



ANNUAL REPORT 2018



ENHANCING 
OPERATIONS EXCELLENCE
AND CAPABILITIES



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 Confidence in **All**

OUR DEPARTMENTAL VALUES

Integrity, **Commitment** and **Accountability**

OUR PLEDGE

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

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

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

CONTENTS

02

Commissioner's
Foreword

04

Leadership
Group

10

Introduction
to
SkillsFuture@ICA

12

Transforming for
a Progressive
Workforce

14

Transforming
Service Delivery
- MyICA

15

Biometrics
Screening -
Multi-Modal
Biometrics
System

16

New
Arrival Bus and
Passenger
Screening
Process at Tuas
Checkpoint

18

Electronic
Arrival Card

20

Awards

22

Highlights

44

Distinguished
Visitors

50

Significant
Cases

62

Annual
Statistics

COMMISSIONER'S FOREWORD



“*Enhancing Operations Excellence and Capabilities* calls on ICA to continue enhancing operational excellence at our checkpoints and services centres today, while innovating our concept of operations and systems to develop capabilities for future challenges.”

2018 marked the 15th year since the formation of ICA in April 2003. We have made significant strides in our transformation journey to meet the demands on us over the last 15 years as well as to prepare for the challenges ahead. ICA's digital transformation efforts were recognised when we clinched the Singapore Digital Transformer and Radiant Service awards in 2018. These awards were given for the 100% Automated Immigration Clearance for motorcyclists at our land checkpoints and our Passport Online Application Service. They are a testament of ICA's continuous drive to reinvent our concept of operations by harnessing technology, so that we can continue to deliver efficient and effective services for the public.

Even as we mark this milestone, we must continue to seek improvements. *Enhancing Operations Excellence and Capabilities* thus calls on ICA to continue enhancing operational excellence at our checkpoints and services centres today, while innovating our concept of operations and systems to develop capabilities for future challenges. We also need to equip our officers with new skills through continuous learning and training to meet the operational demands of tomorrow.

OUR RESULTS IN 2018

In 2018, ICA cleared more than 212 million travellers across all checkpoints, surpassing the 207 million cleared in 2017. That is more than 580,000 travellers every day. Despite stringent checks, attempts to smuggle contraband items into Singapore have persisted. The number of contraband cases detected at the checkpoints reached an all-time high of 107,800 in 2018, up

from 90,300 in 2017. At our services centres, the number of Singapore passports, birth and death documents, immigration passes and permits issued was 1.33 million in 2018.

As ICA continues to facilitate the movement of growing volume of travellers and goods across our borders, safeguarding our borders remains ICA's top priority amidst the heightened terror threat. It is through the collective hard work and sacrifices of all our officers that we are able to achieve our mission every day, 24/7. Your dedication, professionalism and vigilance have helped keep Singapore safe and secure.

ENHANCING OPERATIONS EXCELLENCE TODAY

To continue meeting our operational demands effectively, we have to ensure our officers are equipped with the competencies to perform their jobs well and prepare themselves for new challenges. SkillsFuture@ICA was introduced in April 2018 to develop our officers in tradecraft, next-generation skills, leadership and personal effectiveness. These include collaborating with Singapore Polytechnic to develop a Basic Digital Confidence Certificate programme to enhance our officers' digital proficiencies, and introducing a Learning & Development Subsidy to provide more training and development opportunities for ICA officers. They can choose from a wide range of courses and learn at their own time.

At the checkpoints, the Integrated Checkpoints Command (Sea) formed the Checkpoint Response Team to take over the protective security functions from the Singapore Police Force at sea passenger and crew checkpoints. ICA officers are now the first responders to sea checkpoint incidents, such as handling of unattended baggage, gunmen threats or bomb attacks. At Tuas Checkpoint, we installed bus scanners which enable ICA to conduct security checks on all buses more efficaciously. Consequently, we have also trained more officers to perform higher value jobs such as x-ray image analysis and analytics-driven sense-making.

To reshape our concept of immigration clearance, we started trials for the BioScreen Multi-Modal Biometrics System – leveraging fingerprint, facial and iris biometrics to strengthen existing identification and verification processes. We have also commenced trials for the electronic Arrival Card, which allows foreign travellers to submit their personal information and trip details to ICA even before their arrival in Singapore. These initiatives pave the way for us to introduce a new clearance concept in the future where automated and seamless immigration clearance will be the norm.

To transform service delivery at our services centres, we launched MyICA, a personalised portal for our customers to access ICA's range of e-Services on a single secure digital platform. This integrated system streamlines application processes for ICA services and offers customers the convenience of transacting with ICA 24/7. MyICA marks the first but important step towards having all applications submitted online by 2020. Currently, 88% of applications are already made online.

BUILDING CAPABILITIES FOR TOMORROW

Even as we strengthen our skills and existing processes, there is no assurance that what has worked before would work in the future. With major infrastructures planned to grow Singapore's economy, such as the Tuas Mega Port and Changi T5, traveller and customer demands on ICA will increase. On the supply side, we cannot rely on more officers to man more immigration counters as the pool of our local workforce is also declining. ICA has to review our concept of operations, question the assumptions underlying the concept and invest in technology and human capital to develop new capabilities today, so that we can continue to achieve operational excellence tomorrow.

We will continue to build on our transformation plans in 2019 and beyond. All checkpoints will progressively adopt the new clearance concept of providing seamless immigration clearance for Singaporeans through

automation and multi-modal biometrics. Eventually, we aim to have the majority of foreigners use automated immigration clearance as well. This means ICA officers will no longer need to be deployed at the immigration counters in the future, as most travellers including foreigners will clear through automated facilities using their biometrics.

We will also leverage biometric authentication and automated technologies to transform our services centres' delivery to provide convenient one-stop seamless services for our customers. Several transformation projects are in the pipeline to minimise the number of visits that the public have to make to ICA. These initiatives will enhance both travellers' and customers' experiences when they interact with us at the checkpoints and when they apply for our services and products.

SECURE BORDERS, SAFE SINGAPORE

Even as we look to 2019 with optimism and anticipation, we must be prepared for the challenges that will arise in our transformation journey. We must also continue to achieve operations excellence today by meeting our operational demands effectively, every day. Only then, will we have the time and space to plan and develop capabilities for tomorrow, to fully harness the exciting opportunities that lie ahead of us. By doing our job to the best of our abilities and working as one team, we can deliver on our mission and keep Singapore safe and secure.

MARVIN SIM
Commissioner, ICA

LEADERSHIP GROUP

COMMISSIONER / DEPUTY COMMISSIONERS



1

MARVIN SIM
Commissioner, ICA

2

TAN HUNG HOOI
Deputy Commissioner Policy & Transformation

3

HSU SIN YUN
Deputy Commissioner Operations

4

VIJAKUMAR SETHURAJ
Deputy Commissioner Corporate Development & Administration

LEADERSHIP GROUP

POLICY & TRANSFORMATION

1

CHUA TIAN LYE DOMINIC

Director Policy, International Relations & Legislation

2

WONG-LIM PHECK KHOON KELLY

Director Planning & Review

3

TAN KOK GUAN

Director Permanent Resident Services

4

TAN HOCK CHYE DAVID

Director Citizen Services

5

SIEW CHUI LIN

Director Visitor Services

6

YONG KOI HIN

Senior Deputy Director Permanent Resident Services



LEADERSHIP GROUP

OPERATIONS

1

JASWANT SINGH
Director Intelligence

2

CHUA TUAN MENG
Director Operations

3

BHOPINDER SINGH
Chief Operations Officer

4

ZURAIDAH BTE ABDULLAH
Domain Commander Air

5

NAM LIANG CHIA
Domain Commander Sea

6

ONG CHOON BENG
Domain Commander Land



LEADERSHIP GROUP

OPERATIONS

1

SNG GEK LIAN JULIA
Commander Airport

2

**MOHD FARHAD BIN
MOHD SHARIFF**
Senior Deputy Director
Intelligence

3

KOO WENG YEW ALAN
Commander Air Cargo

4

WONG HONG MENG
Director Enforcement

5

CHUA POH KEYONG ERIC
Senior Deputy Director
Enforcement



LEADERSHIP GROUP

OPERATIONS



1

NG CHIN KOK DANNY
Commander Ports

2

CHUA SZE HOW
Commander Woodlands

3

CHIA HOI MUN
Commander Coastal

4

TAN NGAK LENG COLIN
Commander Tuas

LEADERSHIP GROUP

CORPORATE DEVELOPMENT & ADMINISTRATION

1

PRAVINA JIT

Director Manpower

2

WONG KUM PECK @ ANGIE WONG

Director Corporate Services

3

TAN SOR HOONDirector Technology cum Chief
Information Officer

4

CHUA YENG ENG

Director Information Management

5

CHIA HUI KENG

Director Corporate Communications

6

SOO SUN HON ERNEST

Commander Training



INTRODUCTION TO SKILLSFUTURE@ICA

SkillsFuture@ICA was officially launched at the ICA Workplan Seminar in April 2018 to develop the ICA workforce in four focal areas of **Tradecraft**, **Next-Gen Skills**, **Leadership** and **Personal Effectiveness and Life Skills**. Guided by ICA's training and learning philosophy to promote a culture of self-directed and lifelong learning, the programme aims to empower our officers to co-own and co-direct their professional learning and personal development.



1) TRADECRAFT

To sustain ICA's operational effectiveness as the first line of defence for Singapore, we will continue to deepen tradecraft in our core expertise of border security and identification. Training programmes are being reviewed and developed to reskill and upskill our officers to undertake new and enhanced job roles in the future workplace effectively. ICA is also developing new training platforms, such as using training simulators to inject realism and enhance the effectiveness of training in incident management.

2) NEXT-GEN SKILLS

As part of ICA's digital transformation, data analytics and digital capabilities will feature prominently in the future workplace. Our officers will therefore need to progressively acquire new and emerging skills that are essential to support ICA's and the Public Service's digital transformation. ICA has recently collaborated with Singapore Polytechnic to roll out short courses and a Basic Digital Confidence Certificate programme to enhance officers' digital and data capabilities.



3) LEADERSHIP

With operational and digital transformation of the future workplace, our officers will be empowered with more data and information to conduct risk assessments and facilitate decision-making. As a result, ICA is redefining our Leadership Competency Framework to address the need for stronger operational command and frontline leadership. The Leadership Competency Framework will guide the development of HR and training initiatives to reinforce the desired leadership competencies in our officers. The inaugural ICA Command and Staff Course was conducted from June to July 2018. ICA is also reviewing existing leadership courses that will be progressively rolled out in 2019.

4) PERSONAL EFFECTIVENESS AND LIFE SKILLS

ICA recognises the need for our officers' holistic development. In addition to enhancing professional learning, we provide academic and personal upgrading opportunities for our officers. Initiatives such as the Professional Development Programme and Learning & Development Subsidy have been rolled out to complement the structured training programmes for ICA's tradecraft needs, and aim to encourage our officers to take greater ownership of their training and development needs. Through these programmes, ICA hopes to empower our officers to achieve greater success in their personal development.

ICA will progressively implement training and development programmes under the ambit of SkillsFuture@ICA to promote lifelong learning and prepare our workforce for the future.



TRANSFORMING FOR A PROGRESSIVE WORKFORCE

ICA's transformation is not just about capacity building and capability development. 'People' are a key asset and part of ICA's transformative efforts for a progressive workforce. Therefore, in our efforts to offer a more attractive career proposition and maintain our 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 where officers can look forward to seamless and faster career progression opportunities to senior ranks.

ICA also recognises that on top of more career advancement opportunities, it is important to provide officers with more opportunities to co-own and co-direct their own growth and development. This is especially so with a shrinking labour force and younger generations of officers looking for more intellectually stimulating and enriching careers to develop themselves professionally and personally. Thus, as part of the HAS (ICA) 2017 Scheme, ICA has also implemented the Professional Development Programme (PDP) and Learning & Development Subsidy (LDS) Scheme from 1 April 2018.

With the launch of PDP and LDS, officers will have more opportunities for personal growth and development. Learning and development will also shift from a 'once-in-a-while' activity, to a continuous, on-going campaign throughout an officer's entire career with ICA.

HAS (ICA) 2017 Scheme: Learning & Development Initiatives

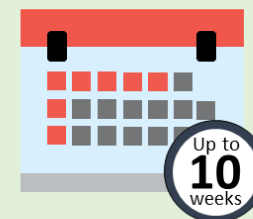


As part of ICA's commitment to provide an enriching and fulfilling career, the HAS (ICA) 2017 Scheme will see the introduction of more learning and development initiatives such as the **Professional Development Programme** and **Learning & Development Subsidy** in FY2018.

Officers will have increased opportunities to **own, self-direct** and **control** their **future growth and development**.

PROFESSIONAL DEVELOPMENT PROGRAMME

Under the Professional Development Programme (PDP), HAS (ICA) officers can **apply up to 10 weeks** of PDP to pursue professional programmes, courses or attachments at **related** industries, community and voluntary organisations.



LEARNING & DEVELOPMENT SUBSIDY



The Learning & Development Subsidy (LDS) scheme aims to address training gaps in the area of personal development and encourage life-long learning.

HAS (ICA) officers will be able to **claim up to \$700** each FY to subsidise their professional and personal development related expenditures **pursued outside of working hours**.

