



ICA

**SECURING
OUR BORDERS
SAFEGUARDING
OUR HOME**



ANNUAL
REPORT
2021

SECURING OUR BORDERS, SAFEGUARDING OUR HOME

OUR VISION

Secure Borders, Safe Singapore

OUR MISSION

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

OUR VALUES

Integrity, Commitment and Accountability

OUR PLEDGE

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

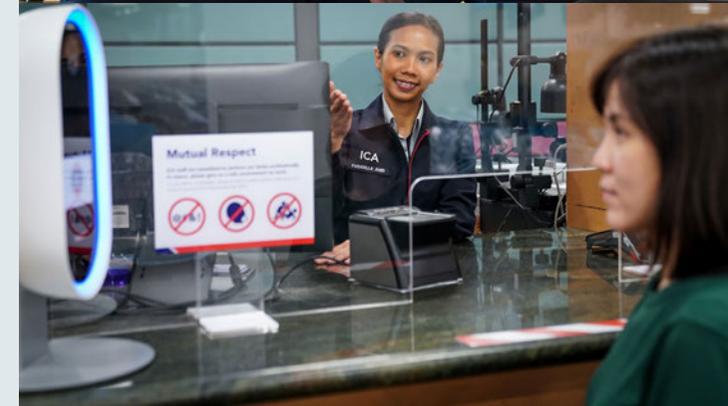
We pledge to ensure secure checkpoint clearance and effective administration of our laws on immigration and registration.

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



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Commissioner's Foreword



We soldiered on, with the strong foundation we had laid in 2020, the high vaccination rate among ICA officers and the strong mental resilience of our officers.



If I have to define ICA in one word for 2021, it would be "Resilience". Resilience was what ICA officers showed when we safeguarded our borders despite the prolonged pandemic and constantly evolving border control policies. Resilience was what ICA built into our systems and processes as we transform our border clearance and services centre operation under the New Clearance Concept (NCC) and Services Centre Next-Generation (SCNG) respectively. More importantly, resilience was what ICA was imbuing in our officers and organisation, to prepare ourselves for the post-pandemic world.

Resilience Amidst Pandemic Challenges

2021 saw different strains of the COVID-19 virus emerging, which led to fast-evolving public health and border control measures which ICA had to constantly adjust, adapt and enforce. Pandemic fatigue inevitably set in. We soldiered on, with the strong foundation we had laid in 2020, the high vaccination rate among ICA officers and the strong

mental resilience of our officers. Even as we continued our fight against COVID-19, we are constantly striving to **enable a safer, more secure and seamless border clearance experience** for travellers.

ICA integrated **digital authentication of vaccination certificates** in our SG Arrival Card e-Service, to speed up immigration clearance at the checkpoints. We also adapted technologies and reviewed processes to solve operational challenges on the ground. For example, the manual counters at Changi Airport were reconfigured to facilitate **self-scanning of passports by travellers**. Video conferencing tools were used to perform remote clearance on travellers and crew who tested positive for COVID-19 or were identified as persons under quarantine at sea checkpoints. All the immigration clearance lanes at the passenger halls of our air, land and sea checkpoints were enhanced to **allow travellers to use facial and iris biometrics for clearance** in lieu of fingerprints. And finally, we have moved away from 'stamping passports' at our checkpoints

Commissioner's Foreword

with the roll-out of the **electronic Visit Pass (e-Pass)**, which notifies travellers of their Visit Pass validity through emails.

To enable a safe flow of goods and people into Singapore, ICA **integrated the Antigen Rapid Test process** into our cargo clearance process at the land checkpoints and facilitated the vaccination of Malaysian truck drivers in early 2021. We also adjusted our operations at the airport by using **dedicated sites for clearance of very high-risk travellers**.

In November 2021, we successfully launched the **Vaccinated Travel Lane**

(Land) at Woodlands Checkpoint which allowed many families across both Singapore and Malaysia's borders to finally reunite. ICA also facilitated cross-border family reunions by changing our processes – to allow overseas applicants to **apply for Long-Term Visit Pass** without needing to be physically present in Singapore.

We also remained steadfast in keeping Singapore safe beyond the borders during the pandemic by continuing to **oversee and enforce the inland Stay-Home Notice regime** and through the **Safe Travel Office, providing a one-stop Whole-of-Government (WOG)**

touchpoint for travellers seeking entry into Singapore during the pandemic. **We truly protect more than just a line on the map.**

Resilience in Systems and Processes

Despite the pandemic, ICA has redoubled its transformation efforts to realise the NCC and SCNG, which will see greater digitalisation to better achieve our mission at the checkpoints and services centres.

Under the NCC Cargo, we have successfully implemented the **"On-The-Fly" clearance** at the new Tuas Port, where containers are cleared on the go. We have also progressively introduced the **Mobile Cargo Screening System (Mobile CASS)** at cargo checkpoints to enable officers to access permit information away from the terminal, for mobile checks and clearance of permits. Over **150 automated lanes** at land checkpoints and Changi Airport have also been installed and **another 670 automated lanes** across our checkpoints will be installed over the next three years, to allow more eligible travellers to enjoy the convenience of self-clearance.

Under the SCNG, we have **moved all our core application services online** in 2021. We have also implemented the **10-year validity passport** and allowed the public to collect their passports and identity cards at **27 designated post offices free of charge**. This provides greater convenience to members of public, enabling us to deliver a **"No Fuss, No Visit, No Waiting"** service experience.

Resilience in Our Officers and Organisation for the Post-Pandemic World

In the post-pandemic world, there will be more pervasive use of technology and we will have to be more agile in our operations – all while having to strengthen public trust. We have invested in the training of our officers and constantly review how we organise ourselves, to ensure we continue to deliver our mission of safeguarding our borders and administering our immigration and national registration laws effectively.

To ready our officers to embrace their new and expanded job roles, we have developed an **ICA Tradecraft Competency Framework** to drive the



Commissioner's Foreword



We have invested in the training of our officers and constantly review how we organise ourselves, to ensure we continue to deliver our mission of safeguarding our borders and administering our immigration and national registration laws effectively.

design and development of more effective and robust training programmes. We have also stepped up efforts to retrain our officers for NCC and SCNG in 2021. As of 1 April 2022, about 3,400 officers have undergone NCC training while another 480 officers have begun their SCNG training. To improve our officers' learning and retention, we tapped on

new technologies, such as augmented reality for document examination and eye-tracking technology for facial recognition training. For more hands-on learning, we conducted a pilot to deploy our services centres' staff in their new job roles as Service Ambassadors and Service Advisors to engage members of public and assist them in completing ICA-related transactions.

In 2021, we also reorganised our divisions to better support the frontline units. This included establishing the Logistics, Infrastructure and Finance Division to more effectively support ICA's expanding requirements and transformation plans; setting up a Data Protection Office to strengthen data security; worked with MHA and Home Team Departments to launch the MHA Finance Shared Services Centre to achieve operational efficiency and service excellence in finance services; and also reorganised Manpower Division to improve workforce development and support ICA officers' professional growth.

We have strengthened ICA's corporate identity and anchored our commitment to create a service experience that customers value – establishing ICA's Brand of Service (Think Security, Care

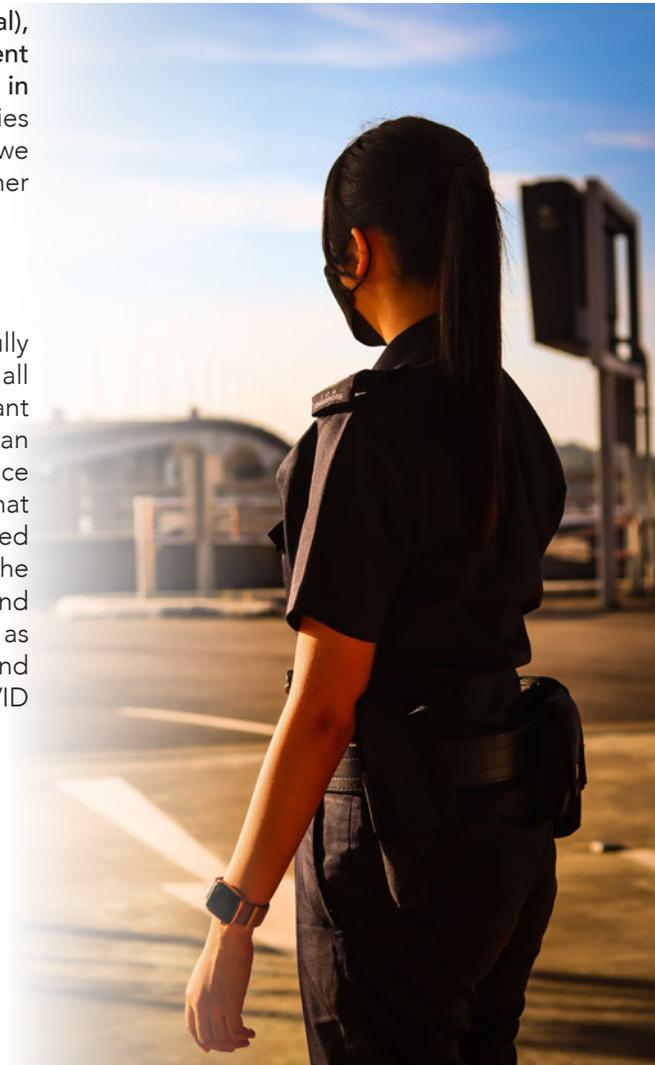
for Customers, Act Professional), publishing our Service Commitment and collaborating with stakeholders in service design. To amplify our publicities and reach out to more customers, we also expanded to Instagram and other social media channels.

Resilience for The Future

On 1 April 2022, we successfully reopened Singapore's borders to all vaccinated travellers. This is a significant milestone for ICA and we expect an increase in traveller and conveyance volumes in 2022. I am confident that the resilience that we have developed collectively as an organisation over the last two years – in people, processes and systems – will place us in good stead, as we continue to secure our borders and safeguard our home in the post-COVID world.

