre

Case Details:
In an operation conducted by ICA officers from ICC (Sea), an Indonesia-registered vessel with three crew members was directed for further checks. The officers found 804 cartons and 43 packets of duty-unpaid cigarettes hidden in a water tank in the engine room and the staircase compartment in the crew's cabin.

Outcome of the case:
The three crew members were sentenced to 17 months' imprisonment.

Ports Command, ICC (Sea)

22 February 2017



Offence:
Attempted smuggling of 14,489 cartons and 30 packets of duty-unpaid cigarettes

Location:
Tanjong Pagar Scanning Station

Case Details:
ICA officers scanned a 40-footer container carrying gypsum boards at Tanjong Pagar Scanning Station and found anomalies in the scanned images. A physical examination of the container uncovered 14,489 cartons and 30 packets of duty-unpaid cigarettes concealed within specially hollowed out areas of the boards.

Outcome of the case:
Six Malaysians were arrested by Singapore Customs for importing duty-unpaid cigarettes. Five of them were sentenced to imprisonment of three years, while one was sentenced to imprisonment of 30 months.

Intelligence Division

27 February and 14 March 2017



Offence:

Attempted illegal entry into Singapore by swimming

Location:

Sea off Gedong Buoy

Case Details:

ICA officers from Intelligence Division conducted joint operations with the Police Coast Guard (PCG) at the sea off Gedong buoy on 27 February and 14 March. In the two operations, a total of five Bangladeshi men were detected swimming into Singapore from a forested area in Johor, Malaysia. They were intercepted by PCG patrol vessels and charged by ICA for illegal entry into Singapore.

Outcome of the case:

All five Bangladeshi men were sentenced to imprisonment of between six weeks and 14 months, and caning of between four and six strokes.

Woodlands Command, ICC (Land)

23 March 2017



Offence:

Attempted smuggling of 11 live puppies

Location:

Woodlands Checkpoint, Arrival Car Zone

Case Details:

A Malaysia-registered car, driven by a Malaysian man, was directed for further checks on arrival at Woodlands Checkpoint. Checkpoint officers found 11 puppies hidden in a modified fuel tank of the car during the checks. The case was referred to Agri-Food & Veterinary Authority (AVA) and the man was charged on 7 June 2017. He was later convicted for illegally importing the animals and subjecting them to unnecessary pain or suffering.

Outcome of the case:

The Malaysian man was sentenced to imprisonment of 30 weeks for illegally importing 11 puppies. He was also sentenced to imprisonment of 20 weeks for subjecting the puppies to unnecessary pain or suffering. Both sentences ran concurrently.

Air Cargo Command, ICC (Air)

30 March 2017



Offence:

Attempted illegal importation of corals

Location:

Changi Airfreight Centre

Case Details:

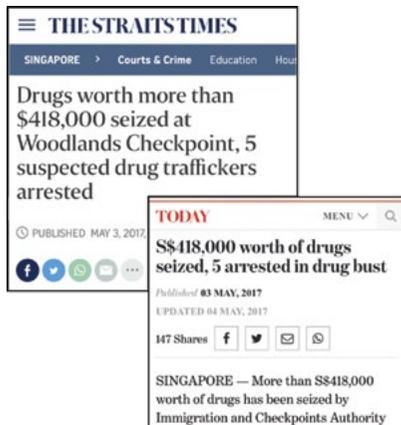
Acting on a tip-off on a shipment coming from the Philippines, ICA officers conducted a joint operation with officers from AVA and a logistics company to seize 75 hard corals and five soft corals that were falsely declared as 'plastic aquarium ornaments.' The items were wrapped in plastic bags lined with paper and concealed in ceramic mugs. Hard corals are protected species under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), which require a valid CITES permit to be imported. While soft corals are not protected, they can only be imported with an AVA permit.

Outcome of the case:

A Singaporean man was sentenced to imprisonment of two months for illegally importing the hard corals.

Woodlands Command, ICC (Land)

2 May 2017



Offence:

Attempted importation of 3.1 kg of 'Ice', 2 kg of cannabis, 1,700 Erimin-5 tablets and 60 'Ecstasy' tablets

Location:

Woodlands Checkpoint, Arrival Car Zone

Case Details:

ICA officers directed a Singapore-registered car, driven by a lone 35-year-old Singaporean man for further checks when he arrived at Woodlands Checkpoint. During inspection, ICA officers and officers from the Central Narcotics Bureau (CNB) uncovered about 3.1 kg of 'Ice', 2 kg of cannabis, 1,700 Erimin-5 tablets and 60 'Ecstasy' tablets concealed in boxes of washing powder, flour and cereal

Outcome of the case:

Referred to CNB for further investigations.