Under the PDP, eligible HAS (ICA) officers can enhance their professional competencies, gain fresh perspectives and broaden their outlook and career experience through external developmental opportunities, such as courses and attachments at related industries, community and voluntary organisations for up to 10 weeks.

RECAP

\$700 PER FY FOR ELIGIBLE HAS (ICA) OFFICERS

HAS (ICA) 2017 SCHEME: LEARNING & DEVELOPMENT SUBSIDY

PURSUED OUTSIDE WORK HOURS

FOR PERSONAL & PROFESSIONAL DEVELOPMENT

Under the LDS Scheme, eligible HAS (ICA) officers can claim up to \$700 to subsidise their professional and personal development related expenditures pursued outside of work hours. Taking into consideration the geographical and time challenges faced by our officers who operate round-the-clock at the various border checkpoints, the move to allow officers to pursue subsidised learning at their own time helps transform their learning journey into a more enjoyable and fruitful experience. Some examples of courses and activities that officers have participated in since the introduction of LDS include language courses, martial arts and self-defence courses, and courses leading to formal qualifications.

Our concerted efforts to implement enhanced training and learning initiatives in ICA is a step forward in our transformation journey to ensure the ICA workforce is ready to tackle future challenges and achieve operations excellence.

Read on to find out how our officers have benefitted from LDS:

“Thanks to LDS, I am encouraged to take up more sports and fitness classes to keep fit at a subsidised rate.”
ASP Chen Ruobin, Manpower Division

“The LDS has allowed me to subscribe to periodic publications to keep abreast of current affairs and the latest business news. It has enhanced my learning and awareness of global issues.”
ASP Edwin Lim, Planning & Review Division

“The LDS funds my subscription of the Police Chief Magazine, which keeps me abreast of the latest developments and issues in law enforcement, and hopefully I will be able to apply professionally what I have read and learnt from the publications.”
DSP Liew Shi Xiong, Enforcement Division

“The introduction of LDS which helps to partially subsidise my course fees in Diploma in Police and Security Studies, have definitely given me the extra drive and motivation to upgrade myself professionally. I am very pleased that ICA has implemented LDS which benefits officers to attend work related courses to hone their skills and encourage officers to have work-life balance”.
SGT2 Faizal Bin Omar, Integrated Checkpoints Command (Sea)

“Time Magazine does a good job in providing a general summary of news events weekly in a user-friendly format. Through LDS, I was able to subscribe to it and gain a better sense of social and worldwide issues.”
ASP Mah Yuan Hong, Integrated Checkpoints Command (Air)

“LDS has undoubtedly alleviated part of the financial expense of my part-time studies in Diploma in Psychology. I am able to focus more on my coursework right now without the need to worry about the cost.”
SSGT Koh Teo Pin, Integrated Checkpoints Command (Sea)

ICA ANNUAL 2018

13

TRANSFORMING SERVICE DELIVERY – MyICA

Aligned with Singapore's Smart Nation goals, ICA's aim is to work in partnership with our customers to offer a seamless and delightful experience for everyone. Therefore, 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 at their convenience, ICA has introduced a brand new electronic portal (e-portal) – MyICA.

MyICA was developed to support ICA's "Services Centres Next Generation" initiative. This new e-portal brings 15 ICA e-Services onto a single secure digital platform, which is accessible through one SingPass login per session. Previously, ICA's customers accessing two or more different e-Services would have to login with their SingPass separately for each e-Service.

Taking a citizen-centric approach, the beta version of MyICA was introduced in April 2018 with e-Services for Singapore citizens made available first – applications for passport, identity card and APEC Business Travel Card, requests for birth and death extracts, as well as applications for change of address. The e-portal also comprises a dashboard

which presents personalised ICA service information to the customer. For example, a Singapore citizen will be able to receive a notification alert that his or her passport is expiring. Within the notification, a link to apply for a new passport will be provided for quick access to the passport online application service. A combined payment can also be made if a customer makes more than one application, such as passport applications for the whole family.

MyICA was officially launched on 27 June 2018 with the addition of three more e-Services. These e-Services allow Singapore citizens to sponsor Long-Term Visit Passes, apply for entry visas for their relatives and friends, as well as apply for a Pre-Marriage Long-Term Visit Pass Assessment facility. Since November 2018, all remaining e-Services have been added to MyICA.

ICA will continue to enhance our operational excellence and capabilities. The first milestone of this digital journey is to achieve 100% online applications by 2020. Applications for immigration facilities will be completed electronically and notifications will be sent digitally where possible. As we enhance our digital services, we would like to invite our customers to join us in co-creating this seamless experience.

Launch of MyICA

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

What's new?

- Single login with SingPass 2FA
- Multiple transactions, single consolidated payment
- Useful information at fingertips, like notifications and advisories

Key features

MyICA Home

Notification messages and application status will be displayed. Relevant e-Services will be presented according to your profile.

MyCart

Applications pending payment will be displayed for users' selection to make consolidated payment.

MyProfile

Your personal information will be displayed.

Welcome to MyICA

The beginning of something new. More e-Services will be coming your way soon.

Existing e-Services available in MyICA

- Passport
- Identity Card
- Pre-Notification Letter
- Biometric Selfie
- APEC Business Travel Card
- Pre-Marriage LTV Assessment
- Long-Term Visit Pass
- Entry Visa

BIOMETRICS SCREENING – MULTI-MODAL BIOMETRICS SYSTEM

Since April 2016, ICA has progressively introduced BioScreen to capture the thumbprints of all visitors arriving and departing at our checkpoints. To further enhance our biometrics clearance capabilities, ICA started trials for iris scan and facial recognition technologies in July 2018 at selected immigration counters at Tanah Merah Ferry Terminal, Woodlands and Tuas Checkpoints. The trials will help us assess how the BioScreen Multi-Modal Biometrics System (termed as BioScreen-MMBS) – consisting fingerprint, iris and facial recognition technologies – can be introduced at the checkpoints.

HARNESSING THE STRENGTH OF DIFFERENT BIOMETRICS

The adoption of BioScreen-MMBS is significant as we recognise that different personal biometric identifiers come with their own unique characteristics as well as inherent limitations. For instance, fingerprints can fade over time, while a person will also look different with age. This is why it is important for ICA to adopt a multi-modal approach to biometrics screening to mitigate such limitations and strengthen existing identification and verification processes.

CLEARANCE PROCEDURES WITH BIOSCREEN-MMBS

During the trials, travellers' fingerprint, facial and iris biometrics will be recorded. Travellers simply need to scan their fingerprints on the fingerprint scanner and look at the 2-in-1 iris and facial capturing device at the same time. These biometrics will be analysed concurrently at

the immigration counters or automated gates to facilitate immigration clearance.

BENEFITS OF BIOSCREEN-MMBS

By leveraging all three biometrics, BioScreen-MMBS reduces reliance on a single biometric modality in ICA's clearance functions. Currently, about 3% of Singapore's residents cannot be cleared with their fingerprints at the automated gates due to faded, scarred or excessively wet or dry fingers. The number of people with fingerprint issues is expected to rise with an aging population as fingerprints may wear out over time. The use of iris scan and facial recognition technology will help facilitate immigration self-clearance for this group of travellers by providing additional avenues for identity verification.

With BioScreen-MMBS, they can continue to use automated clearance facilities at the checkpoints even if their fingerprints have faded over time. This will smoothen immigration clearance for travellers, reduce overall clearance time, and enhance clearance experience.

PROGRESSIVE IMPLEMENTATION

ICA will review findings of the trials in early 2019 and will progressively introduce BioScreen-MMBS across passenger halls and terminals at the checkpoints from April 2019.



Trials for BioScreen-MMBS

NEW ARRIVAL BUS AND PASSENGER SCREENING PROCESS AT TUAS CHECKPOINT

ICA faces the twin challenges of securing Singapore's borders while facilitating the movement of travellers and cargo so that our economy remains open and continues to thrive. To mitigate these challenges, ICA leverages technology to enhance our operational efficiency and effectiveness. One such project, implemented in July 2018 at Tuas Checkpoint, was the deployment of two radiographic scanners to scan buses using x-ray technology. Customs checks for bus passengers were also brought forward before immigration clearance to detect potential threats early.

CHANGES TO CONCEPT OF OPERATIONS

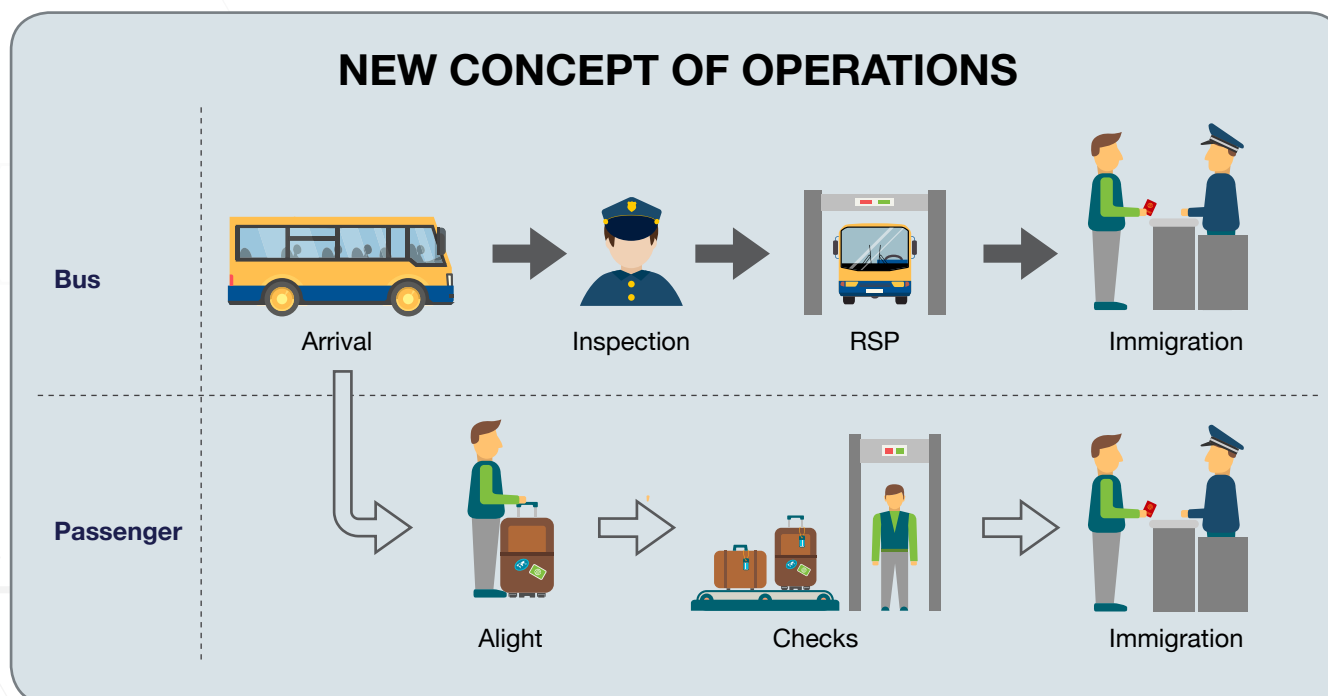
Prior to this new concept of operations, ICA officers would board buses to check for illegal immigrants and contraband items after bus passengers had alighted with their belongings. This procedure was time-consuming as officers had to manually conduct physical inspections of the buses.

With the installation of radiographic scanners, our officers can now detect anomalies such as hidden compartments in various parts of the buses from the x-ray images without boarding the buses to conduct physical checks. Targeted

checks on specific parts of the buses can be conducted based on anomalies flagged by the scanner. Another change sees customs checks for bus passengers brought forward before immigration clearance. This allows ICA to intercept potential threats early and detect travellers who may bring security items into Singapore for malicious purposes before they clear immigration.

FAMILIARISATION FOR BUS DRIVERS

Bus drivers ferrying travellers played an important role in the successful implementation of this bus scanning project. With their feedback, larger pictorial instructions were put up to guide them into the scanning area. A speaker was installed to allow officers to communicate





New arrival bus lane and alighting concourse for bus passengers



Forward screening area for bus passengers

with the bus drivers, and a blinking beacon light was added to alert drivers to activate the scanning process. Brochures in various languages were distributed to the bus drivers to familiarise them with the new clearance concept.

BENEFITS OF BUS SCANNING

The bus scanning project was one of our transformation projects which has enabled ICA to conduct checks more effectively and efficiently. Our officers have been re-skilled to perform higher value-added responsibilities such as x-ray image analysis and analytics-driven sense-making. In the past, thorough checks were only conducted on buses that were flagged as suspicious. Each check would have taken at least four officers and up to two hours. With the scanners, every bus that comes through



Radiographic scanning portal



Image analyst office

the checkpoint can now be checked in minutes. Since the implementation of the bus scanning project, officers at Tuas Checkpoint have successfully foiled several attempts to smuggle duty-unpaid cigarettes in hidden compartments of buses.

ELECTRONIC ARRIVAL CARD

ICA will be launching an electronic arrival card for foreign travellers to submit their personal information and trip details to ICA before their arrival in Singapore. This initiative will eventually replace the paper-based disembarkation/embarkation (DE) card. The electronic arrival card will enhance operational efficiency and is a significant step towards ICA's vision of paperless immigration clearance, and save up to 48 million paper-based DE cards a year.