I wish you an enjoyable read.

Marvin Sim
Commissioner, ICA



Leadership Group

COMMISSIONER / DEPUTY COMMISSIONERS



Left to right:

HSU SIN YUN

Deputy Commissioner
Operations

MARVIN SIM

Commissioner, ICA

CORA CHEN

Deputy Commissioner
Policy & Transformation

ONG CHOON BENG

Deputy Commissioner
Corporate Development &
Administration

Leadership Group

OPERATIONS



NAM LIANG CHIA
Director Operations

WONG HONG MENG
Director Intelligence

THEODORE TAN
Director Enforcement

JULIA SNG
Domain Commander (Air)

CHUA TUAN MENG
Domain Commander (Land)

CHUA SZE HOW
Domain Commander (Sea)

Leadership Group

OPERATIONS



ALAN KOO
Commander Airport

**MARAN S/O V K
SUBRAHMANIYAN**
Commander Air Cargo

DANNY NG
Commander Ports

CHIA HOI MUN
Commander Coastal

COLIN TAN
Commander Woodlands

JACKSON TAN
Commander Tuas

Leadership Group

Policy & Transformation



CHUI WAI CHENG
Director Policy &
Development

CHUA YENG ENG
Director Planning & Review

SIEW CHUI LIN
Director Visitor Services

ANGIE WONG
Director Permanent
Resident Services

DOMINIC CHUA
Director Citizen Services

Leadership Group

Corporate Development & Administration



PRAVINA JIT
Director Manpower

TAN SOR HOON
Director Technology

YONG KOI HIN
Director Logistics,
Infrastructure &
Finance

CHIA HUI KENG
Director Information
Management

ERNEST SOO
Commander Training

SHARON WONG
Director Corporate
Communications &
Service

NG KOA HENG
Deputy Director
Ops-Tech

CONTINUING THE FIGHT AGAINST COVID-19

ICA demonstrated our resilience in ensuring the safe and secure flow of goods and people into Singapore, even as we manage the fast-evolving public health and border measures during this prolonged COVID-19 pandemic.

ICA officers also remained steadfast in performing the expanded roles that we have been tasked with since the outbreak of COVID-19.



Continuing the fight against COVID-19

Supporting the Reopening of Borders

Resumption of Automated Clearance

With the progressive reopening of borders in 2021, ICA introduced a suite of initiatives to provide a seamless, secure and safe travel experience.

In anticipation of an increase in traveller volume, ICA gradually resumed automated clearance for Singapore residents and long-term pass holders

arriving from different countries. The automated lanes were reconfigured to identify travellers' health-risk grouping and accord them the appropriate health protocol via email notification.

Automating Authentication of Local and Overseas Digital Vaccination Certificate

With proof of COVID-19 vaccination being the key to determine traveller's

health protocols, ICA integrated verification of local and overseas digital vaccination certificates into ICA's pre-arrival and immigration clearance processes. This streamlined health requirement checks at the checkpoints and sped up the clearance process.

Travellers who were vaccinated overseas could upload their digital vaccination certificate during entry application or when they submit their SG Arrival Card information and health declaration online. For locally vaccinated individuals, ICA would retrieve their vaccination status from the Ministry of Health (MOH)'s database, removing the need to upload vaccination certificates.

Facilitating Vaccination-Differentiated Safe Management Measures (VDS)

Verified vaccination status of overseas individuals were automatically transmitted to their TraceTogether and HealthHub App so that they would be eligible for VDS when visiting places in Singapore.

Safe Travel Experience at Our Checkpoints

Segregating of high health-risk travellers

To mitigate the risk of COVID-19 importation, the Airport Community implemented measures to segregate travellers based on their health-risk level, and to channel them to dedicated arrival halls for immigration clearance.

Those who arrived from very high health-risk countries, dedicated buses were arranged to bring them to an alternate site for immigration clearance as well as to the Stay-Home Notice (SHN) dedicated facilities (SDF). This process bypassed the need for high health-risk travellers to move through the public arrival hall area.

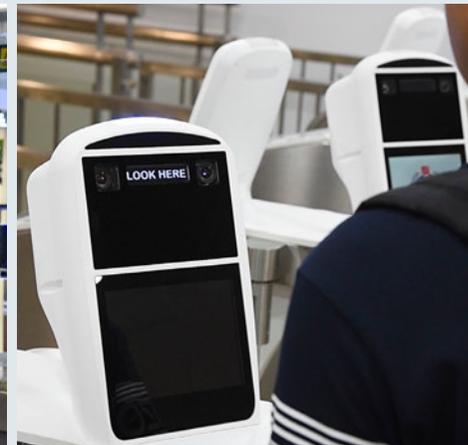


Minimising contact during immigration clearance

To reduce contact between travellers and officers, the immigration counters were retrofitted to enable travellers to self-scan their passport. ICA also accelerated the implementation of the electronic Visit Pass (e-Pass), which replaced the inked endorsement on their passports. These initiatives provided a more hygienic way of clearance and mitigated the risk of infection.

All counters and automated lanes at the passenger halls of Singapore's air, land and sea checkpoints were enhanced to enable enrolled travellers to use their facial and iris biometrics in lieu of fingerprints for identity verification. This new mode of clearance would minimise travellers' contact on surfaces, and provided a more convenient and efficient way of clearance.

Automated immigration lanes across various checkpoints that allow travellers to use facial and iris biometrics for identity verification



Subject: Notification of Electronic Visit Pass

THE IMMIGRATION ACT (CAP. 131)
VISIT PASS

Based on the 102 Annual Card that you have submitted for immigration clearance on 02/09/2022, you have been issued a visit pass to enter Singapore for the following purposes only:

- as a tourist, visitor or professional visit;
- as a family, or
- to seek employment or to be employed in Singapore.

The details of your visit pass are as follows:

IC Number	218887610
Full Name (in Passport)	JOHN TEE JOE
Passport Number	***1234
Date and Time of Issuance of this Pass	02/09/2022 08:00
Number of Days Stay Allowed	30
Last Day of Stay Allowed in Singapore	31/09/2022

Please note that remaining in Singapore without a valid visit pass is an offence under the Immigration Act (Cap 131). Click here to apply to extend your visit pass.

This email serves as your visit pass. As the visit pass is the official document that entitles you to enter and remain temporarily within Singapore, you should retain this email for the entire duration of your stay in Singapore. The IC Number is required if you wish to apply for other immigration facilities while you are in Singapore. For more information on days of stay granted, please visit ICA website at <https://www.ica.gov.sg/visit-pass>.

Please also note the following:

- You may not work in Singapore (i.e. engage in employment or in any business, profession or occupation in Singapore) unless you also have a valid work pass issued under the Employment of Foreign Manpower Act (Cap. 142) (EFMA). Where a work pass issued under the EFMA is issued to you and the work pass is subsequently cancelled, your visit pass will cease to be valid. You must not remain in Singapore thereafter unless you have any other valid immigration facilities allowing you to do so.
- If required by an immigration officer, you must submit to a medical examination.
- If required by the Controller of Immigration, you must undergo quarantine and medical surveillance as determined by the Controller if you were, 10 days before entering Singapore,

Continuing the fight against COVID-19

Dedicated Bus Shuttles Between Malaysia and Singapore

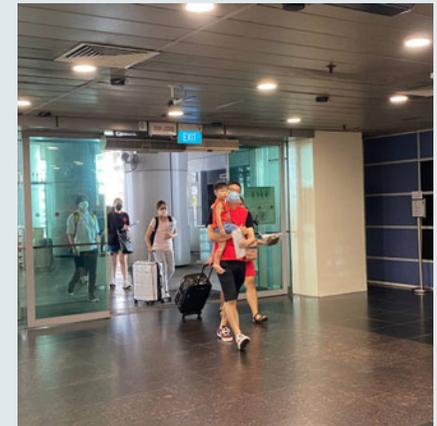
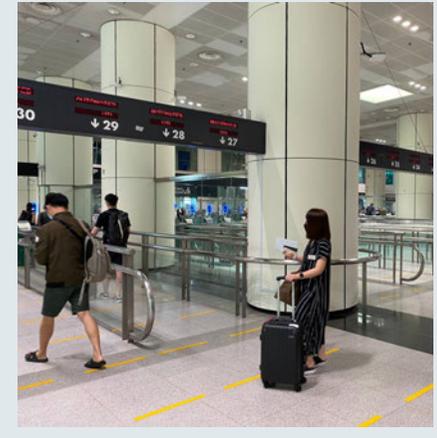


▲ Travellers alighting from a bus that travelled from BSI to Woodlands Checkpoint

The public transport services plying the 1km-long Causeway between Johor Bahru and Singapore were suspended following the imposition of the Movement Control Order in Malaysia on 18 March 2020.

On 17 August 2020, cross-border travel between Singapore and Malaysia partially resumed with the implementation of the Reciprocal Green Lane and Periodic Commuting Arrangement between the two countries. However, public transport services did not resume. Travellers without their own vehicles had to travel on foot; many with large pieces of luggage, across the Causeway.

To lighten the load of travellers crossing the Causeway on foot, ICA engaged the Johor Public Transport Corporation and Malaysia Immigration to arrange for shuttle buses to pick up and drop off travellers at Woodlands Checkpoint and Bagunan Sultan Iskandar (BSI). These shuttle services, u-turning at Woodlands Checkpoint and re-entering Malaysia, were made available within two days. This reflected the close working relationship ICA shares with our Malaysian counterpart.



▲ Travellers entering Woodlands Checkpoint's bus hall for immigration clearance

Continuing the fight against COVID-19

Safe Land Crossings – On-arrival Antigen Rapid Test and COVID-19 Vaccination Exercise for Malaysian Truck Drivers



▲ An ICA officer directing Malaysian truck drivers for checks at Woodlands Checkpoint

To ensure supply chain resiliency and safeguard public health, on-arrival Antigen Rapid Test (ART) for Malaysian Truck Drivers (MTDs) was progressively rolled out at Tuas and Woodlands checkpoints from 22 January 2021. With on-arrival ART, MTDs with a positive test were identified early at the checkpoints and refused entry. This reduced the infection risk to the Singapore community. The ART process was seamlessly integrated into ICA's cargo clearance process to minimise the impact to clearance time and throughput.