Woodlands Command, ICC (Land)

4 May 2017



Photo: CNB

Offence:

Attempted importation of 3.7 kg of heroin and 1 kg of cannabis

Location:

Woodlands Checkpoint, Arrival Bus Zone

Case Details:

ICA officers directed an arriving Malaysia-registered bus for further checks at Woodlands Checkpoint. During the course of checks, ICA officers found a suspicious bag containing about 3.7 kg of heroin and 1 kg of cannabis at the right side of the driver's seat. The 36-year-old Malaysian bus driver was arrested, along with two of his passengers - a 20-year-old man and a 24-year old man.

Outcome of the case:

Referred to CNB for further investigations.

Intelligence Division

4 May, 28 July and 25 October 2017



Offence:

Illegal entry into Singapore and overstaying

Location:

Forested area off Gali Batu and Yew Tee Industrial Estate

Case Details:

ICA had received information that there were Indonesian immigration offenders hiding in the forested areas off Gali Batu and that they sustained their livelihood by peddling contraband cigarettes at Yew Tee Industrial Estate.

With this information, ICA officers conducted three joint operations with officers from Jurong Police Division and Gurkha Contingent on 4 May, 28 July and 25 October at the two areas. The successful operations led to the arrest of 22 male Indonesian immigration offenders and seizure of more than 106 cartons and 419 packets of duty-unpaid cigarettes.

Outcome of the case:

All 22 Indonesian immigration offenders were sentenced to imprisonment ranging from seven weeks to three months and caning of four to six strokes.

Woodlands Command, ICC (Land)

29 May 2017



Offence:

Attempted smuggling of an airsoft rifle and four pellet magazines

Location:

Woodlands Checkpoint, Arrival Car Zone

Case Details:

While conducting checks on an arriving Singapore-registered car, the ICA officer lifted the front bonnet of the car and found what appeared to be a rifle and four magazines in a black bag atop the car's engine. The rifle had a sniper scope fitted. Its butt, body and guard were made of plastic while its barrel and firing mechanism were made of metal. The four magazines were found to be filled with white plastic pellets. The male Singaporean driver was referred to the Singapore Police Force (SPF) to assist with the investigation.

Outcome of the case:

Referred to the SPF for further investigations.

Woodlands Command, ICC (Land)

7 June 2017



Offence:

Attempted importation of 3 kg of cannabis

Location:

Woodlands Checkpoint, Arrival Car Zone

Case Details:

ICA officers detected two bundles of cannabis in the engine compartment of a Singapore-registered car. Another bundle of cannabis was found hidden in a compartment on the right side of the car boot. Both the male Singaporean driver and his passenger were immediately placed under arrest.

Outcome of the case:

Referred to CNB for further investigations.

Intelligence Division

20 June 2017



Offence:

Illegal entry, overstaying and working in Singapore without a valid pass

Location:

Choa Chu Kang Chinese and Muslim cemeteries

Case Details:

ICA received information that a group of immigration offenders from Myanmar were seeking refuge and working illegally as grave maintenance workers at the Choa Chu Kang Chinese and Muslim cemeteries. A joint operation between officers from Jurong Police Division, Gurkha Contingent and Intelligence Division was carried out on 20 June to apprehend them at the cemeteries.

Outcome of the case:

Eight male Myanmar nationals were arrested and charged under Section 6(1)(c) and 15(3)(b) of the Immigration Act (Cap. 133). They were sentenced to imprisonment ranging from six to 23 weeks and caning of three to four strokes.

Intelligence Division

26 July and 28 October 2017



Offence:

Attempted illegal entry into Singapore via sampan

Location:

East of Pulau Kusu, Singapore

Case Details:

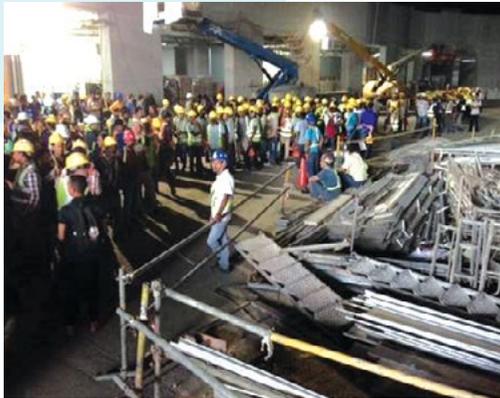
ICA received a tip-off that some Indonesian nationals had planned to enter Singapore illegally by rowing a sampan from Batam, Indonesia. ICA officers then conducted a series of joint operations with PCG to look out for suspicious activities in the Singapore territorial waters. Two sampans with two Indonesian men each were successfully intercepted by PCG at the sea off Pulau Kusu on 26 July and 28 October. The four Indonesian men were arrested for attempting to enter Singapore illegally.

Outcome of the case:

All four Indonesian illegal immigrants were sentenced to imprisonment of six weeks and caning of four strokes each. Both sampans were seized and forfeited.