Currently, foreign travellers to Singapore fill up and present paper-based DE cards upon arrival. The card contains information pertinent to the travellers, such as their flight and accommodation details. ICA has reviewed that these details remain useful as part of border control and security measures.

FEATURES OF THE ELECTRONIC ARRIVAL CARD

With the electronic arrival card, travellers can submit their personal information and trip details through the ICA website or via a mobile application before arriving in Singapore. Travellers will only need to produce their passports for immigration clearance upon arrival. The electronic arrival card submitted earlier will be called up by ICA's immigration clearance system.

The electronic arrival card will be made available in various

foreign languages. Foreign visitors travelling with their families or in small groups will have the option of making a one-time group submission. Trip information such as flight details, last and next ports of embarkation, expected dates of arrival and departure as well as address in Singapore will be automatically replicated for all persons in the group. Travellers who make frequent trips to Singapore have the option of submitting the information for multiple trips in one go.

The mobile application will also allow travellers to save the information submitted from previous trips for use on their next trip to Singapore. These traveller-friendly features will make the process of providing the required information much easier and more convenient.

TRIAL OF THE ELECTRONIC ARRIVAL CARD

ICA conducted a three-month trial of the electronic arrival card at Woodlands and Tuas Checkpoints, Changi Airport and four ferry terminals from October 2018. Foreign visitors who arrived at the checkpoints without a completed paper DE card were invited to participate in the trial and provide their feedback. Most participants welcomed the electronic service and were looking forward to its launch. They also gave constructive suggestions to improve the user experience.

ICA will use the feedback to fine-tune the system and processes to achieve a better user experience. The launch of the electronic arrival card for public submission is expected to be in mid-2019.



ELECTRONIC ARRIVAL CARD

ICA will be launching an electronic arrival card for foreign visitors to Singapore that will replace the existing physical copy of the disembarkation/embarkation card.

HOW DOES IT WORK?

**Before Arriving
in Singapore...**



**Upon Arrival
in Singapore...**



Travellers can submit their personal information and trip details through the ICA website or via a mobile application before arriving in Singapore.

Travellers only need to produce their passports for immigration clearance.

TRAVELLER-FRIENDLY FEATURES



Multiple-language option



Convenient group submission for family/small groups travelling together



Auto-replication of selected data in the group



Information submitted from previous trips can be retrieved for use again

TRIAL PERIOD

3 months

A trial will be conducted for **three months** from Oct 2018.

Full implementation will be announced at a later date.

A PAPERLESS PROCESS

Expected to enhance operational efficiency

Save **48 million** paper cards each year
Go paperless for your own convenience!



AWARDS

ICA's commitment to environmental sustainability and digital transformation efforts were recognised with several organisational awards in 2018.

We will continue to implement green practices and innovative digital solutions even as we chart new milestones for organisational excellence in the year ahead!



Commander Woodlands, AC Chua Sze How (far right) receiving the BCA Green Mark (Platinum) Award

BCA GREEN MARK AWARD (PLATINUM)

The BCA Green Mark Award (Platinum) recognises organisations with strong commitment towards corporate social responsibility as well as outstanding achievements in environmental sustainability.

ICA's Woodlands and Tuas Checkpoints were conferred the BCA Green Mark Award (Platinum) on 22 May 2018. The two land checkpoints had implemented several green features and retrofitted their central chiller plants. These measures showcased ICA's strong and long-term commitment to contribute to Singapore's environmental sustainability.



Commander Tuas, AC Tan Ngak Leng Colin (third from right) receiving the BCA Green Mark (Platinum) Award



BEST ENERGY EFFICIENCY PRACTICES IN THE PUBLIC SECTOR

The Best Energy Efficiency Practices in the Public Sector award recognises outstanding public sector agencies that have demonstrated exemplary performance and commitment to energy management efforts and are proactive in implementing improvements in energy efficiency.

ICA's Woodlands and Tuas Checkpoints were conferred this award on 11 October 2018. The two land checkpoints were recognised for raising the awareness of ICA officers and external stakeholders on the importance of energy conservation as well as demonstrating a commitment to implementing energy efficient practices.



DIGITAL TRANSFORMER (SINGAPORE)

The Digital Transformer (Singapore) award recognises organisations that have successfully planned and executed digital transformation in business through the use of digital technologies.

ICA achieved this award on 25 October 2018 through the "Singapore Passport Story". This accolade is testament to ICA's continuous improvement in revolutionising the passport application and collection processes for Singapore citizens from a manual-based model to a seamless digital experience. ICA's achievement at the International Digital Corporation Digital Transformation Awards 2018 validates ICA as an outstanding organisation that has made innovative breakthroughs in digital transformation.



RADIANT SERVICE AWARD

The Radiant Service Award recognises excellence in planning, design, implementation and operation of national electronic identity schemes, applications and services.

ICA garnered this accolade on 13 December 2018 through our innovations in "100% Automated Immigration Clearance for Motorcyclists" and "Passport Online Application Service". ICA's achievement defines us as a pioneer in new uses of smart technology and a consistent deliverer of exemplary services.

DPRK-USA SUMMIT: ICA OFFICERS IN ACTION

On 12 June 2018, Singapore played host to the historic DPRK-USA Summit, the first meeting ever to take place between leaders of North Korea and the United States of America. Apart from North Korean Leader Kim Jong Un and the President of the United States Donald Trump, delegates from both countries as well as thousands of media personnel from all over the world arrived in Singapore to witness the historic event.

As part of the Home Team, ICA officers worked closely with our various partners and stakeholders, such as the Singapore Police Force, the Ministry of Foreign Affairs

and the Civil Aviation Authority of Singapore, to ensure the smooth immigration clearance process of the delegates and the thousands of media personnel who arrived either via Changi Airport or Paya Lebar Airbase.



One of the many coordination meetings as ICA and other agencies prepared for the Summit





The short preparation time and changes in the itinerary of the delegates posed challenges to our officers. Nonetheless, the ability to respond and adapt, coupled with close coordination and support across the various work units, contributed to the success of the Summit.

The hype and actions were not just limited to the airports. ICA officers across all checkpoints stepped up checks and were extra vigilant to ensure the safety and security of the event. Many cancelled their leave and worked long hours to manage the increased number of travellers clearing through our checkpoints during the school holiday peak period.

ICA is proud to have played a part in this significant event, and we thank all our officers for the tremendous effort and commitment they put in to make this possible.



One of the many coordination meetings as ICA and other agencies prepared for the Summit

ICA AIMS TO ACHIEVE 100% ONLINE APPLICATIONS BY 2020

ICA's service delivery model revolves around an extensive suite of electronic services (e-Services), from enquiry to application and collection. In support of the Smart Nation initiative and to bring greater convenience to our customers, ICA announced its intention to move towards 100% online applications by 2020.

The journey to achieve 100% online applications began with the launch of MyICA on 27 June 2018. MyICA is an integrated personalised portal that offers the convenience of a single log-in to access ICA's 15 e-Services¹. With MyICA, customers can make a single e-payment on the secure electronic platform for multiple transactions within the same log-in session.

In 2017, 88% of more than 5.5 million applications were already submitted online. The majority of hardcopy applications were for passports and National Registration Identity Cards (NRIC), and were submitted at ICA Building in person or mailed to ICA. ICA will progressively cease the use of hardcopy application forms, as we work towards the target of having all applications for our e-Services submitted online by 2020.

For segments of the public who are not familiar with transacting online, various measures have been put in place to help them with their applications. For instance, we have developed an online tutorial to guide users of MyICA and a step-by-step video guide on applying passport and NRIC online. MyICA was also designed to allow family members and friends to apply on behalf of those who may be less familiar with using the Internet. In addition, ICA Service Ambassadors at the eLobby at ICA Building can guide applicants to submit online applications through the self-service kiosks. Special arrangements can also be made with ICA to assist those who are unable to make a trip to ICA for NRIC registration due to medical reasons. All these measures will continue to be available even beyond 2020, to provide assistance to those who need it.

¹ These 15 e-Services constitute 99% of public transactions with ICA. The remaining 1% are services which are very seldom used and applicable to only a very small number of people, or require a physical interview. An example is the renunciation of Singapore Citizenship.

ICA aims to achieve 100% online applications by 2020

Services shown on MyICA portal:

- Entering and Departing
- Applying to Stay
- Identity Cards and Documents
- Check Status / Make Appointment
- e-Services and Points
- FAQs

Other services shown:

- Student's Pass
- Identity Card
- Passport
- e-Appointment
- Singapore Citizenship Pre-Notification Letter (for Change of Address)
- Verify IC/Immigration Pass
- Extend Short-Term Visit Pass
- Search for Record of Birth/Death
- Entry Visa
- Long-Term Visit Pass
- Permanent Residence

SAVES MONEY! SAVES TREES!

SAVES TIME! CONVENIENT!

88% of 5.5 million applications were already submitted online.

Make the move today!

RE-DESIGNING THE APPLICATION EXPERIENCE – REFRESHED ONLINE SYSTEM FOR APPLICATION OF SINGAPORE CITIZENSHIP

A refreshed online system for application of Singapore citizenship, e-SC, was officially launched on 25 October 2018, following the launch of e-PR, a similar electronic service for application of Permanent Residence, in December 2017. Permanent residents wishing to become Singapore citizens can submit their applications and upload supporting documents through the electronic platform. This system enables ICA to take another step in transforming analogue processes to virtually paperless ones.

The former e-SC portal functioned largely as a digital version of the physical Singapore citizenship application form. After completing the application form online, applicants must make an appointment to visit ICA to

The screenshot displays the 'Your Singapore Citizenship Roadmap' on the ICA Website. It features a red banner at the top with the title. Below it, a map icon indicates 'You are Here!' at Stage 1. The roadmap is divided into four stages:

STAGE 1 ONLINE APPLICATION	STAGE 2 APPROVAL IN PRINCIPAL	STAGE 3 FINAL APPROVAL	STAGE 4 CITIZENSHIP CEREMONY
Submit your Application and Supporting Documents Online	Download letter to complete your Singapore Citizenship Journey	Download letter to Renounce Foreign Citizenship and attend Registration	Ceremony for New Citizens to collect Singapore Identity Card and Singapore Citizenship Certificate
Outcome Processing Time: 6 – 12 months*	SC Journey Duration: about 2 months	Renunciation Duration: about 1-2 months	

Below the roadmap, there are four checkboxes with instructions:

- ☐ Prepare your supporting documents before commencing the online application.
- ☐ Complete the questionnaire and your forms will be generated for you. Please answer the questions correctly to avoid discarding and restarting your application.
- ☐ You have up to 7 days to fill in the data for the sponsor and/or all applicants. Each individual application should take you about 90 minutes.
- ☐ When reviewing all the data please recheck for accuracy to prevent having to redo this segment before proceeding to the next step.

The refreshed e-SC system in MyICA

The screenshot shows the 'Application for Singapore Citizenship' form in MyICA. It includes sections for 'Applicant Details', 'Important Notes', and 'Sponsor'. The 'Important Notes' section contains text about the 7-day deadline for completing the application and the requirement for a sponsor. The 'Sponsor' section has a dropdown menu for selecting a sponsor.

The refreshed e-SC system in MyICA

submit and verify their supporting documents, and again during completion of formalities if their applications were successful. Oftentimes, there would be a wait of up to three months or more between submitting the application online and the visit to ICA because appointment slots were limited to ICA's operating hours.

With the refreshed online system, applicants enjoy a seamless flow of services under the personalised MyICA portal. The process of application, uploading of supporting

documents, clarification of information, viewing of outcome and submission of documents for registration can now all be carried out electronically. Applicants will no longer have to make appointments for submission of documents. From the current two visits, successful applicants only need to visit ICA once for completion of formalities. The turnaround time for an application to reach the processing officer has also been shortened as submissions are no longer restricted by ICA's operating hours.

JOINT APPLICATION AND COLLECTION OF SINGAPORE PASSPORT AND IDENTITY CARD FOR THE SILVER GENERATION



From 1 January 2018, ICA introduced an optional National Registration Identity Card (NRIC) re-registration exercise for Singapore citizens and permanent residents born before 1 January 1962. Eligible Singapore citizens will also receive their option to re-register together with their passport expiry notice. In a single envelope, they will receive applications forms for both their passport and NRIC re-registration.

For greater convenience, ICA introduced a new initiative that allows joint application for passport renewal and optional re-registration of NRIC. Applicants who wish to exercise the option to re-register their NRIC can submit both their passport and NRIC application concurrently. Their personal details only need to be verified once and only one photo is required for both applications. Payment is also consolidated at the end of the transaction.

The same convenience extends to collection. Only one appointment is required to collect both documents in a single sitting. This service is also available at post offices and ICA's self-collection kiosk, iCollect.

This is the first time ICA has brought together the application and collection of two independent documents. It is a prelude to exciting opportunities ahead for ICA to better facilitate public transactions. The generous amount of positive feedback that ICA received for this bundle feature is an encouraging launch point for ICA to introduce similar package services in the future.