As an additional layer of protection against COVID-19, eligible MTDs who entered Singapore on a regular basis were also invited to be vaccinated against COVID-19 in Singapore. ICA's Land Domain officers played an active role in this vaccination exercise by enrolling MTDs for a Multiple Journey Pass prior their vaccination at the Vaccination Centres.



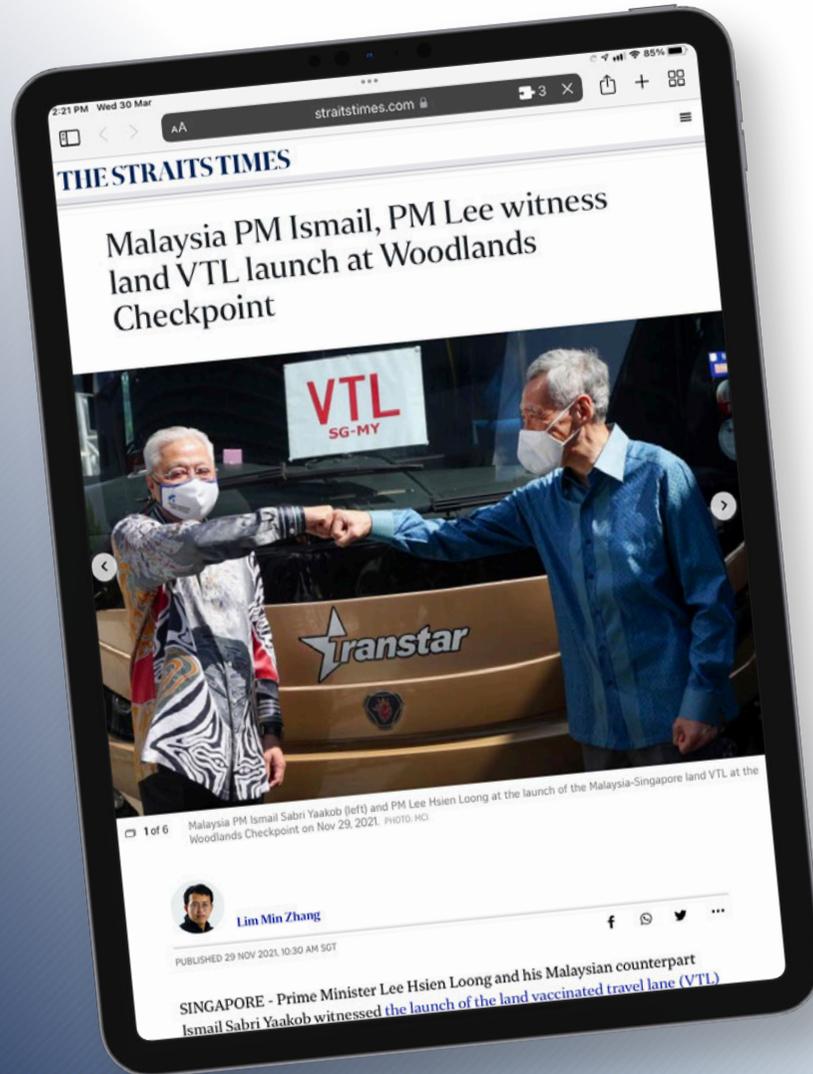
▲ ART and cargo operations at Tuas Checkpoint



▲ Assisting Malaysian truck drivers for their vaccination exercise in Singapore

Continuing the fight against COVID-19

Launch of VTL (Land) for Vaccinated Travellers



▲
Commander Woodlands greeting his Malaysian counterpart

To further restore connectivity between Singapore and Malaysia, the two countries launched the Vaccinated Travel Lane (VTL) (Land) from 29 November 2021. That allowed fully vaccinated travellers to travel between both countries on designated VTL buses and be subjected to COVID-19 tests in lieu of serving quarantine.

The launch ceremony of VTL (Land) at Woodlands Checkpoint was witnessed by Prime Minister (PM) Lee Hsien Loong and his Malaysian counterpart, PM Ismail Sabri Yaakob, along with several ministers from both countries. PM Lee said, "The launch of the VTL (Land) was a big step towards reconnecting our people and economies and will further enhance our bilateral relationship."

ICA's Land Domain is proud to have played its part in implementing VTL (Land), allowing many workers from both Singapore and Malaysia, who have not seen their families for many months, to travel home and reunite with their families.



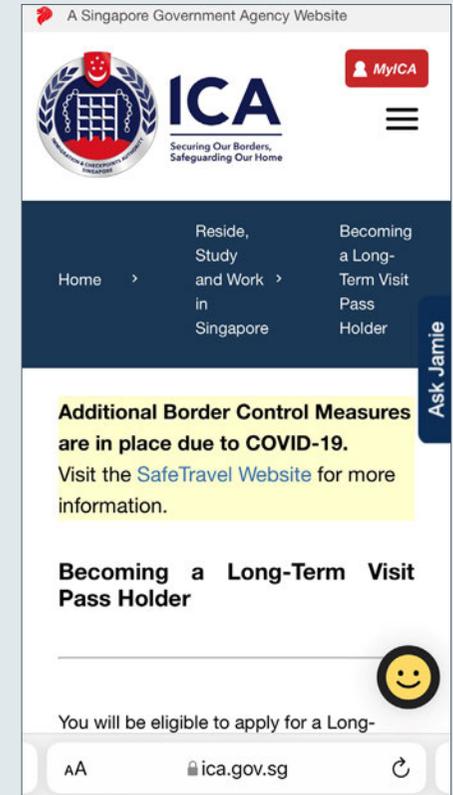
▲
VTL (Land) at Woodlands Checkpoint

Overseas Submission of New LTVP Applications – Facilitating Family Reunions

ICA had also played a part in facilitating family reunions and shortening the waiting time for the family members to secure long-term stay in Singapore.

Since September 2021, VSC had waived the requirement for all new Long-Term Visit Pass applicants to be physically in Singapore before they could submit an Long-Term Visit Pass application. The In-Principle Approval granted to successful applicants provided assurance to the applicants and their local sponsor before they made the trip to Singapore.

Successful applicants were issued with the Long-Term Visit Pass soon after their arrival, thus reducing the need for them to extend their Visit Passes. The initiative also mitigated the risk of such applicants inadvertently overstaying while waiting for the approval of their Long-Term Visit Passes.



Continuing the fight against COVID-19

A Single Touchpoint for Safe Travel



▲ A one-stop portal for travel-related issues, bringing convenience to travellers during the COVID-19 pandemic

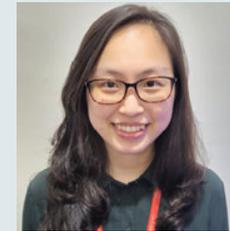
The Safe Travel Office (STO), set up under ICA in August 2020, offered travellers a single touchpoint to address travel-related issues, e.g. travel information, entry applications, queries, and appeals.

STO continued to develop and manage online entry application portals to process and verify details efficiently. Payment and vaccination certificate verification modules had been built into the application portals, which allowed travellers to settle a significant amount of travel administration before receiving their entry approval.

To streamline the entry process of vaccinated travellers, STO worked with various stakeholders to automate the recognition and verification of digital vaccination certificates from September 2021.

With the launch of the Vaccinated Travel Framework in April 2022, border health measures were further simplified, based on the traveller's vaccination status and travel history.

Compliments from Members of the Public for Staff in STO



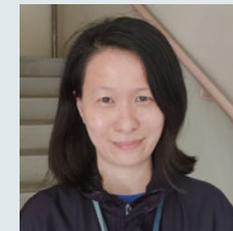
MX 13 Lorraine Kum

"I would like to compliment Ms Lorraine Kum. I appreciate her consideration, help and time throughout the application of entry via the Familial Ties Lane and transport assistance for my mother." - Mrs Lim CK



ASP Qiu Yunguan

"I would like to thank Ms Qiu Yunguan. Ms Qiu went the extra mile to guide me on what I could do to seek special approval for my son to enter Singapore. Really appreciate all that she has done for my family." - Ms Lim LH



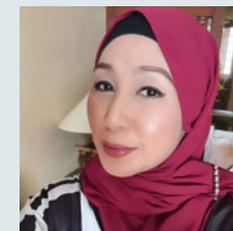
ASP Yeo Pei Sze, Grace

"We are grateful to Grace Yeo Pei Sze, Rafidah and Samantha Koh for the exceptional task that fulfilled our father's wish. My father was at peace when he was able to meet with our brother." - Family of late Wong KY



Mr Chia Zhi Han

"I would like to compliment Chia Zhi Han for being so patient and helpful although it was a long call. He was calm and ensured that he delivered accurate information." - Ms Teoh PS



Ms Sharifah Radhiah Bte Syed Aron

"I would like to compliment Ms Sharifah who helped me to bring my step-daughter back to Singapore via the Familial Ties Lane. Ms Sharifah showed great patience and passion in rendering help. I hope there are more of such capable staff around." - Mr K Kong

Continuing the fight against COVID-19

Continued Monitoring and Enforcement for Persons on Stay-Home Notice

In early 2020, ICA's Intelligence Division and Enforcement Division were tasked with enforcing the Stay-Home Notice (SHN) regime.

With the constant review and adjustment of enforcement measures amidst the pandemic, changes were made to the number of surveillance calls and spot checks in line with the varying SHN isolation periods, and leveraging technology for mass monitoring.