Intelligence Division

3 August 2017



Offence:

Overstaying and working in Singapore without a valid pass

Location:

Construction site along Yishun Avenue 2

Case Details:

ICA received information that a group of male Chinese immigration offenders were working illegally at a construction site along Yishun Avenue 2. Officers from the Ministry of Manpower (MOM) and ICA Intelligence Division conducted a joint operation to arrest the immigration offenders. Approximately 1,600 foreign workers within the construction site were rounded up for checks and five foreign nationals were found to have overstayed or working without a valid pass.

Outcome of the case:

Five immigration offenders and their employers were arrested for offences under Section 15(1) and 57(1)(e) of the Immigration Act (Cap. 133) and Section 5(1) of the Employment of Foreign Manpower Act (Cap. 91A).

Domain Intelligence, ICC (Sea)

17 August 2017



Offence:

Attempted smuggling of 1,894 cartons and 660 packets of duty-unpaid cigarettes

Location:

Chai Chee Lane, Singapore

Case Details:

A container of assorted consignments was scanned and sealed for follow up checks by ICA officers at the trader's premises in Chai Chee Lane. When the container was opened for checks, the officers found wooden door panels with a total of 1,894 cartons and 660 packets of duty-unpaid cigarettes concealed in them.

Outcome of the case:

Referred to Singapore Customs for further investigations.

Airport Command, ICC (Air)

6 October 2017



Offence:

Attempted smuggling of sexual enhancement products

Location:

Changi Airport Terminal 1

Case Details:

ICA officers directed a male Chinese national for further checks at the Arrival Red/Green Channel as he was observed to be behaving suspiciously. When his luggage was put through X-ray screening, officers noticed anomalies in the scanned images and found an assortment of sexual enhancement products.

Outcome of the case:

Referred to the Health Sciences Authority (HSA) for further investigations.

Domain Intelligence, ICC (Sea)

9 October 2017



Offence:

Attempted smuggling of sexual enhancement drugs

Location:

Gul Way, Singapore

Case Details:

A container of assorted consignments was scanned and sealed for checks by ICA officers at the trader's premises at Gul Way. The container was covered by 10 cargo permits which included a consignment declared as 'plastic household wares and wooden toys'. When the container was opened, the officers found sexual enhancement drugs with an estimated street value of \$178,000.

Outcome of the case:

Referred to the HSA for further investigations.

Tuas Command, ICC (Land)

13 October 2017



Offence:

Attempted smuggling of 2,190 cartons, 201 packets and 10 sticks of duty-unpaid cigarettes

Location:

Tuas Checkpoint, Arrival Cargo Zone

Case Details:

ICA officer conducted checks on an inbound Malaysia-registered fuel bowser and detected anomalies in the radiographic scanned images. A check on the empty fuel bowser uncovered 2,190 cartons, 201 packets and 10 sticks of duty-unpaid cigarettes in a hidden compartment at the base of the bowser.

Outcome of the case:

The male Malaysian driver was sentenced to imprisonment of 27 months.

Airport Command, ICC (Air)

15 November 2017



Offence:

Illegal transmigration

Location:

Changi Airport Terminal 2

Case Details:

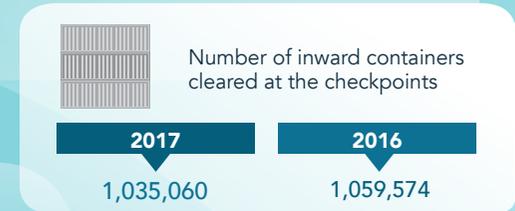
ICA officers at Changi Airport Terminal 2 stopped three Sri Lankan men for checks as they were suspected of using Singapore as a staging point for illegal transmigration. Investigations revealed that one of them was facilitating the illicit movement of his compatriots from Colombo to Singapore before heading to another Southeast Asian country to find illegal employment until their fraudulent immigration documents were ready for collection. They would then use the documents to seek asylum in a European country.

Outcome of the case:

All three Sri Lankan men were refused entry into Singapore.

ANNUAL STATISTICS

CHECKPOINT OPERATIONS

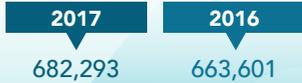


ANNUAL STATISTICS

SERVICES CENTRE OPERATIONS



Number of Singapore passports issued



Number of passes and permits (excluding re-entry permits) granted to foreigners



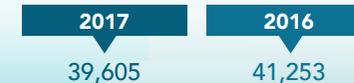
Number of deaths registered



Number of Identity Cards issued



Number of live-births registered



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



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THE WORKING GROUP

Advisor :

AC Chia Hui Keng

Members :

SUPT Tan Siew Choo Pauline
DSP Chan Pui Sun
ASP Lee Soon Aik
INSP Lim Yong Xiang Ivan
INSP Lum Yi Heng Ian
SGT3 Chee Shyh Chang Brian





IMMIGRATION & CHECKPOINTS AUTHORITY

ICA Building

10 Kallang Road #08-00, Singapore 208718

www.ica.gov.sg

www.facebook.com/Immigration.Checkpoints.Authority

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