ONLINE BIRTH REGISTRATION UNDER THE MOMENTS OF LIFE INITIATIVE

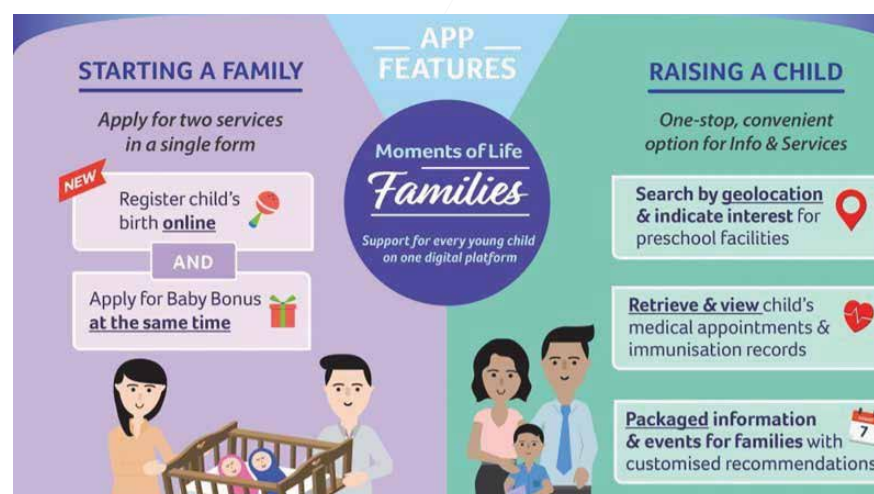
In line with the Government's drive towards digital transformation, representatives from 15 agencies including the Ministry of Social and Family Development, Early Childhood Development Agency, Health Promotion Board and ICA have worked collectively to digitally integrate services around the needs of citizens under the Moments of Life (MOL) initiative.

The MOL initiative is a Smart Nation strategic national project that aims to provide personalised and proactive support to citizens at key junctures of their lives, bundling relevant government information and services across agencies according to citizens' needs on a single platform. Launched on 29 June 2018, the MOL (Families) mobile application is the first MOL initiative piloted to support families with children aged six and below.

The MOL (Families) mobile application offers a new and convenient way to register a child's birth and simultaneously apply for the Baby Bonus for parents whose child is born in a public hospital. Parents can also use the mobile application to search for and indicate interest for suitable preschools through the use of geolocation technology, with accompanying information on school fees and vacancies; as well as retrieve and

view a child's medical appointments and immunisation records. The mobile application also serves as a one-stop repository of credible and up-to-date Government content on applicable schemes and benefits, parenting information and events which will be useful to parents and caregivers.

Families that use the mobile application will no longer need to approach multiple agencies to physically fill up forms to complete the procedures, bringing greater convenience when transacting with the government.



NEW MEDALLIONS AND MEMENTOS FOR LONG SERVICE AND SPECIAL APPRECIATION AWARDS

The Civil Service Long Service Award (LSA) was first introduced in 1995 to accord recognition and appreciation to officers who have served continuously for five years or more. The Special Appreciation Award (SAA) for re-employed officers was later added in 2015 to better recognise and appreciate the continued contribution and service of re-employed officers.

New Medallions and Mementos

In 2018, new medallions and mementos for the different LSA and SAA tiers were introduced to accord further recognition and appreciation to long-serving officers in the public service. The new initiative is in addition to the cash award granted to the LSA and SAA recipients and applies to both uniformed and civilian officers.

A total of 695 officers were conferred the medallions and mementos for the Long Service and Special Appreciation

Awards at the various ceremonies held at ICA Building and the respective Domains and Commands.

A centralised ceremony for the conferment of the higher tier Long Service and Special Appreciation Awards, as well as ICA Service Medals, was held at ICA Building on 23 November 2018. The Ceremony was graced by Commissioner, Mr Marvin Sim, and attended by more than 150 award recipients.



LSA 10 YEARS
(BRONZE MEDALLION)



LSA 20 YEARS
(SILVER MEDALLION)



LSA 30 YEARS
(GOLD MEDALLION)



SAA 5 YEARS
(BI-PLATED MEDALLION)



LSA 40 YEARS & SAA 10 YEARS
(WOODEN MINIATURE OF MHA NPPK TWIN TOWER)



Award recipients from Airport Command



Award recipients from Coastal Command



Award recipients from Citizen Services Centre

THE INAUGURAL ICA-LEE FOUNDATION AWARDS CEREMONY

The strength of an organisation is dependent on the emotional resilience of its workforce. To support and nurture this quality, it is essential to provide support to both the individual officer and their families. The ICA-Lee Foundation Awards thus aim to recognise the educational achievements of both our ICA officers and their families as well as encourage and motivate them in higher academic pursuits.

The inaugural ICA-Lee Foundation Awards Ceremony was held on 28 June and 5 July 2018. The Ceremony was graced by then-Commissioner, Mr Clarence Yeo, and was attended by more than 250 award recipients and their guests.

At the ceremony, Mr Clarence Yeo expressed his gratitude to the Lee Foundation for their generous support towards our ICA officers and their families. In addition, he highlighted that the strength of the ICA family is built upon the strength of the families of each and every one of our officers. By providing strong support to our officers and their families, our officers would be able to remain focused and motivated in demonstrating operational excellence in their daily duties. In turn, ICA can collectively stay united as one big family.

The ICA-Lee Foundation Awards consist of the following three categories:

Categories of Award	Description of Award
Achievement Award	To recognise children and ICA staff who have attained excellent academic results in their milestone level of studies.
Excel Award	To encourage children to continue to work hard and excel in their studies as they progress upwards in their academic pursuits.
Inspire Award	To encourage students with special needs to be able to continue to be an inspiration to others as they strive in their studies, despite having challenges.



“I feel happy, excited and grateful for the opportunities. Studying is about broadening one’s horizon and personal development. It is important to have the mindset to learn.” - CI (1) Lee Kim Thong, receiving the Achievement Award from then-Commissioner



Twins, Jayden and Jerald Lee received the Excel Award together



“I feel motivated by my parents and heartened by the recognition they give me when I do well in my studies.” – Abirami d/o Rama Moorthy (pictured with her father MX 15 Rama Moorthy), receiving the Excel Award from then-Commissioner



Triplets Misha Arianna Binte Muhammad Alif, Zuhaily Haziq and Zuhaily Hazwan are proud recipients of the Excel Award

INTRODUCTION OF ICA REINFORCEMENT FORCE

Amidst the heightened security climate and increasing traveller volume, ICA's manpower resources have to be deployed among competing and compelling operational demands. To augment manpower resources, ICA worked on building up a robust reinforcement force that will supplement the ICA workforce and create capacity to train our workforce to be ready for the future operating environment.

The ICA Reinforcement Force (IRF) was introduced in June 2018 to tap on non-traditional resource pools outside of ICA. By tapping on student groups, ICA can build up an extended pool of manpower resources to support both peace-time and non-normalcy operations. The targeted pool of IRF consists of students who have completed their 'A' levels or Diploma studies, or Operationally-Ready National Service Men awaiting entry to university. These students are recruited during their vacation period or during their term breaks on a three-month full-time contract, which includes formal training and on-the-job training. Upon completion of their contract, they would be assessed and placed in the reserve pool if found suitable. The reserve pool would be activated on an ad-hoc basis throughout their tertiary education to assist in ICA's frontline operations.

In addition, ICA has collaborated with Republic Polytechnic to offer internship opportunities to final-year polytechnic students under the IRF Work & Study Programme. The

programme aims to prepare the students for the workforce and enables them to acquire meaningful work experience. Through the internship attachment, ICA will be able to gather fresh ideas and perspectives from the interns to improve current work processes and attract suitable talent to join the organisation. This is also in line with SkillsFuture, a national effort to champion skills development for the workforce.



Two batches of students IRF have been deployed to Woodlands Checkpoint to augment frontline operations during peak periods

PARTNERING INSTITUTES OF HIGHER LEARNING TO DEVELOP ACCREDITED CERTIFICATE, DIPLOMA AND DEGREE PROGRAMMES

As part of ICA's journey to build a professional workforce that is prepared and effective for the future, ICA signed a Memorandum of Understanding with Singapore Polytechnic (SP) to develop customised programmes to raise the educational profile and enhance the capabilities of the ICA workforce. In collaboration with the Professional and Adult Continuing Education Academy of SP, ICA jointly developed an eight-week programme in Basic Digital Confidence. The programme will boost ICA officers' knowledge in digital technology by providing hands-on learning opportunities and will serve as a confidence-building platform for officers to operate in an increasingly digital world.

The inaugural run of the programme was held at SP from 31 July to 4 October 2018. Deputy Commissioner (Policy & Transformation), Mr Tan Hung Hooi, turned up before the start of classes on 23 August to show his support for the pioneer batch of 39 officers and urged them to stay ahead of the learning curve by being proactive in equipping themselves with new skills and knowledge. Officers gave feedback that they were generally very satisfied with the class activities and conducive learning environment.



ICA aims to roll out more customised programmes to support our officers' personal aspirations in attaining higher educational qualifications. These initiatives will enable officers to have more opportunities to raise their educational profiles and upskill their capabilities.



ICA COMMAND AND STAFF COURSE

The ICA Command and Staff Course (ICSC) is a milestone course for ICA officers who are holding middle management positions. It aims to strengthen course participants' operational competencies, broaden their strategic perspectives as well as enhance their leadership and command competencies. The inaugural ICSC took place over 22 days with a 13-day local phase and nine-day overseas experiential learning component in Perth, Western Australia. Conducted from 25 June to 19 July 2018, the 11 course participants engaged in lively discussions and intensive table-top exercises. They also had the opportunity to meet with ICA's senior leaders, external practitioners and academia, and obtained valuable insights from their candid sharing.

The highlight of the course was the overseas component which aimed to reinforce the learning objectives through a series of outdoor experiential activities where course participants were required to make decisions, lead their team and manage team morale under high-pressure situations. The mentors to the course participants, Commander (Woodlands), AC Chua Sze How and then-Deputy Director (ICA Psychological Services),

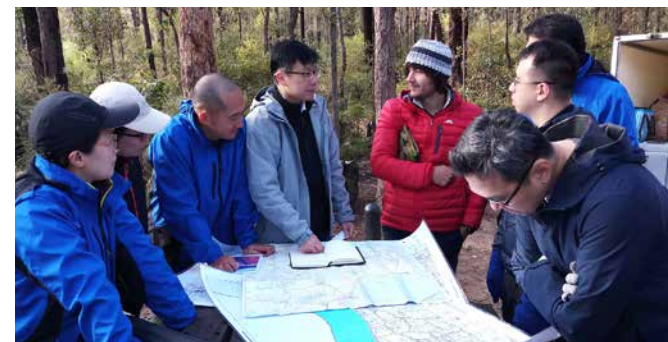
Mr Jansen Ang were extremely heartened by the strong leadership skills displayed during the various demanding scenario-based learning exercises. The participants also provided positive feedback on the ICSC and commented that the learning process had been an enriching one. The ICSC concluded on 19 July 2018 with a closing ceremony that was graced by then-Commissioner, Mr Clarence Yeo, and other senior leaders.



Course participants at the closing ceremony



Course participants went through activities such as trekking and caving during the overseas experiential learning component in Perth



CONVERSION OF ICA BASIC COURSE MODULES INTO E-LEARNING COURSEWARE TO PROMOTE SELF-DIRECTED LEARNING



With increasingly challenging operational requirements, an evolving technological landscape and changing user expectations, ICA needs to leverage technology to enhance its training methods and delivery. Accordingly, it is important that our officers be technologically savvy and comfortable with IT-driven training as well as engage in self-directed learning for their professional development.

In order to achieve this, ICA has converted suitable modules of the ICA Basic Course into e-learning courseware hosted on the Home Team Learning

Management System, an electronic platform where officers can learn at their own pace. We are now able to complement formal learning with self-directed, self-paced e-learning which then allows trainers to focus more on the hands-on practicum while leaving the theory components to be covered by trainees at their own pace via e-learning. This shift in training delivery means formal lessons are now more interactive and engaging, and allow the trainees and trainers to form stronger bonds which translates to greater training efficiency and productivity.

While the e-learning courseware is primarily used by our new officers, they also serve to refresh the competencies and training of existing officers. By providing more

e-learning resources, officers who are on different shift patterns and deployments across our checkpoints are now able to keep up with training at their own direction and pace. This also reduces the need for officers to take time off from work to attend refresher courses at the Home Team Academy.

Training Command has to date converted 14 modules of face-to-face classroom training materials into e-learning courseware. The current suite of converted e-learning courseware has enabled ICA to better cater to officers' needs in our dynamic operating environment, as well as achieve greater training outcome and effectiveness without the need for additional manpower resources.

ENFORCEMENT DIVISION ENHANCING OPERATIONAL EXCELLENCE THROUGH INSPIRE CASE MANAGEMENT SYSTEM

The Integrated Springboard for the Intelligent Responsive Enterprise (INSPIRE) is a key capacity building project which aims to develop a common digital platform for ICA officers to work on. One of the key features of INSPIRE that has boosted the productivity of ICA's Enforcement Division (ED) is the Case Management System (CMS) which integrates the enforcement case management process end to end, from case detection, to investigation and prosecution, to the eventual repatriation of an immigration offender.