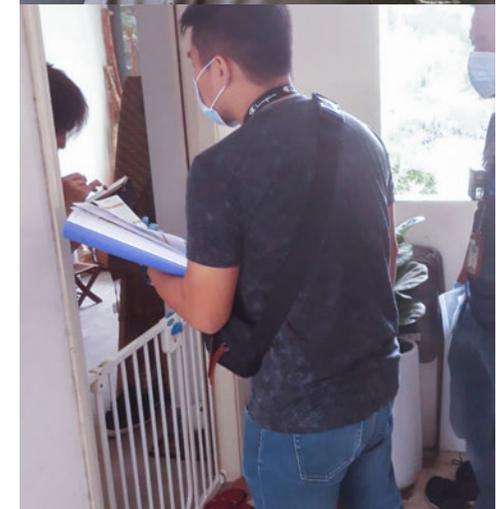
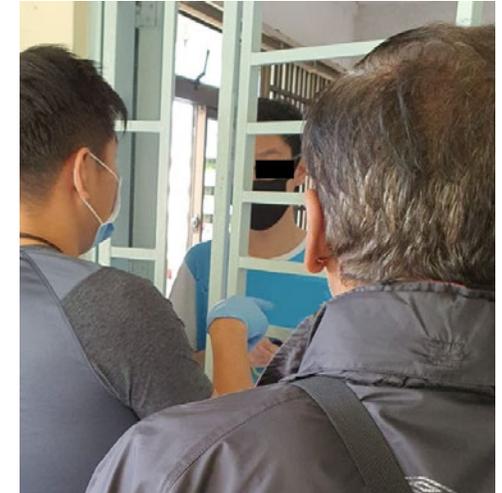
At its peak, ICA monitored close to 41,000 persons on SHN, with 1,200 daily spot checks conducted. To sustain operational efficiency, ICA enlisted the help of SHN Dedicated Facilities to report breaches to ICA. The frequency of spot checks was further reduced when the Electronic Tag Monitoring System was introduced in August 2020. To align with the Home Recovery Programme and Health Risk Warning protocols, ICA ceased its electronic monitoring in October 2021. Only travellers who had

flouted the SHN would be subjected to electronic monitoring.

As more countries, including Singapore, gradually reopen their borders for more international travel, ICA will continue to adjust our measures to enforce the SHN, to ensure ICA is always ahead of the game.



▲ Officers monitoring cases and ensuring the SHN regime is enforced



▲ ICA officers conducting checks on persons on SHN

“ At its peak, ICA monitored close to 41,000 persons on SHN, with 1,200 daily spot checks conducted.

Continuing the fight against COVID-19

Contactless Clearance for Travellers and Crew at Sea Checkpoints

To ensure a safer immigration clearance for travellers, ICA worked with our partners to explore and implement contactless clearance process at the sea checkpoints.

Travellers at the Marina Bay Cruise Centre Singapore (MBCCS) and Tanah Merah Ferry Terminal (TMFT) were able to self-clear by scanning their passport at the manual counters. They would then receive an electronic Visit Pass through email in lieu of inked endorsement stamps.

ICA also leveraged video conferencing tools to perform remote clearance on travellers and crew who tested positive for COVID-19 or identified as persons under quarantine.

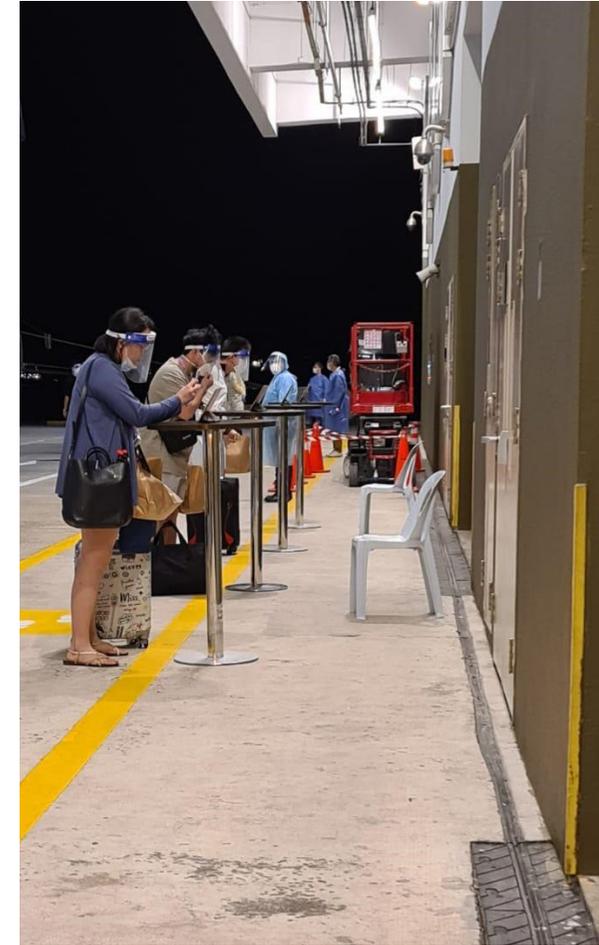
This initiative eased the clearance process for travellers and provided protection against possible COVID-19 transmission for our officers.



▲ Tapping on video conferencing tools for contactless clearance at MBCCS



▲ Contactless clearance at TMFT



▲ Contactless clearance at MBCCS

Continuing the fight against COVID-19

Issuing Vaccination Stickers for Short-Term Visit Pass holders



▲ Affixing the vaccination sticker in a traveller's passport

The implementation of Vaccination-Differentiated Safe Management Measures required many to produce a proof of vaccination before they could dine in or enter public facilities like shopping malls. Short-Term Visit Pass (STVP) holders who entered Singapore after 21 August 2021 and had been fully

vaccinated overseas were issued with tamper-proof vaccination stickers upon their arrival at the checkpoints.

In support of the Whole-of-Government efforts, ICA issued vaccination stickers at ICA Building to update STVP holders who had arrived prior to 21 August 2021



▲ A services centre staff attending to a traveller as part of the operation

or those who did not obtain a vaccination sticker at the checkpoints. Counters and systems were swiftly set up within two days; officers were deployed and briefed on the vaccination sticker operations.

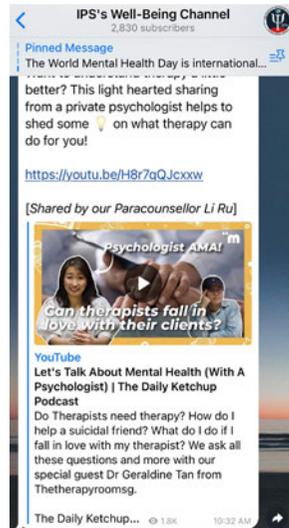
By 17 September 2021, the Ministry of Health was able to update STVP holders' vaccination status in the TraceTogether app and hence, ICA ceased its vaccination sticker operations. A total of 1,168 stickers were issued during this 24-day operation.

Continuing the fight against COVID-19

Enhancing Mental Resilience Among Officers

As COVID-19 was a prolonged pandemic to our nation, ICA recognised the importance of enhancing officers' mental resilience to manage challenges that they might face. The ICA Psychological Services (IPS) curated materials on mental well-being for ICA officers in various forms and disseminated them through different mediums to enhance the reach:

- **Created** short animation videos on YouTube which contained bite-sized information on coping strategies and self-care techniques.
- **Produced** "Work in Progress" podcast series on Spotify, where psychologists shared about topics ranging from mindfulness to post-traumatic growth.
- **Leveraged** the Telegram app, with over 2,800 subscribers, to share IPS-produced infographics and externally sourced articles on mental resilience and leadership.



Continuing the fight against COVID-19

Providing A Conducive and Clean Work Environment



▲ The ventilation and air quality in ICA Building were enhanced by implementing NEA-recommended safe building measures such as maximising the outdoor fresh air intake and purging out indoor air twice daily.

The safety and well-being of ICA officers as well as members of the public who had visited ICA Building were of utmost importance. To protect against the spread of COVID-19, ICA increased the cleaning frequency of work areas, particularly for those with high footfall.

To increase ICA's office space arising from operational needs for a more conducive work environment, ICA took over the ownership of the former ELD Training Centre in June 2021 and re-named it as ICA@Victoria. ICA@Victoria housed the Safe Travel Office (STO) and other operational units, besides serving as alternate sites for work units, as part of ICA's Business Continuity Planning.



▲ Initiatives to keep officers and the public safe included frequent cleaning, application of anti-germ nano coating at high-touchpoint areas and installation of acrylic shields at frontline counters



▲ ICA@Victoria

Continuing the fight against COVID-19

Supporting One Another as One ICA Family

ICA continued supporting officers physically and mentally as the COVID-19 pandemic entered its second year. Some officers also stepped forward to volunteer their time to deliver care packs to officers who were in quarantine, showing camaraderie and care for one another as one ICA Family.

Appreciation Gifts and Care Packs for ICA officers

ICA Leadership Group and ICARE2 members gathered on 5 April 2021 to prepare care packs for distribution to all ICA officers, as a small gesture and token of appreciation to thank officers for their hard work since the onset of COVID-19.



▲ Commissioner ICA, Mr Marvin Sim, preparing care packs for distribution to ICA officers



▲ From left to right: ICARE2 Chairperson AC Chia Hui Keng, Director Enforcement AC Theodore Tan, and Director Operations SAC Nam Liang Chia, assisting with the packing of care packs at ICA Building



▲ In addition to the care packs, ICA officers received an appreciation gift set comprising gift vouchers and a specially designed commemorative NETS FlashPay Card with a Thank You message from Commissioner ICA



▲ Leaders from the Integrated Checkpoints Command (ICC) Air, Land and Sea organised their packing activities at respective Commands before distributing the care packs to their officers



▲ Commander Airport AC Alan Koo engaging officers at Airport Command after COVID-19 cases surfaced within the Command

In May 2021, Singapore experienced another wave of COVID-19 infection brought about by the Delta variant. At the peak of the infection wave, which also coincided with Hari Raya Puasa, ICA's Airport Command saw about 120 officers being quarantined as they had come into close contact with personnel who subsequently tested positive for COVID-19.

Even though it was a public holiday, a team of officers from various work units stepped forward to volunteer their time and services to procure, pack and deliver care packs to our Airport officers who were placed under quarantine order in various hotels across the island.