Offender's declared items placed on an odd sized scanner

The INSPIRE CMS was launched at ED on 26 March 2018. Prior to the launch of INSPIRE CMS, hardcopy files and record books had to be maintained and accessed by various ED work units (custodial management, investigation, prosecution and repatriation) to process a case. The manual process was both tedious and time-consuming. INSPIRE CMS, on the other hand, allows ED officers from the various work units to access and share relevant real-time information via the integrated electronic platform.

One work process improved by INSPIRE CMS was the declaration of valuable items by offenders. Previously,



Offender's thumbprint is captured by the biometric scanning device



Picture of declared items uploaded to INSPIRE CMS

custodial officers had to physically record valuable items declared by offenders (such as counting of foreign currencies) in a record book. The offender would then acknowledge by endorsing his thumbprint with ink on the record book. This manual and time-consuming process has now been replaced by the use of INSPIRE CMS. Custodial officers, in the presence of the offender, will only need to lay out the offender's valuable items neatly on the scanning platform of an odd sized scanner and upload a picture of the items to INSPIRE CMS. The process is then completed by uploading the offender's thumbprint on INSPIRE CMS via the biometric scanning device. The revised procedure is both efficient and effective as it reduces processing time and prevents false allegations of officers miscounting the offenders' valuable items.

The INSPIRE CMS has helped ED officers work smarter and faster and ED looks forward to future enhancements to the CMS, such as the integration with State Court's Integrated Case Filing and Management system and extension of INSPIRE's case referral platforms to other Home Team agencies. These new capabilities will undoubtedly allow ED to enhance our operational excellence.

REVITALISING THE ICA BRAND

With the aim of strengthening ICA's corporate identity so as to garner positive support and trust from the public, as well as to attract and retain quality officers, ICA had embarked on a brand refresh journey since 2017.

To achieve this, we worked with appointed brand consultants from August to November 2017 to conduct interviews, focus-group discussions and surveys with our existing officers, checkpoints and services centres' customers as well as our strategic partners. This enabled us to understand our stakeholders' prevailing perceptions of ICA and allowed us to identify gaps that we needed to

address in order to revitalise our brand. The consultants also visited various checkpoints and studied ICA's existing perception surveys and public materials on the public's perception of ICA.

Revitalising the ICA brand would entail showcasing ICA as a dynamic, technology-savvy and aspirational organisation that inspires pride in its officers. It would also highlight the critical role that ICA plays in ensuring Singapore's security.

A Look at What is to Come

We have since refreshed the ICA crest and reviewed our vision and mission, as part of our brand refresh journey. Stay tuned for the official launch in May 2019!



Vision

Secure Borders, Safe Singapore

Mission

We secure our borders and uphold our laws on immigration and national registration



The leadership group deliberated on ICA's brand position in a workshop in January 2018

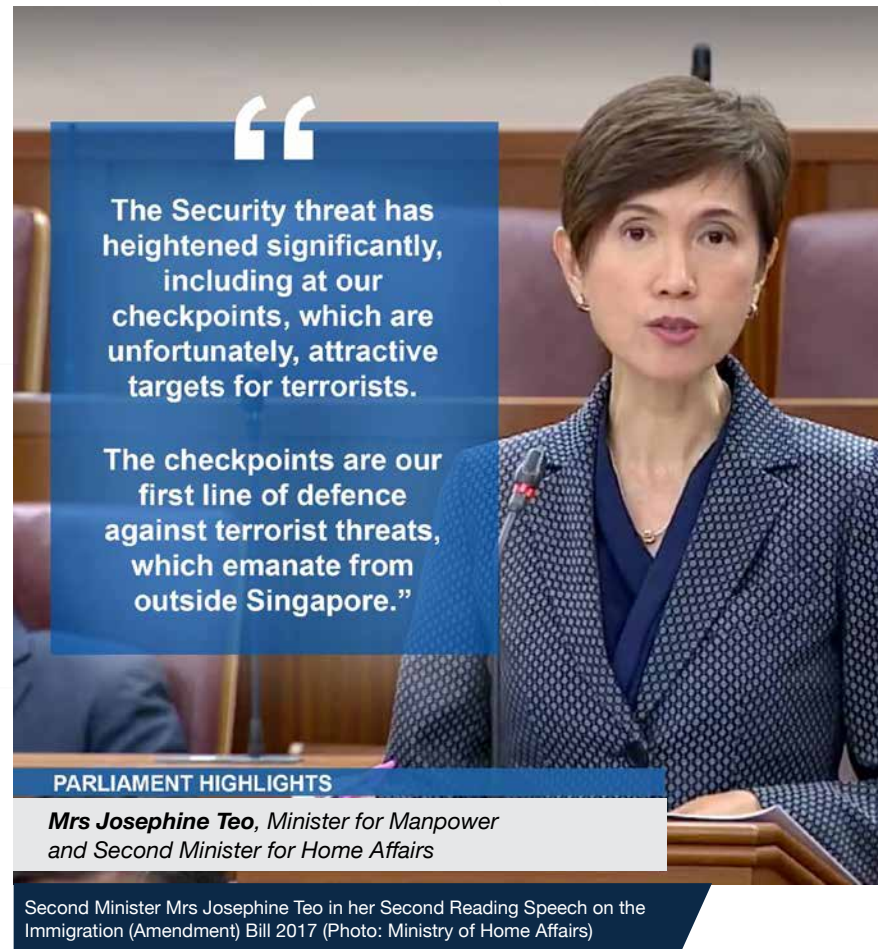
AMENDMENT OF THE IMMIGRATION ACT TO ENHANCE SECURITY REGIME

To achieve more effective border security outcomes, ICA introduced the Integrated Checkpoints Command (ICC) model at the air, land and sea domains in 2015. As part of the implementation plan for ICC, ICA officers were trained to perform protective security functions and to respond to security-related incidents at the checkpoints. This includes being first responders to incidents and containing the situation until the incidents are handed over to the Singapore Police Force for their follow up.

To support these new roles, the Immigration Act was amended to empower ICA officers to exercise selected police powers relating to search and seizure, security screening, examination and arrest, within and in the vicinity of the checkpoints. This would ensure that security-related incidents at the checkpoints can be dealt with more promptly. The Immigration (Amendment) Bill was read and passed in Parliament on 8 January 2018 and took effect on 1 April 2018.

The amendments to the Immigration Act also allow ICA to collect personal identifiers, such as a person's fingerprints and photograph, from travellers transiting through Changi Airport. This will enhance Singapore's overall security regime.

With the amendments, the quantum of penalties that the Minister for Home Affairs may prescribe for the breach of regulations under the Immigration Act was increased to an imprisonment term not exceeding two years, or a fine not exceeding S\$3,000, or both. This is in alignment with the penalties provided in the National Registration Act.



COMMISSIONING OF INTEGRATED CHECKPOINTS COMMAND SEA'S CHECKPOINT RESPONSE TEAM



The Integrated Checkpoints Command (ICC) (Sea) was launched on 1 April 2015 to streamline processes and strengthen coordination among the Home Team agencies through clearer lines of command and control for sea checkpoints as well as its seaward operations and activities.

As part of the ICC transformation journey at ICC (Sea), the anti-smuggling functions previously performed by ICA officers were transferred to the Police Coast Guard in April 2016. Moving on to the next phase of the journey, ICC (Sea) formed the Checkpoint Response Team (CRT) to take over the protective security functions of the Singapore Police Force at the sea passenger and crew checkpoints.



The first batch of CRT officers underwent an intensive series of protective security training and on-the-job attachments with their Police counterparts. CRT officers would be the first responders to sea checkpoint incidents, such as handling cases of unattended baggage and responding to terror-related incidents such as gunmen threats and bomb attacks.

To commemorate this key milestone on the formation of the CRT, a commissioning ceremony for ICC (Sea)'s CRT officers was held at Marina Bay Cruise Centre Singapore on 27 March 2018. Then-Commissioner, Mr Clarence Yeo, was the Guest-of-Honour for the event. As a symbolic gesture to mark the commissioning of the CRT, the officers were presented with the CRT insignia which the officers now proudly don on their uniform.

IMPLEMENTATION OF FORWARD CHECKS AT SEA CHECKPOINTS

The terrorism threat in Singapore remains at its highest level in recent years, with Home Affairs and Law Minister K. Shanmugam notably commenting, “It is no longer a question of whether an attack will take place, but really, when is an attack going to take place in Singapore and we have to be prepared for that.”

At the Integrated Checkpoints Command (ICC) (Sea), security measures are constantly reviewed and enhanced for all its 18 Land-Based Sea Checkpoints to mitigate terrorism threats. One of the security measures is the implementation of forward checks to enhance security at the sea passenger checkpoints. To this end, ICC (Sea) had successfully implemented forward checks at Changi Ferry Terminal since October 2017. In addition, ICC (Sea) forward deploys resources to sieve out dubious travellers and conducts security screening at Tanah Merah Ferry Terminal (TMFT) and Singapore Cruise Centre during special heightened security events such as the DPRK-USA Summit and ASEAN Summit.

Forward screening entails conducting security checks on arriving passengers (via walk-through metal detectors) and their belongings (via baggage x-ray machines) before they enter the arrival passenger hall. This allows for early detection of threats such as adversaries armed with explosives and firearms at a distance away from the checkpoint and will significantly reduce damage to key installations and potential loss of lives.

ICC (Sea) also worked with the terminal operator of TMFT to implement the forward screening initiative at TMFT on

a permanent basis. Works have since begun at TMFT to construct permanent infrastructure at the forward checking area to house forward screening equipment such as walk-through metal detectors and baggage x-ray machines. The construction work is estimated to be completed in the first quarter of 2019.

With the implementation of forward screening, verbal declaration will be sought from travellers by ICA officers deployed at the forward screening area. Visible signage will be placed before the forward screening area to remind passengers to declare and pay for dutiable goods at the Singapore Customs office. This arrangement is similar to the current arrangement of forward screening conducted on arriving cars at the land checkpoints.



ICA-DGI GAMES 2018

To promote a close working relationship, ICA and the Directorate General of Immigration, Republic of Indonesia (DGI) organise the bilateral ICA-DGI Games annually. Since its inauguration in 2010, both immigration agencies have been taking turns to host the event. ICA played host for the seventh edition of the ICA-DGI Games at Home Team Academy (HTA) on 23 October 2018.

The ICA and DGI contingents were led by Commissioner, ICA, Mr Marvin Sim, and Director-General, DGI, Mr Ronny F. Sompie, respectively. Ambassador of the Republic of Indonesia to Singapore, His Excellency Mr I Gede Ngurah Swajaya, also graced the event.

Prior to the start of the games, Commissioner, ICA and Director-General, DGI affirmed the positive and close ties between both agencies and highlighted the symbolism and importance of the games in maintaining a strong relationship. After group photo-taking, the participants were treated to some light refreshments before commencing the games. The competition segment saw a mix of both ICA and DGI officers participating in badminton, table tennis and sepak takraw at the HTA multi-purpose hall and golf at Orchid Country Club. The highlight of the event was the table tennis doubles match played by Commissioner, ICA and Director-General, DGI against Ambassador Mr Ngurah



Commissioner, ICA (left) in action during the table tennis doubles match



Swajaya and Domain Commander (Sea), ICA, Mr Nam Liang Chia. The spectators were treated to a game of skill and agility from the leaders.

At the end of the games, the participants headed back to HTA's Harmony Hall for the closing ceremony. Cheers and laughter filled the hall as players shared their fun experiences and candid moments during the games. At

the closing ceremony, Commissioner, ICA presented the ICA Plaque to Director-General, DGI to commemorate the closure of the Games. As the saying goes, "The world is round so that friendship may encircle it", the seventh ICA-DGI Games had transcended geographical distance and brought both agencies closer together. The event was indeed a fruitful one and participants can look forward to the next edition of the Games to be held in Indonesia.

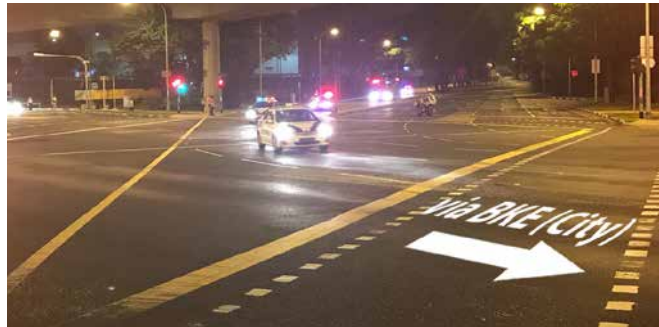
EXERCISE FREEWAY

On 1 February 2018, Integrated Checkpoints Command (Land), in collaboration with the Singapore Police Force 'J' Division and Traffic Police (TP), conducted a contingency movement exercise codenamed "Exercise Freeway" (Ex Freeway) at Woodlands Checkpoint.

Ex Freeway aims to validate the coordination between ICA, 'J' Division and TP in effecting alternative routes for responding forces to enter Woodlands Checkpoint during a terrorist incident or civil emergency. Ex Freeway also aims to assess the feasibility of the planned routes of advance into Woodlands Checkpoint.