▲ ICA officers who assisted in the preparation of additional care packs for those on quarantine order

Thoughts from officers on the care packs

"The care pack makes me feel appreciated. It shows that we are united as one in these tough times."

SSGT Mohamed Syafiq Bin Razali, Airport Command, ICC (Air)

"I am happy and appreciative of the kind gestures and thoughts which strengthened our bond as a family – the ICA family!"

INSP Mustaffa Bin Mohamed Salleh, Woodlands Command, ICC (Land)

"I appreciate the efforts of ICARE2 in preparing the care packs and gifts. I look forward to future welfare from the ICARE2 team and management."

SGT 2 Kamalrulnizam Bin Kiman, Coastal Command, ICC (Sea)

"A gift that helped to boost my energy at work. A big thank you to the ICARE2 team for their commitment and dedication to care for our ICA family!"

DSP Ma Chui Yi, Information Management Division

"I am privileged and blessed to have a team that strives to take care of our welfare during these tough times."

MX 15 Sharon Mohanes, Visitor Services Centre

HIGHLIGHTS

In this section, we highlight how ICA has built resilience in our people, systems and processes to prepare for the post-pandemic world and support our ongoing transformation efforts under the New Clearance Concept and Services Centre Next-Generation.

Highlights

10-Year Validity for the Singapore Passport

From 1 October 2021, the validity period of the Singapore passport increased from 5 to 10 years for Singapore citizens aged 16 and above. For children below 16 years old, the passport validity period remains at five years.

It was viable to increase the passport validity without compromising security or global confidence on our travel document because of:

- Stability of biometric passport technology and greater confidence in the durability of the passport microchip
- Increased use of biometrics screening technology by immigration authorities worldwide to validate travellers' identity and detect stolen or forged passports
- Issuance of 10-year passport by many other countries that had previously issued five-year passports

With a longer passport validity, members of the public enjoy greater convenience and savings from the reduced frequency of passport renewals. The reduction in applications also meant that ICA officers could be redeployed to focus on more complex cases, in support of officers' new roles and operations under the Services Centre Next-Generation.

APPLYING FOR A NEW SINGAPORE PASSPORT?

If you apply for a Singapore passport from **1 October 2021**, you will be issued with a passport that is **valid for 10 years!**



For

≥16
years old



- Singapore Citizens
- Aged 16 and above

Things to note

\$S\$70

- There is no change to the passport application fee of S\$70.

<16
years old

Five-year validity

- The validity period of the passport issued to children below 16 years old will remain at five years.

Highlights

No Additional Fees for Collection of Passport and Identity Card at Post Offices

From 1 October 2021, eligible Singapore citizens and permanent residents who choose to collect their Singapore passport and/or Identity Card (IC) at any of the 27 designated SingPost post offices, can do so without incurring an additional collection fee. Prior to this, they were charged an additional collection fee ranging from \$6 to \$12 by SingPost.

The initiative to encourage the collection of passport and/or IC at various locations island-wide is part of ICA's transformation efforts to provide greater convenience to our customers. This also brings ICA closer to its goal to provide a "No Fuss, No Visit, No Waiting" service experience.



▲ When your passport is ready, make an online appointment to collect it at your preferred post office, if eligible.

No Additional Fees For Collection Of Passport And Identity Card At Post Offices

FREE COLLECTION @ POST OFFICES

From 1 October 2021, Singapore residents who choose to collect their Singapore passport and/or identity card (IC) at the 27 designated post offices, will no longer need to pay SingPost an additional collection fee.

Select Post Office For Collection

Most residents will be able to enjoy this convenience. Applicants will be informed of the collection options available to them when the documents are ready for collection.

Eligible residents will need to make an online appointment ("eAppointment") at <https://eservices.ica.gov.sg/ibook> to collect at their preferred post office.

Highlights

Going Online for ICA's Services



New e-Service for Reporting and Replacement of Lost IC

The e-Service for the reporting and replacement of lost Identity Card (IC) was introduced on 9 October 2021, as part of ICA's plan to push all its core application services online.

Previously, IC holders had to report and register for replacement of their IC in person at ICA Building. With the e-Service, they can now report the loss of their IC online at their own convenience, instead of making a trip to ICA Building.

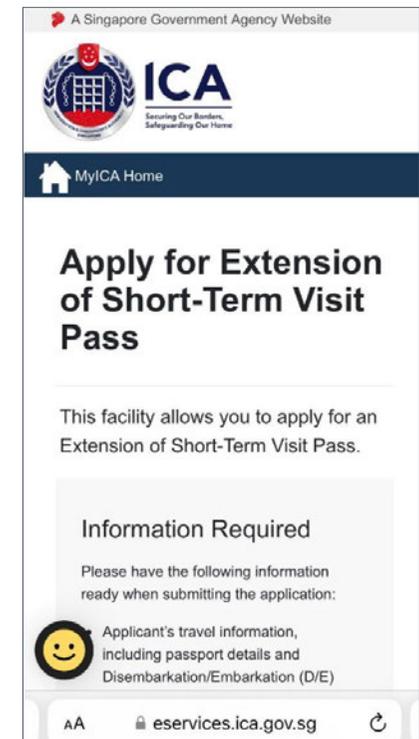
This brings about greater convenience to the public but also reduces the manual workload of ICA counter officers, enabling them to be redeployed to perform higher-value tasks.

Allowing Overstayers with Genuine Reasons to Pay for Fines and Extend Their Stay Online

Since June 2021, ICA's enhanced eXTEND e-Service allowed overstayers with no malicious intent to pay their composition fines and apply for their extensions of stay online. Most of the overstayers were either aged parents, spouse or children of Singapore citizens or permanent residents who had overlooked the expiry of their visit passes.

Once the composition fines were paid, the applicants' stay would be extended immediately online. If they did not make payment, enforcement actions would be taken against them.

This initiative is part of ICA's digitalisation efforts to facilitate the regularisation of stay for genuine visitors, and reduce the need for them to make a trip to ICA. ICA officers could then handle the egregious overstaying cases over the counters.



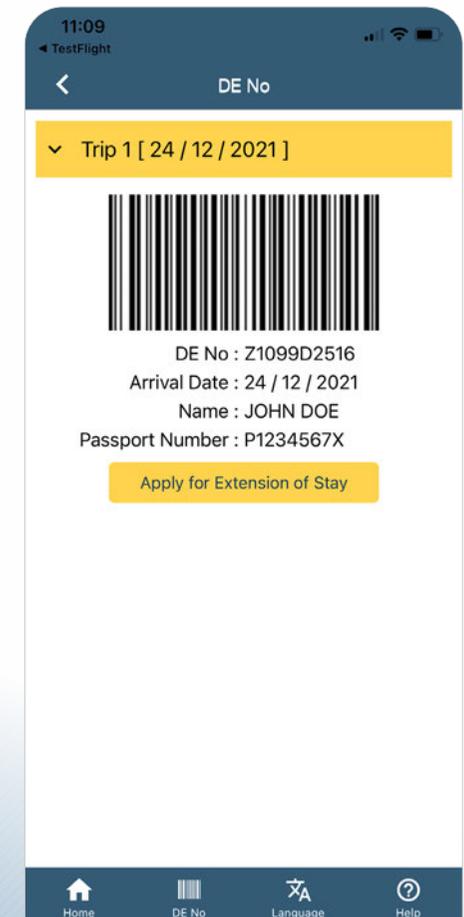
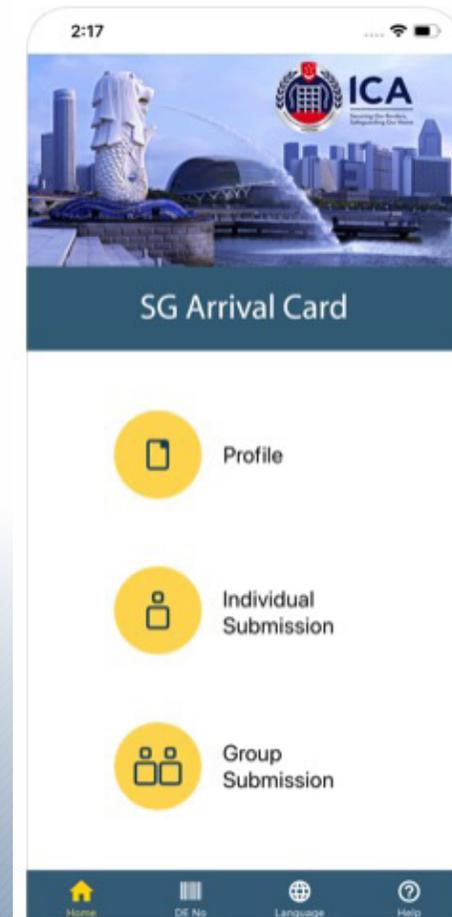
▲ Allowing overstayers with genuine reasons to pay composition fines and extend their stay online

Highlights

Allowing Travellers to Extend Their Stay on the SGAC Mobile App

With the integration of SG Arrival Card (SGAC) mobile app and eXTEND e-Service in July 2021, travellers were able to conveniently go through a single gateway, the SGAC app, to extend their stay in Singapore. The integration removed the need for travellers to key in the unique and complex disembarkation/embarkation (D/E) card number and other personal particulars which they had already furnished earlier for their SGAC submission.

This initiative not only provided convenience to travellers but also reduced the likelihood of their eXTEND applications from being rejected due to data entry errors. For ICA, this reduced the number of rejected applications and travellers having to extend their stay over the counter at ICA Building. Such contactless transaction had provided a safer and more seamless experience for travellers.



Applying for extension of stay on the SGAC app

Highlights

New Clearance Concept for Cargo

The New Clearance Concept (NCC) for Cargo aims to provide a seamless and secure cargo clearance experience by enhancing clearance throughput and operational effectiveness.