Responding forces entering via Woodlands Road towards Old Woodlands Checkpoint



Responding forces entering via BKE (City) towards Woodlands Checkpoint



Responding forces entering via Woodlands Road towards Woodlands Checkpoint



Upon activation, TP created an actual traffic diversion by manning pre-identified diversion points. Once all the diversion points were manned, a partial lockdown of Woodlands Checkpoint was activated before the

responding forces proceeded into the Checkpoint via the planned routes of advance. The exercise highlighted the collaboration, teamwork and operational readiness of the various Home Team agencies.

EXERCISE SPARROW HAWK



Parkway Shenton staff conducting temperature screening at Tuas Checkpoint



Parkway Shenton staff conducting temperature screening at Woodlands Checkpoint



Medical personnel conducting an assessment on a "feverish" traveller



ICC (Land) officer assisting with immigration clearance



"Feverish" traveller being escorted by ICC (Land) officer



"Feverish" traveller referred to hospital via ambulance

On 6 and 8 March 2018, Integrated Checkpoints Command (ICC) (Land), in collaboration with Ministry of Health and medical service provider Parkway Shenton, conducted Exercise Sparrow Hawk at Tuas and Woodlands Checkpoints respectively.

Exercise Sparrow Hawk is part of a Whole-of-Government response during a pandemic outbreak to safeguard Singapore against the importation of infectious diseases by implementing effective health screenings at Singapore's borders. The exercise scenario simulated feverish travellers being detected and assessed by nurses and doctors stationed at the checkpoints. ICC (Land) officers aided in the detections and referrals alongside medical personnel from Parkway Shenton.

The strong coordination from all parties resulted in the effective containment and mitigation of the exercise situation.

EXERCISE BLUEWHALE

On 28 March 2018, Integrated Checkpoints Command (Sea) participated in the multi-agency Exercise Bluewhale led by Singapore Civil Defence Force at Tanah Merah Ferry Terminal. The exercise aims to test and validate the agencies' response to a marine Chemical, Biological & Radiological (CBR) incident on board an arriving ferry.

During the simulated exercise, the “injured” passengers were evacuated to hospital for treatment while the rest of the passengers were escorted for identity verification followed by immigration clearance. This exercise highlighted the collaboration, synergy and operational readiness in handling CBR incidents in Singapore waters and the safe evacuation and clearance of sea passengers in a maritime crisis.



EXERCISE FORTRESS II



Departing travellers subjected to facial checks before proceeding for immigration clearance

On 3 July 2018, Integrated Checkpoints Command (ICC) (Sea), in collaboration with the Singapore Police Force (SPF), conducted Exercise Fortress II at Tanah Merah Ferry Terminal (TMFT) to validate ICA and SPF's response plans in implementing heightened security measures to detect and intercept Persons-of-Interest (POIs) at the checkpoint. Exercise participants included officers from ICA Operations Division, Integrated Operations Centre, ICC (Sea), Police Operations Command Centre and ground resources from several Police Divisions.

The exercise simulated a vehicle ramming incident inland which led to the escape of two perpetrators. SPF and ICA were tested on the timely dissemination of critical information, coordination and mobilisation of ground resources to perform enhanced checks, including facial and biometric screening on departing travellers at TMFT. Red teamers were planted at various stages of the exercise to test the officers' vigilance in intercepting the potential POIs.

The exercise strengthened the operational readiness of the various Home Team agencies to intercept POIs during a heightened security situation.



Biometric screening conducted for a departing traveller at TMFT



Setting up of mobile facial screening station at TMFT



Interviewing of suspicious travellers (simulated by red teamers)

DISTINGUISHED VISITORS



SAUDI ARABIA

23 February

ICA hosted a courtesy call by the Ambassador of the Kingdom of Saudi Arabia to Singapore, His Excellency (H.E.) Mr Saad Saleh Al Saleh on 23 February 2018. The call was hosted by then-Deputy Commissioner (Operations), Mr Denis Tang at ICA headquarters. H.E. Saad Saleh affirmed the long standing diplomatic relationship between Singapore and the Kingdom of Saudi Arabia. Matters discussed during the call included ways to promote Saudi nationals' visits to Southeast Asia and Singapore.



UNITED ARAB EMIRATES

14 March

ICA and the Office of the Chief Science & Technology Officer hosted an eight-member delegation from the United Arab Emirates Presidential Guard to a visit at Woodlands Checkpoint on 14 March 2018. The delegation was led by Deputy Commander (Counter-Terrorism), Presidential Guard, Staff Brigadier-General His Excellency Mr Musallam Al Rashidi. ICA's then-Deputy Commissioner (Operations) co-hosted the visit with Chief Science & Technology Officer, Dr Lee Fook Kay. The delegation was briefed on ICA's checkpoint operations and the Integrated Checkpoints Command (Land). They were also brought on a site tour of Woodlands Checkpoint.



REPUBLIC OF MAURITIUS

10 April

ICA was honoured to host a visit by Minister Mentor, Minister of Defence & Minister for Rodrigues, Republic of Mauritius, Rt Hon Sir Anerood Jugnauth to ICA headquarters on 10 April 2018. The visit was hosted by Deputy Commissioner (Policy & Transformation). The delegation was briefed on the Singapore biometric passport and discussed matters relating to the detection of forged passports, passport application process and biometric clearance at ICA's checkpoints. The Singapore Prison Service also attended the visit and took the opportunity to share on Singapore's prison operations and rehabilitation programmes.





EGYPT

19 April

ICA hosted a courtesy call by the Ambassador of the Arab Republic of Egypt to Singapore, His Excellency Mr Mohamed Ahmed Fathi Abulkheir on 19 April 2018. The call was hosted by then-Deputy Commissioner (Operations) at ICA headquarters. The delegation discussed possible avenues of cooperation between ICA and our Egyptian counterparts.

PAKISTAN

3 May

ICA hosted a courtesy call by the High Commissioner of the Islamic Republic of Pakistan to Singapore, His Excellency (H.E.) Mr Nasrullah Khan on 3 May 2018. The call was hosted by Deputy Commissioner (Corporate Development & Administration) at ICA headquarters. H.E. Nasrullah Khan thanked ICA for the close friendship between Singapore and Pakistan and also between ICA and the Pakistan High Commission.





UKRAINE

28 May

ICA hosted a courtesy call by the Ambassador of Ukraine to Singapore, His Excellency Mr Dmytro Senik on 28 May 2018. The call was hosted by Deputy Commissioner (Policy & Transformation) at ICA headquarters. Matters discussed included ICA's visa application process and various channels for foreign embassies to contact ICA.

BHUTAN

14 and 15 August

ICA hosted a visit by a six-member delegation from the Bhutan Department of Immigration on 14 and 15 August 2018. The delegation, led by Director of the Bhutan Department of Immigration, Mr Pema L. Dorji was interested to learn ICA's best practices as the Bhutan Department of Immigration was working on enhancing its systems and processes. Deputy Commissioner (Policy & Transformation) hosted the delegation at ICA headquarters. The delegation was brought on a site tour of the Identity Authentication & Document Analysis Gallery and iCollect. Domain Commander (Air) and Domain Commander (Land) also hosted the delegation to visits at Airport Command, Terminal 4 and Woodlands Checkpoint.



CAMBODIA

15 August

ICA hosted a visit by a five-member Cambodian delegation, led by Cambodian Secretary of State, Ministry of Civil Service, His Excellency Mr Youk Bunna on 15 August 2018. The visit was hosted by Deputy Commissioner (Corporate Development & Administration) at ICA headquarters, with representatives from Civil Service College in attendance. The delegation was briefed on ICA's national registration functions.



SIGNIFICANT CASES



OFFENCE

Man arrested for armed robbery, possession of offensive weapons and suspected drug-related offences

LOCATION

Woodlands Checkpoint, Arrival Bus Lane

The stolen car and weapons found in the driver's possession

WOODLANDS COMMAND, ICC (LAND)

5 January 2018

CASE DETAILS

A 45-year-old male Singaporean lost control of his Singapore-registered car while making an illegal U-turn at Woodlands Checkpoint and crashed into a lamp post between the Arrival and Departure Bus Lanes. Upon seeing a checkpoint Auxiliary Police Officer (APO) approaching, the driver alighted, frantically brandishing an axe and a sickle. He appeared disoriented and shouted at the APO not to approach.

As other APOs, Singapore Police Force (SPF) and ICA officers arrived at the scene, the driver doused himself with a bottle of liquid that smelled like kerosene. He shouted at the officers to stay away while holding a lighter. He also intimidated members of the public as they drove past the Arrival Car Lane. When the driver attempted to drive off in his crashed car, officers jointly subdued the driver and arrested him.

Preliminary investigations revealed that the car was reported stolen during an armed robbery at Upper Bukit Timah Road. A search of the vehicle also uncovered suspected drug paraphernalia.

OUTCOME OF THE CASE

The driver was charged in court for armed robbery, possession of offensive weapons and suspected drug-related offences. He is remanded in Changi Prison while court proceedings are ongoing.

WOODLANDS COMMAND, ICC (LAND)

28 January 2018

OFFENCE

Attempted smuggling of duty-unpaid cigarettes hidden in a bowser truck

LOCATION

Woodlands Checkpoint, Cargo Clearance Centre and Tuas View Crescent

CASE DETAILS

ICA was monitoring the entry of a bowser truck suspected of delivering duty-unpaid cigarettes when an officer detected anomalies in the scanned image of a bowser truck and alerted Singapore Customs (Customs).

This led Customs to conduct a follow-up operation at Tuas View Crescent. Two Singapore-registered trucks were seen parked next to the bowser truck. Three male Indian nationals alighted from one of the trucks and started transferring cargo from the bowser to the other truck. They were arrested on the spot and a total of 4,567 cartons and 80 packets of duty-unpaid cigarettes were seized in the operation.

OUTCOME OF THE CASE

One man was sentenced to 33 months' imprisonment and the other two were each sentenced to 30 months' imprisonment.



WOODLANDS COMMAND, ICC (LAND)

26 February 2018

OFFENCE

Attempted smuggling of 4,500 sachets of chewing tobacco and 121 live birds

LOCATION

Woodlands Checkpoint, Arrival Bus Concourse

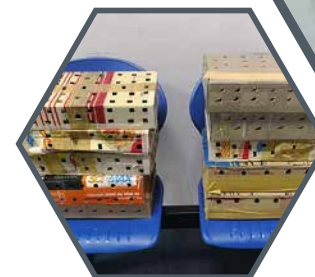
CASE DETAILS

During security checks on a Malaysia-registered tour bus, ICA officers noticed three suspicious black bundles in the luggage compartment. The bundles were found to contain 4,500 sachets of chewing tobacco.

Officers also discovered 121 live birds concealed in 10 boxes in another compartment. These consisted of Red Whiskered Bulbuls, White Rumped Shamas, Spotted Doves and Fischer's Lovebirds, a protected species under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). The chewing tobacco and live birds were handed over to the Health Sciences Authority (HSA) and Agri-Food & Veterinary Authority (AVA) respectively.

OUTCOME OF THE CASE

The driver, a 30-year-old male Malaysian national, was sentenced to six months' imprisonment.



PORTS COMMAND, ICC (SEA)

3 March 2018

OFFENCE

Attempted smuggling of 3,500 kg of elephant ivory worth \$3.3 million

LOCATION

Pasir Panjang Scanning Station

CASE DETAILS

ICA officers scanning a 40-foot container detected anomalies in the scanned image of the cargo, which had been declared as groundnuts. Upon further checks, 61 bags of ivories packed inside gunny sacks were discovered among the sacks of groundnuts. A total of 3,500 kg of elephant ivories worth about \$3.3 million were uncovered. The case was referred to AVA for further investigations.

Elephants are a protected species under CITES and international trade of elephant ivory is prohibited. It was through inter-agency risk assessment and collaboration with AVA that led to the detection of this illegal shipment.

OUTCOME OF THE CASE

Court proceedings against the consignee are ongoing.





AIRPORT COMMAND, ICC (AIR)

18 March 2018

OFFENCE

Attempted illegal entry with a stolen Spanish passport

LOCATION

Changi Airport Terminal 2

CASE DETAILS

A male traveller was referred for further checks when he presented a tampered Spanish passport for arrival immigration clearance. Investigations revealed that the passport had been reported stolen and the traveller was actually a Pakistani national.

The man claimed he was travelling to Canada via Ethiopia to attend his graduation ceremony. Suspicious of his account, ICA officers probed further and discovered that he intended to seek asylum in Canada with a fraudulent passport.

OUTCOME OF THE CASE

The man was refused entry. The stolen Spanish passport was detained and returned to the Spanish authorities.

TUAS COMMAND, ICC (LAND)

31 March 2018

OFFENCE

Attempted importation of 'Ice' worth \$74,000

LOCATION

Tuas Checkpoint, Arrival Motorcycle Lane

CASE DETAILS

An ICA officer was providing assistance at the automated clearance lane for motorcycles when he noticed a traveller with blood-shot eyes and slurry speech. Suspecting that the motorcyclist could be riding under the influence of drugs, the motorcyclist was directed for further checks.

ICA officers conducted a search of the motorcycle and found 825 g of 'Ice' from two bundles, estimated to be worth about \$74,000, concealed under the motorcycle seat. Follow-up investigations by Central Narcotics Bureau (CNB) also led to the arrest of a suspected intended recipient of the 'Ice'.