Mobile Cargo Screening System (CASS)

ICA implemented CASS on tablets progressively from September 2021 for ICA officers to access Cargo Clearance Permit (CCP) information, conduct cargo checks, and clearance of CCP on the move. This had increased operational efficiency and reduced cargo clearance time for both ICA and cargo drivers. Such tablets would also be progressively deployed to other cargo checkpoints to allow ICA officers to clear cargo permits on-the-go.



Cessation of Physical Endorsement on CCP

With effect from 1 February 2022, checkpoints ceased to manually endorse CCPs presented for clearance. This reduced the turnaround time for vehicles and cargo passing through the cargo checkpoints. A six-month adjustment period till 31 July 2022 had been given to adapt to this change.



Paperless CCP Clearance with SGAC Cargo Module Trial

To facilitate paperless CCP clearance at the checkpoints, the SG Arrival Card (SGAC) Cargo Module was created to facilitate just-in-time submission of vehicle licence plate and corresponding CCP numbers before arrival at the checkpoint for conventional cargo clearance. A trial involving five freight forwarders at Changi Airfreight Centre, Air Cargo Command was carried out from November 2021 to February 2022. The trial outcome provided learning points for ICA to progressively roll out SGAC Cargo Module to the other cargo checkpoints in 2022.

Highlights

Operationalisation of Tuas Port Phase 1 Finger 2

Slated to open progressively in four phases, Tuas Port (TP) was projected to be fully operational in 2040 with a total handling capacity of 65 million Twenty-Foot-Equivalent-Units (TEUs).

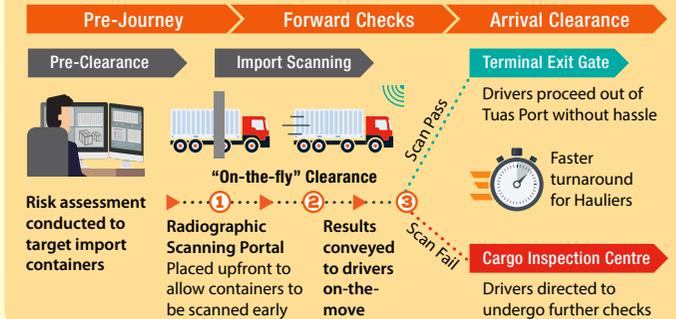
First phase of TP operations began with the opening of Finger 2 on 1 October 2021. The key initiatives implemented included:

1 "On-the-Fly" Clearance Concept

With "On-the-Fly" clearance, hauliers transporting targeted containers no longer had to report to the Scanning Station. A scanner portal placed upfront, within the Free-Trade-Zone, allowed targeted containers to be scanned early. The scanned images were analysed by ICA officers while the driver was on the move.

The new clearance concept strengthened cargo security as containers were scanned shortly after discharging from vessels. There was also greater convenience and shorter turnaround time for hauliers.

CONCEPT OF OPERATIONS OF TUAS PORT - "ON-THE-FLY" CLEARANCE



2 Deployment of Mobile Cargo Screening System (Mobile CASS)

Currently, officers would only be able to access the CASS system to clear cargo permits via a desktop computer. To enhance cargo clearance, ICA officers at TP had been equipped with Mobile CASS on tablets to facilitate checks at the Red Lanes and Inspection Centre's Checking Bays.



▲ Officers using Mobile CASS in Tuas Port

3 Use of Palletised X-ray Machine for Enhanced Checks

For containers directed to the Inspection Centre's Checking Bays, ICA officers would be able to utilise pallet jacks or forklifts to expeditiously remove the goods from within the containers for enhanced checks. ICA officers would then scan the goods, using the Palletised Cargo X-ray machine, to establish if there were any contraband or prohibited items.



▲ Officer operating the Palletised Cargo X-ray Machine in Tuas Port

Highlights

More Automated Lanes for More Secure and Efficient Clearance at ICA's Checkpoints

In the lead up to New Clearance Concept (NCC), ICA will progressively replace all manual counters in the passenger halls with automated lanes to increase ICA's automated clearance capacity, and to enhance efficiency and traveller experience.

153 automated lanes, including 16 Special Assistance Lanes (SAL), had been installed at the passenger halls

of land and air checkpoints. The SAL, a new automated lane which would allow travellers with reduced mobility (i.e. wheelchair users) to self-clear or be assisted by an officer during clearance, was first installed at Changi Airport. SALs will be introduced at Changi Airport by end 2022 and will be gradually extended to the other checkpoints from end 2023.



▲ Automated clearance capacity has increased from 39% to 52% at Changi Airport with installation of the 89 new automated lanes

Benefits to Travellers

1 Seamless clearance and reduced waiting time

- Shorter waiting time in the passenger halls
- More can experience seamless and secure self-immigration clearance via automated lanes

2 Empowering more groups of travellers

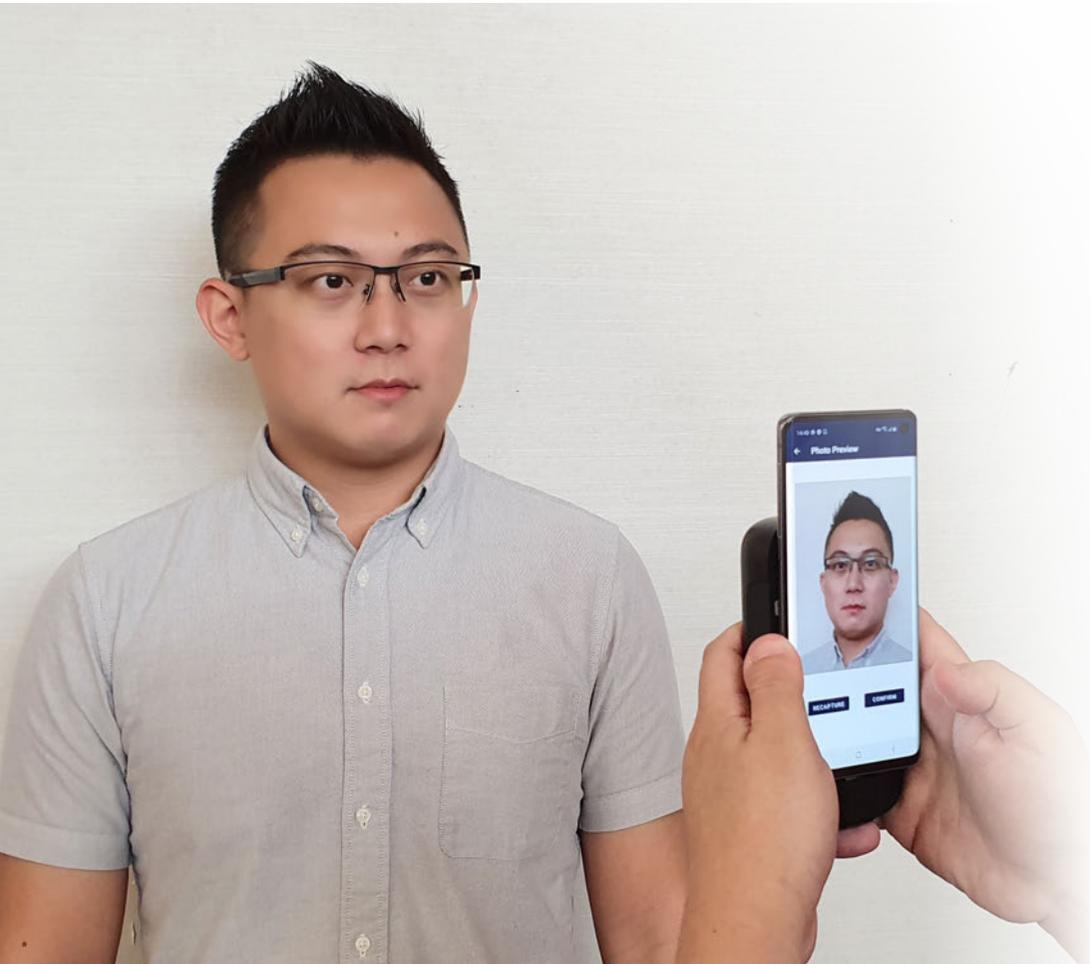
- Those with reduced mobility and in future, family groups (up to four persons) can self-clear at the SAL



▲ At the land checkpoints, the 64 new automated lanes resulted in an increase in clearance capacity from 44% to 64%

Highlights

Implementation of MAVIS 2



▲ Capturing a subject's face using MAVIS 2

The Mobile Automated Verification & Identification System (MAVIS 2) is ICA's next-generation mobile screening and identification system. Installed on ICA-issued smartphones, the app-based system offers an extensive range of biometrics capabilities (including fingerprint, facial and iris scans) to screen and identify subjects. The system also allows officers to execute important text-based enquiries to verify identities, and establish past travel patterns and declarations of persons of interest.

Real-time access to such information allows officers to sense-make on

the go and is critical for smarter and more efficient operations. Apart from enhancing screening and identification capabilities, MAVIS 2 is a versatile system that also allows ICA officers to perform immigration clearance anywhere. For example, ICA officers can approach physically-challenged travellers to accord immigration clearance without the need for them to present themselves at the manual counters.

As part of ICA's border security efforts to enhance enforcement and operational capabilities, MAVIS 2 had been deployed at all ICA checkpoints.



▲ Fingerprint capturing using MAVIS 2

Highlights

Exploring New Capabilities to Enhance Security Checks and Optimise Travellers' Experience



▲ Enhancing security at our land checkpoints

Unmanned Aerial Vehicle (UAV)

ICA constantly explores new technological capabilities to enhance and future-proof our operational processes. In collaboration with HTX, ICA trialled the use of mobile UAV to patrol the land checkpoints' perimeters as well as undertake traffic and security surveillance. With the UAVs, the overall surveillance coverage at the land checkpoints can exponentially go beyond static sensors and physical perimeters.



▲ View of the Causeway using UAV

Special Assistance Lane (SAL)

ICA also collaborated with various stakeholders to redesign our automated lanes with bigger space to facilitate self-clearance by travellers with reduced mobility (example, those who are wheelchair users). This is a significant milestone for ICA to realise our New Clearance Concept vision of automated clearance as the new norm in the passenger halls.