OUTCOME OF THE CASE

Referred to CNB for further investigations.



ENFORCEMENT DIVISION

2 April 2018

OFFENCE

Arrest of an overstayer and suspected harbourer in an illegally partitioned and overcrowded flat

LOCATION

Toa Payoh Lorong 2

CASE DETAILS

ICA officers conducted an enforcement operation in a public housing unit and discovered two illegally partitioned bedrooms in the living room. The three-bedroom unit was found to be rented out by a 35-year-old male Chinese national to 15 occupants. These consisted of 13 valid pass holders, a Singaporean, and an overstayer.

ICA officers arrested the overstayer. For providing the overstayer with a place to stay, the male Chinese national was also arrested for suspected harbouring offences.

OUTCOME OF THE CASE

The overstayer was sentenced to six weeks' imprisonment and three strokes of the cane. The harbourer was fined \$7,000 in default of 22 days' imprisonment.



Illegally partitioned bedrooms in the living room of the unit

WOODLANDS COMMAND, ICC (LAND)

12 May 2018

OFFENCE

Attempted smuggling of hornbill

LOCATION

Woodlands Checkpoint, Arrival Motorcycle Lane

CASE DETAILS

In an attempt to smuggle a rare Black Hornbill chick into Singapore, a 29-year-old male Malaysian national hid it in a paper bag placed in the front compartment of a Malaysia-registered motorcycle. ICA officers found the chick during security checks.

As the Black Hornbill is a protected species under CITES, and the motorcyclist did not have the necessary licence to import it, the case was referred to AVA for investigation. The Black Hornbill was rescued and placed under the care of Wildlife Reserves Singapore. AVA's investigations revealed that a male Singaporean had arranged for the motorcyclist to smuggle the bird into Singapore.

OUTCOME OF THE CASE

Both men were fined \$4,000 each.



INTELLIGENCE DIVISION

21 May 2018

OFFENCE

Attempted illegal entry by sea via sampan

LOCATION

Sea off Mano Buoy, within Singapore Territorial Waters

CASE DETAILS

Acting on information that several male Indonesian nationals were planning to enter Singapore illegally on a sampan, ICA coordinated a joint operation with the Police Coast Guard (PCG) to look out for suspicious activities at sea.

On 21 May 2018, PCG intercepted one sampan and arrested two male Indonesian illegal immigrants who had attempted to row the sampan from Nongsa (Batam) into Singapore.

OUTCOME OF THE CASE

The two men were each sentenced to six weeks' imprisonment and four strokes of the cane. The seized sampan was forfeited.



INTELLIGENCE DIVISION

13 June 2018

OFFENCE

Attempted smuggling of 133 cartons of duty-unpaid cigarettes on a barge

LOCATION

Brani Terminal

CASE DETAILS

Officers from ICA and PCG conducted a joint operation to check on a tugboat that was towing a barge. The barge was used to convey containers. A total of 133 cartons of duty-unpaid cigarettes were found concealed in various locations of the barge. Two male Indonesian nationals were arrested in the operation.

OUTCOME OF THE CASE

One man was sentenced to 14 weeks' imprisonment, while the other was sentenced to 10 weeks' imprisonment.



Barge used in the smuggling of duty-unpaid cigarettes

Duty-unpaid cigarettes concealed in various locations on the barge

TUAS COMMAND, ICC (LAND)

28 June 2018

OFFENCE

Attempted smuggling of over 7,000 cartons of duty-unpaid cigarettes

LOCATION

Tuas Checkpoint, Arrival Cargo Zone

CASE DETAILS

During the course of checking an unladen Malaysia-registered cargo truck, ICA officers found black polythene boxes concealed below the floorboard. Duty-unpaid cigarettes were discovered inside them.

Within less than an hour, ICA officers directed another unladen Malaysia-registered cargo truck for security checks and found similar black polythene packages containing duty-unpaid cigarettes beneath the floorboard.

A total of 7,484 cartons of duty-unpaid cigarettes were uncovered from both vehicles. The contraband was seized and the case was handed over to Customs for further investigations.

OUTCOME OF THE CASE

Both male Malaysian drivers were sentenced to 28 months' imprisonment and 33 months' imprisonment respectively.



ENFORCEMENT DIVISION

Most recent conviction in July 2018

OFFENCE

Marriage of convenience

LOCATION

Various locations across Singapore

CASE DETAILS

ICA investigators were initially investigating a single suspected case of marriage of convenience (MOC). However, by tenaciously pursuing the leads from this case, investigators uncovered five other couples involved as well. 12 persons were arrested for MOC related offences.

Six men, all Singaporeans aged between 24 and 57, entered into sham marriages for monetary rewards. They were each promised between \$3,000 and \$5,000 to register their marriage and between \$100 and \$300 for each successful extension of the womens' visit passes. The six women, all Vietnamese nationals aged between 23 and 34, entered into sham marriages to prolong their stay in Singapore. They paid about \$20,000 each to the arrangers for their marriage.

OUTCOME OF THE CASE

The MOC arrangers and couples received sentences ranging between six and 18 months' imprisonment.

COASTAL COMMAND, ICC (SEA)

23 July 2018

OFFENCE

Attempted smuggling of two magpie-robins

LOCATION

Singapore Cruise Centre

CASE DETAILS

ICA officers conducted security checks on a male Indonesian traveller at the Singapore Cruise Centre in Harbourfront and found two magpie-robins concealed inside a bag. As the man did not have the necessary license for importation of the birds, the case was referred to AVA for investigation. The birds were rescued by AVA and placed under the care of Jurong Bird Park.

OUTCOME OF THE CASE

The man was sentenced to six weeks' imprisonment for illegal importation of birds. He was also sentenced to six weeks' imprisonment for causing unnecessary suffering to the birds. Both sentences were served concurrently.



PORTS COMMAND, ICC (SEA)

4 August 2018

OFFENCE

Attempted smuggling of 1,300 cartons of duty unpaid cigarettes

LOCATION

Jurong Scanning Station

CASE DETAILS

ICA officers detected anomalies in the scanned images of a Singapore-registered lorry. A physical check of the consignments uncovered 1,300 cartons of duty-unpaid cigarettes concealed inside a stack of hollowed-out notice board frames. The contraband was seized and the case was handed over to Customs for further investigations.

In a follow-up operation two days later, Customs officers raided a unit in a self-storage facility at Defu Lane 10 and uncovered another 550 cartons of duty-unpaid cigarettes. A 49-year-old male Singaporean was arrested in the operation.

OUTCOME OF THE CASE

The man was sentenced to a total of 37 months' imprisonment for multiple Customs offences committed in this and another separate case.



AIRPORT COMMAND, ICC (AIR)

13 August 2018

OFFENCE

Attempted illegal departure with a tampered Mexican passport

LOCATION

Changi Airport Terminal 1

CASE DETAILS

A 24-year-old male traveller departing Singapore for London was referred for further checks when he presented a tampered Mexican passport for immigration clearance. Investigations revealed he was actually a Vietnamese national.

Through close coordination with the airlines, ICA officers discovered that the traveller had a companion, a 49-year-old male Swedish national of Vietnamese descent. Officers suspected the Swedish national was an abetter, guiding the illegal migrant and supplying the tampered Mexican passport. He was successfully located and arrested.

OUTCOME OF THE CASE

The Vietnamese national was sentenced to eight months' imprisonment. The Swedish national was sentenced to 10 months' imprisonment.



The 24-year-old Vietnamese national had presented a tampered Mexican passport for immigration clearance



The tampered Mexican passport was supplied by a Swedish national who was intercepted by ICA officers at the airport

AIR CARGO COMMAND, ICC (AIR)

15 August 2018

OFFENCE

Attempted importation of 23 tarantulas

LOCATION

Parcel Post Section

CASE DETAILS

ICA officers detected anomalies in the scanned image of a postal article. Inspection of the article revealed 23 tarantulas concealed in tubes. The case was referred to AVA for further investigations.

During a follow-up operation by AVA, 20 more tarantulas, a jumping spider, three leopard geckos, a fat-tailed gecko and a hedgehog were found in the home of the intended recipient, a 23-year-old male Singaporean. All the animals were rescued and are currently under the care of Wildlife Reserves Singapore.

OUTCOME OF THE CASE

Referred to AVA for further investigations.



23 tarantulas kept in tubes

20 more tarantulas, a jumping spider, three leopard geckos, a fat-tailed gecko and a hedgehog were found in the home of the intended recipient

AIRPORT COMMAND, ICC (AIR)

22 September 2018



Two female Sri Lankan nationals had presented stolen Indian passports for clearance



Two male Indian nationals were engaged to act as the spouses of the two female Sri Lankan nationals

Stolen Indian passports were supplied by a female Indian national

OFFENCE

Attempted illegal migration through Singapore

LOCATION

Changi Airport Terminals 1, 2 and 3

CASE DETAILS

Two stolen Indian passports were detected at Changi Airport Terminals 1 and 2 around the same time. Both were held by female travellers travelling with their 'spouses' of Indian nationality. Although the cases occurred at different places, ICA officers from both terminals shared information and discovered the cases were linked.

Both women were in fact Sri Lankan nationals transiting via Singapore to Australia. Their male travelling companions, acting as spouses, were part of the same illegal migration syndicate. Investigations revealed that an abettor had supplied the stolen Indian passports. The abettor, a female Indian national, was subsequently located and arrested in Changi Airport Terminal 3.

OUTCOME OF THE CASE

The two female Sri Lankan nationals were sentenced to eight months' imprisonment while the abettor was sentenced to nine months' imprisonment. Court proceedings are ongoing against one of the male Indian nationals who acted as a spouse.

ENFORCEMENT DIVISION

Most recent conviction in October 2018

OFFENCE

Marriage of convenience

LOCATION

Various locations across Singapore

CASE DETAILS

A single tip-off led ICA investigators to uncover an organised group of 17 persons involved in MOC related offences. Seven men, all Singaporeans aged between 23 and 45, entered into sham marriages for between \$800 and \$4,000 each. Seven women, all Vietnamese aged between 22 and 35, paid up to \$16,000 for the marriage arrangements and for their visit passes to be extended under the sponsorship of their 'spouses'.

The syndicate was made up of four arrangers – three Singaporean men and one Vietnamese woman – who orchestrated seven sham marriages.

OUTCOME OF THE CASE

The MOC arrangers and couples received sentences ranging between six and 24 months' imprisonment.



TUAS COMMAND, ICC (LAND)

14 October 2018

OFFENCE

Attempted smuggling of a man out of Singapore

LOCATION

Tuas Checkpoint, Departure Bus Zone

CASE DETAILS

ICA officers referred a Malaysia-registered bus driven by a 37-year-old male Malaysian national for further checks. During the interview, officers noticed that the driver was visibly nervous. Sensing something amiss, the officers conducted a thorough check of the bus and found a male Indian national hiding in the luggage compartment. Investigations revealed that the Indian national was due to appear in court for a separate case.

OUTCOME OF THE CASE

The driver was sentenced to six months' imprisonment. Court proceedings against the man who attempted evasion of immigration checks are ongoing.



WOODLANDS COMMAND, ICC (LAND)

29 October 2018

OFFENCE

Attempted importation of various drugs

LOCATION

Woodlands Checkpoint, Arrival Car Zone

CASE DETAILS

Whilst conducting security checks on a Malaysia-registered car, ICA officers detected several black bundles in the rear compartment. Suspecting them to contain controlled drugs, CNB officers were alerted to the case.

A further search of the car by ICA and CNB officers uncovered about 2.95 kg of cannabis, 2.38 kg of heroin and 546 g of 'Ice'. The drugs were packed in various bundles and concealed in various parts of the car, including the air-conditioning vents, seat covers, and rear seats' backrest. The entire seizure was estimated to be worth about \$256,000.

OUTCOME OF THE CASE

Referred to CNB for further investigations.



WOODLANDS COMMAND, ICC (LAND)

16 November 2018

OFFENCE

Loanshark runner arrested for carrying 15 credit and bank cards

LOCATION

Woodlands Checkpoint, Arrival Car Zone

CASE DETAILS

A 39-year-old male Singaporean was visibly nervous when ICA officers directed him for further checks. During the checks, officers found 15 credit cards and bank cards in his bag, several of which belonged to other people. When questioned, the man admitted that he was a loanshark runner. The case was referred to SPF for further investigations.

OUTCOME OF THE CASE

Referred to SPF for further investigations.

INTELLIGENCE DIVISION

20 March, 19 July, 24 October and 30 November 2018

OFFENCE

Various immigration and customs offences

LOCATION

Vicinity of Zheng Hua Flyover, Yew Tee Industrial Estate and Pang Sua Park Connector

CASE DETAILS

Men suspected to be immigration offenders were observed loitering in the vicinity of Yew Tee Industrial estate, sustaining their livelihood in Singapore by peddling contraband cigarettes.

In a multi-agency joint enforcement blitz, four operations were conducted on 20 March, 19 July, 24 October and 30 November 2018 to apprehend the offenders. These operations resulted in the arrest of 21 male Indonesian immigration offenders and the seizure of more than 102 cartons and 4,561 packets of duty unpaid cigarettes.

OUTCOME OF THE CASE

All 21 men received sentences ranging between one and three months' imprisonment, and between three and six strokes of the cane.



ENFORCEMENT DIVISION

Convicted on 5 December 2018

OFFENCE

Employment of immigration offenders

LOCATION

Various locations across Singapore

CASE DETAILS

With information gathered from the arrests of several immigration offenders, ICA officers managed to identify the ‘boss’ who arranged for their employment at various restaurants. After extensive checks, ICA officers arrested the suspect. He was a 46-year-old Indian national and Singapore Permanent Resident (PR).

OUTCOME OF THE CASE

The man was sentenced to 12 months’ imprisonment for providing employment to four male Sri Lankan immigration offenders.



TUAS COMMAND, ICC (LAND)

11 December 2018

OFFENCE

Attempted smuggling of 12 puppies

LOCATION

Tuas Checkpoint

CASE DETAILS

An ICA officer noticed anomalies in the boot of a Singapore-registered car. Upon further checks and after removing a spare tyre and the spare tyre compartment cover, the officer found 12 sedated puppies crammed in the compartment. Some were weak and three of them eventually died.

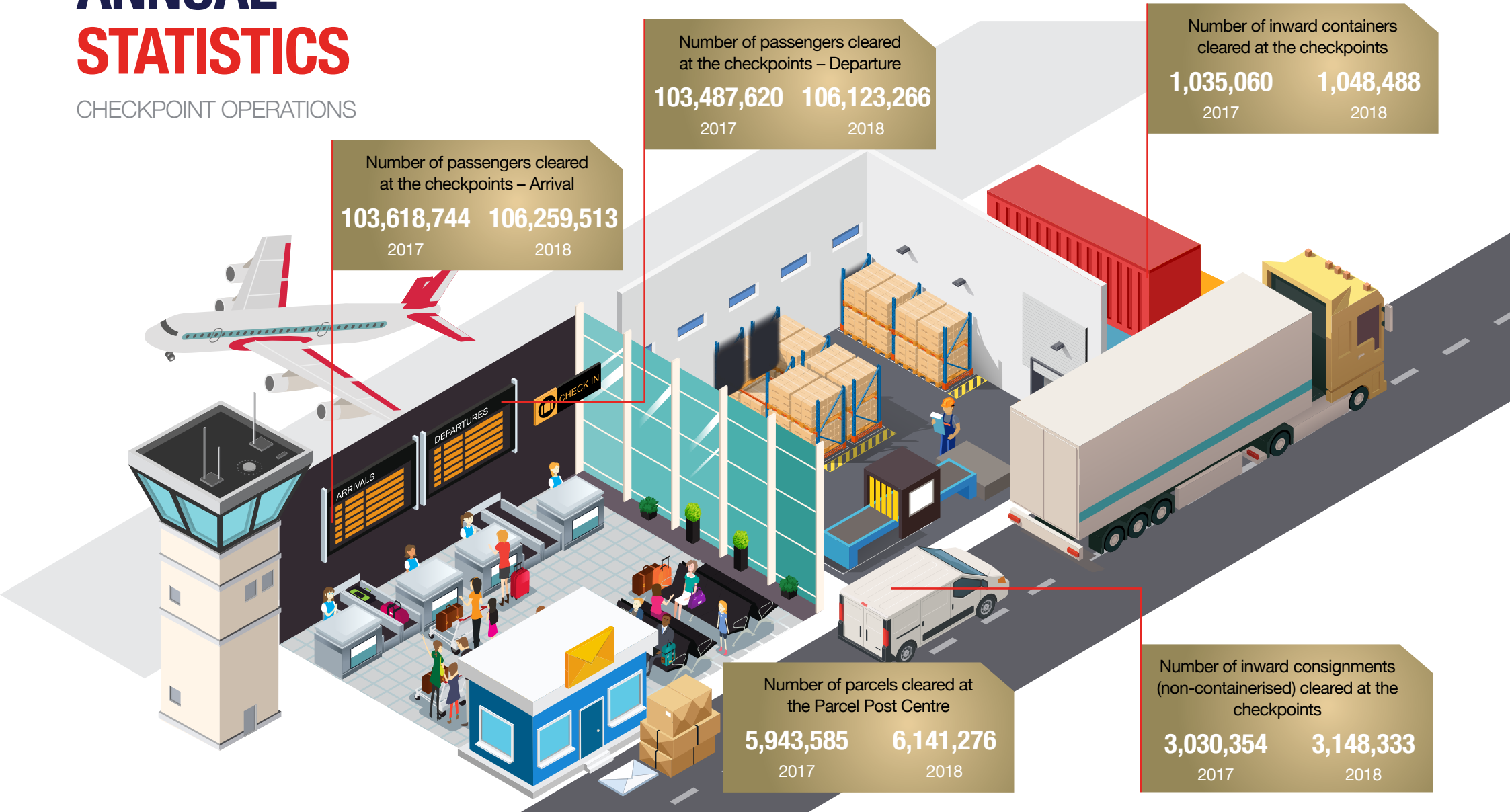
As the driver did not have any valid health certificate and import permits for the dogs, the case was referred to AVA for investigation. The surviving puppies were rescued and brought to AVA’s facilities for treatment and quarantine.

OUTCOME OF THE CASE

Referred to AVA for further investigations.

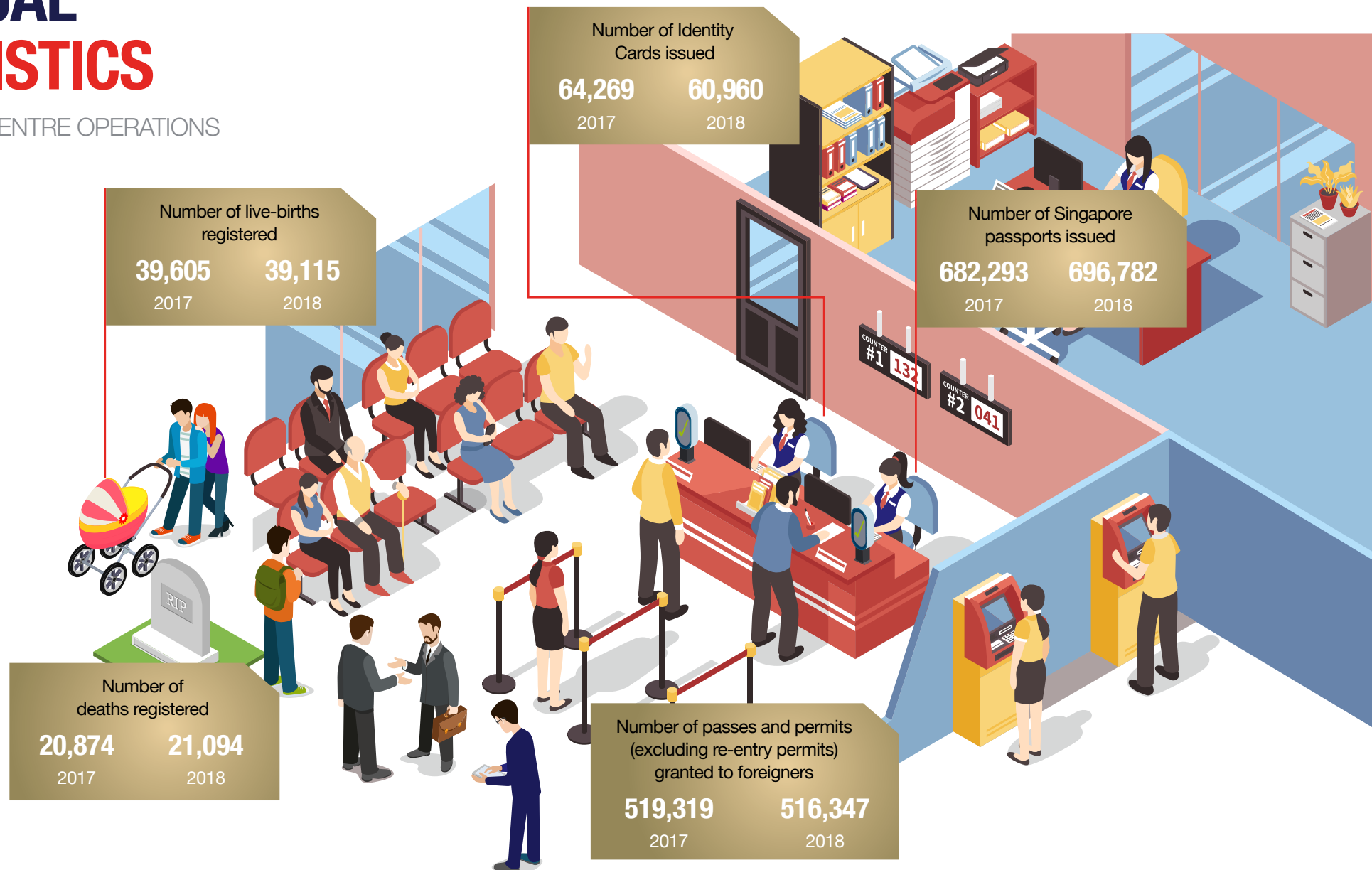
ANNUAL STATISTICS

CHECKPOINT OPERATIONS



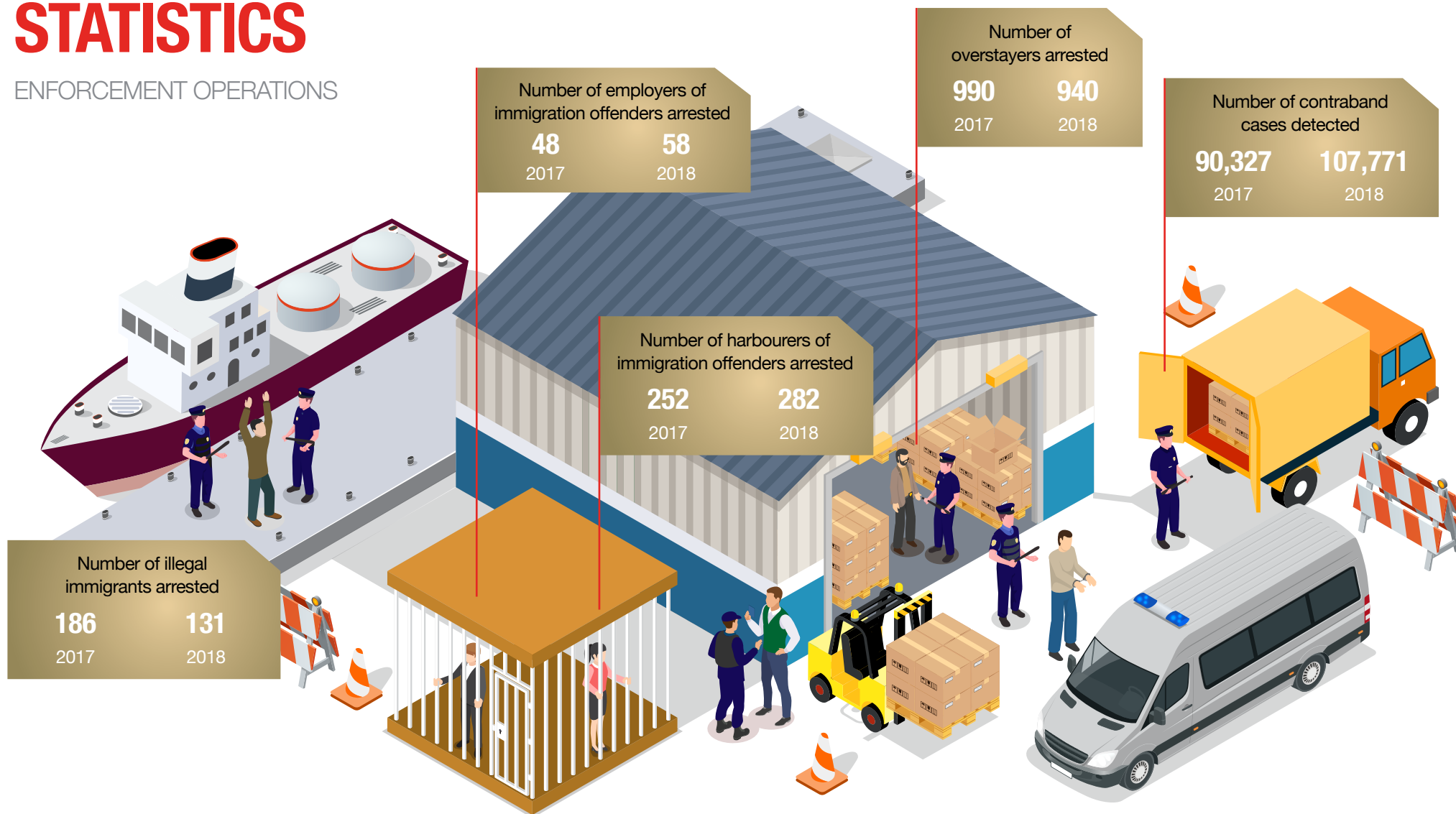
ANNUAL STATISTICS

SERVICES CENTRE OPERATIONS



ANNUAL STATISTICS

ENFORCEMENT OPERATIONS



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The Corporate Communications Division would like to thank all those who have helped in one way or another, to make the ICA Annual 2018 possible.

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