▲ ICA officers simulating illegal immigrants walking on the pipeline

Highlights

Readying Our Officers for Enhanced Roles at Checkpoints and Services Centre

To prepare for ICA's new concept of operations at both the checkpoints and integrated services centre, ICA commenced a consultancy study in June 2020 to review and identify relevant competencies to address the training and development needs of the workforce.

Together with external consultants, Manpower Division and Training Command jointly developed the Tradecraft Competency Framework to drive the design and development of robust training programmes for ICA officers. This would also facilitate more meaningful conversations

on developmental needs between supervisors and their officers.

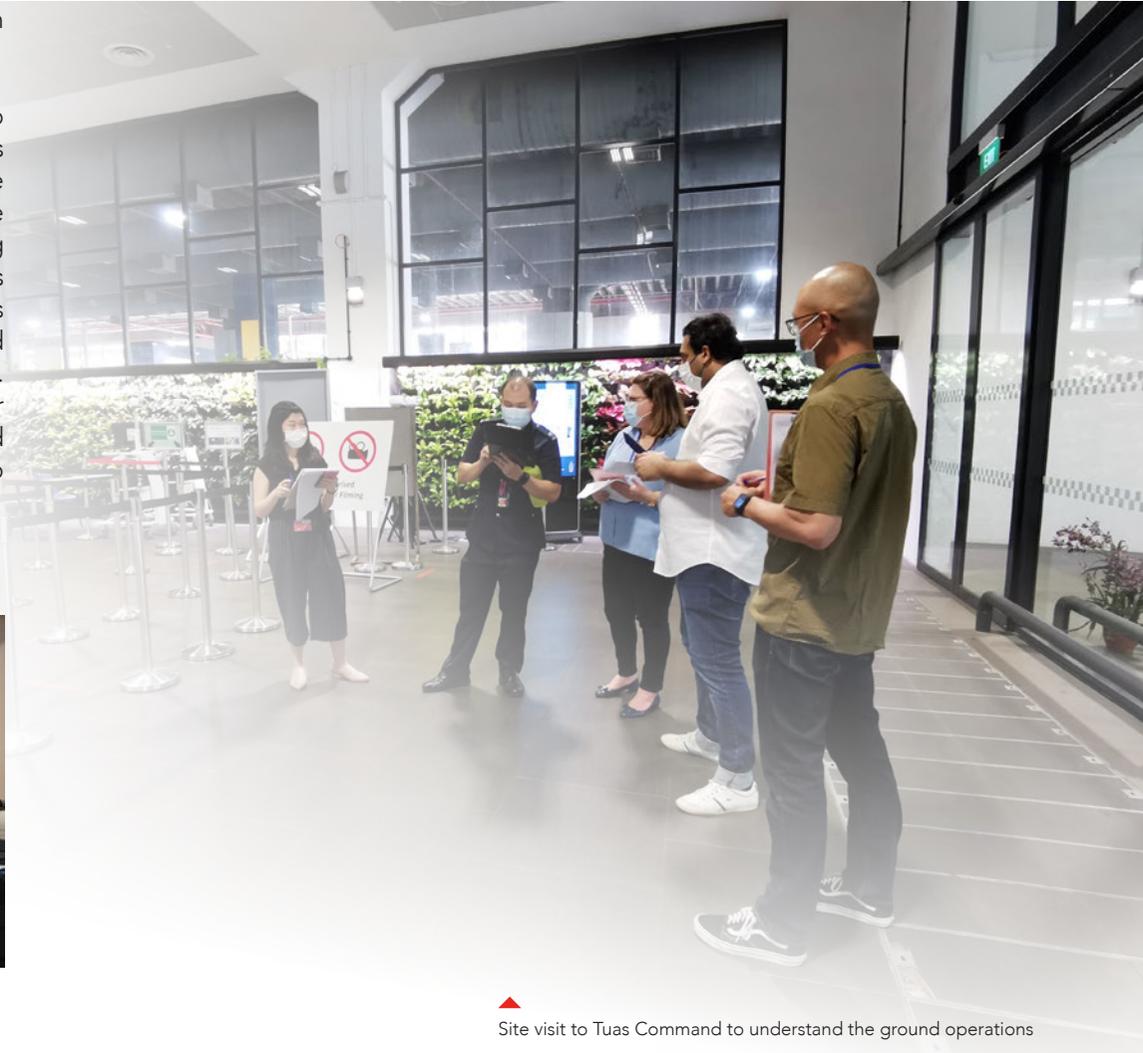
More than 80 virtual focus group discussions were held with various stakeholders to identify the competencies based on future operating landscape. Online Learning and Employee Development workshops were conducted to train supervisors on how to use the framework and address officers' developmental needs. A Change Readiness Survey to gather officers' feedback and how ICA could better support its adaptation was also completed.



Validation session with officers from Enforcement Division



Validation session with officers from Services Centres



Site visit to Tuas Command to understand the ground operations

Highlights

Better Training and Learning for Officers Through Technologies

1 Augmented Reality (AR) for Document Examination Training

An AR application was incorporated into ICA's Document Examination Basic Course in June 2021 to hone officers' skills in detecting fraudulent travel documents.

The AR application allowed officers to examine digitised images of travel documents and intricate security features realistically on their training tablets such as through the use of the tablet's UV light function to examine the security features found on travel documents.

Trainers could monitor officers' performance and identify specific assessment modules that officers experienced difficulties with. Trainers could then adjust their instructional strategies for better training delivery and outcomes.



Trainees examining travel documents physically and through the AR application



Trainees discussing about the security features in the AR application

2 Eye-Tracking Technology for Facial Recognition Training

ICA leveraged eye-tracking technology to complement existing classroom training to sharpen officers' skills in detecting impersonation.

Officers could receive real-time feedback on whether they had been applying the appropriate technique when performing facial verification.

Trainers were also able to analyse the results for officers and take targeted intervention measures by customising additional lessons for those who needed more practice.



Trainees using the eye-tracking application during lesson

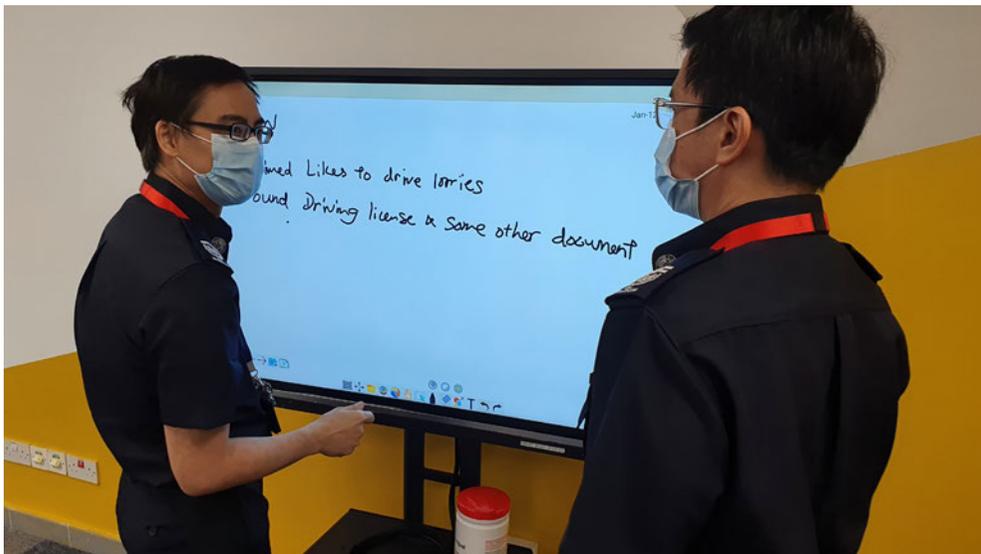
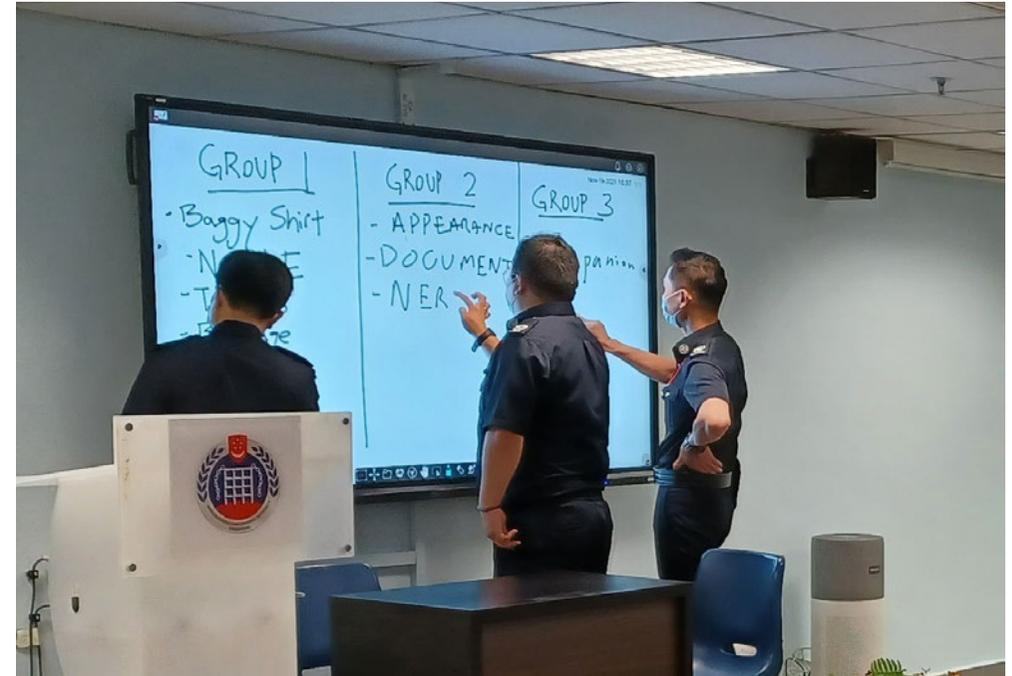


Trainer coaching the trainees using the eye-tracking application

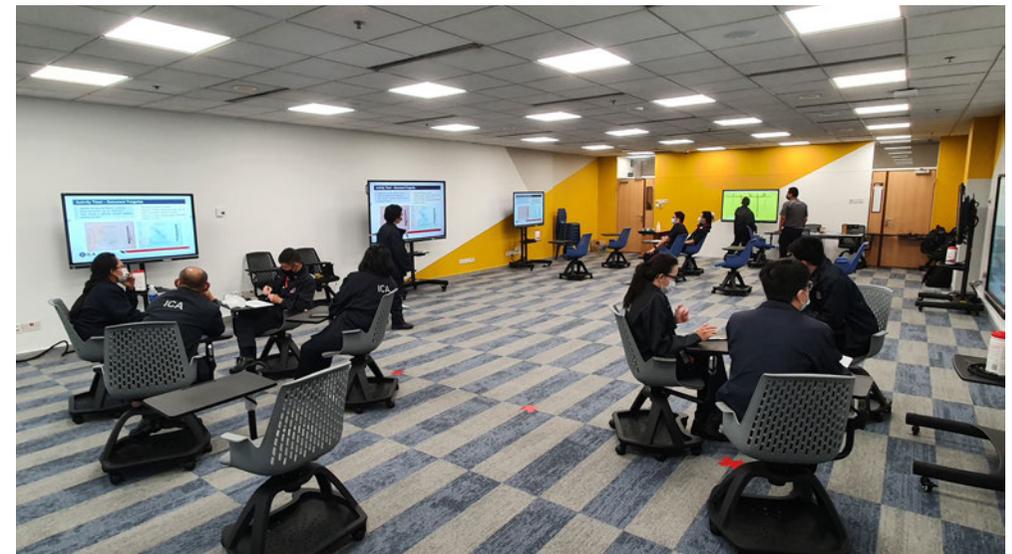
3 Smart Classroom – Collaborative Learning via Interactive Technologies

The Smart Classrooms formed an integral part of the envisaged Learning Suite which aimed to bring decentralised and next-generation training and learning facilities to the ground. The use of interactive technologies and configurable furniture promoted collaborative learning among ICA officers where they could engage in discussions actively. Officers could take on a more dynamic and participative role in their own learning.

Smart Classrooms had been set up at Woodlands Checkpoint, Tuas Checkpoint and Changi Airport Terminal 3.



Tuas Command officers leveraging the smart whiteboard for group discussions



Officers using the interactive smart whiteboard for discussions

Highlights

Up Close and Personal with the Ground



A continuous operation-training loop is essential to maintain training relevancy to ground operations. ICA's Training Command collaborated with Air Cargo Command to develop a two-day attachment programme at the Changi Airfreight Centre for officers who are trainers and curriculum developers. The aim was to acquaint them with the latest methods and technologies used in air cargo clearance so that they would be able to update their training materials accordingly.

Despite having to make numerous adjustments due to safe management restrictions, the programme was well-received by the 20 participants. They were able to refresh themselves with current ground knowledge and looked forward to attending more of such attachments at the other checkpoints.



▲ Trainers trying to conduct search on cargo, together with officers on duty

"The CAC attachment was very educational. In terms of cargo clearance, it is evident that the workload has increased due to high demand for e-commerce, especially during the pandemic."

DSP Ng Chiew Shea, Joseph

"The attachment was a great opportunity to expose trainers, especially those who have not been posted to Air Cargo Command before. This allowed trainers to be able to share first-hand experience and new happenings to the trainees."

ASP Toh Wen Jin

"The attachment has allowed me to see how our parcels are being processed. Our Air Cargo officers must screen all flown-in parcels, which is not easy. I salute them for their vigilance!"

ASP Neo Boon Wee Edwin

Highlights

Training for ICA Services Centre (ISC)'s Service Ambassador Pilot Teams

Two pilot teams comprising officers from the Services Centres were formed in 2021 to trial the future roles of the Service Ambassador and Service Advisor as well as integrated case processing functions for selected products. This was to prepare for the new operations at the upcoming new ISC.

The officers had to go through a new training curriculum which included interactive e-learning, self-study, engagement with Subject Matter Experts and on-the-job training. Additionally, the pilot teams participated in surveys and focus group discussions to enhance the training programme.

Upon completion of the training, the two pilot teams were deployed at Level 1 of ICA Building to engage members of the public who required assistance. They also advised the public on eligibility and application process for various ICA products and services.

ICA is currently fine-tuning the roles and responsibilities of the Service Ambassadors and Service Advisors. At the same time, we are identifying the best technological support for ICA officers performing these new roles.



"Being in the pilot team has given me the opportunity to be exposed to other products in our services centres. With the newly acquired knowledge, I am now able to offer the public better explanation on other products and services with confidence."

*MX 14 Nur Erinda Binte Razali
Citizen Services Centre*



▲ Staff from Services Centres assisting members of the public on the ground, putting into practice what they had learnt as Service Ambassadors and Service Advisors

Highlights

New Clearance Concept Training on Profile and Intent Analysis

In preparation for the roll-out of New Concept Clearance (NCC) from 2023, ICA began its training on Profile and Intent Analysis for checkpoint officers in October 2020. The training, which was conducted at the checkpoints, aimed to reinforce frontline officers' existing competencies and upskill them to transit to NCC operations.

To enhance the learning experience, there were simulated role-plays for participants to respond to scenarios

at the checkpoints, gamification of in-class activities, as well as seminar-style discussions for participants to provide their views and share their experience with fellow officers.

ICA persevered with the training in 2021, while ensuring adherence to safe management measures. This was made possible only through the resilience of the training team and the well-coordinated arrangements by the checkpoints.



Hear what the participants had to say

"Good job on the course. Interesting course which I can apply in my work."

SGT 3 Nurul Izzyan Binte Jussmasra, Woodlands Command, ICC (Land)

"The trainers did well in explanation and presentation. They made sure the officers understood and they were always there to clear any doubts."

CI (1) Gina Tan Shu Hui, Airport Command, ICC (Air)



▲ Officers conducting group discussions and participating in class activities

Highlights

Transforming the CREW System to Provide Greater Convenience for the Shipping Community

To improve the clearance of crew and vessels, ICA collaborated with the Maritime & Port Authority of Singapore (MPA) and National Environment Agency (NEA) to operationalise the digitalPORT@SG (Digiport). Digiport is a single portal that allows shipping agents to submit vessel, immigration and port health-related applications. Besides providing inputs to system interface and functionalities to ensure a seamless experience for all users, ICA engaged strategic partners, including the shipping agents and ferry operators, to enrol onto Digiport to improve the clearance of crew and vessels.

Digiport had been progressively rolled out to shipping agents from 1 June 2020 and replaced the ICA Computerisation of Records for Crew (CREW) Clearance System* frontend portal on 1 November 2021.

ICA also reviewed our processes in the CREW's backend screening system to automate the identification of crew members on the various Safe Travel Lanes. Appropriate immigration status would then be accorded to them. This enhanced ICA's efficiency in processing the applications and allowed shipping agents more time to plan for crew changes amidst the COVID-19 restriction measures.



*The ICA CREW system is used to process applications of arriving and departing vessels as well as crew.

▲ The use of Digiport brought convenience to the shipping community

Highlights

Collaboration with Air Express Companies to Roll Out Paperless Import Cargo Clearance

During regular engagements with the Air Express Companies (AECs) such as UPS and DHL, ICA noted that the AECs put in a considerable amount of time, manpower and logistics to print the Consolidated Import Declaration of Bulk Clearance permits for cargo clearance at the checkpoints. The paper-based clearance process had been in place since the 1990s. More than 15,000 sheets of paper were disposed of weekly.

To streamline the process, Air Cargo Command leveraged technology to implement paperless import clearance for the AECs. Soft copies of the permits were downloaded and stored in Air Cargo Command's digital team workspace. During cargo clearance, officers would simply access the workspace and retrieve permit information in a matter of seconds. AECs were no longer required to present hardcopy permits.

The initiative not only reduced verification time for items of interest from 5 minutes to 10 seconds but also resulted in cost and time savings for the AECs. Approximately \$15,000 per year in terms of logistics and manpower cost expended by the AECs to support the paper-based clearance previously was saved. The clearance also became contactless, safeguarding both our officers as well as AECs' health and well-being.



▲ An improvement in overall clearance time with paperless clearance of permits

Highlights

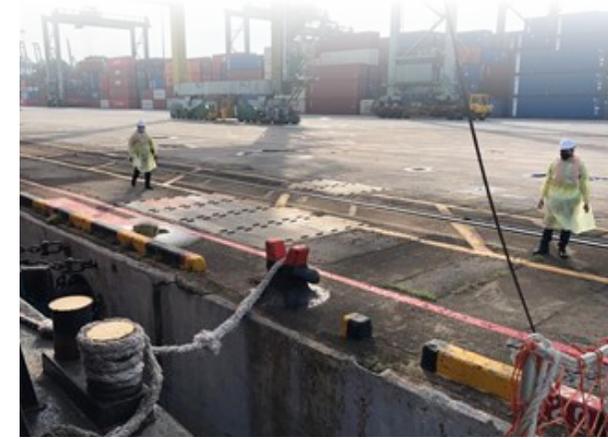
Enhancing Protective Security at Integrated Checkpoints Command (Sea)



FRV officers heading to scene upon activation

The Integrated Checkpoints Command (Sea) [ICC (Sea)] had reorganised the deployment of Protective Security (PS) resources and set up four Fast Response Vehicle (FRV) teams to beef up incident response and provide better support in covering ICC (Sea)'s vast operating terrain.

The four FRVs would augment in-situ Checkpoint Response Teams (CRT) and auxiliary police officers at the Ports and Coastal checkpoints. The mobility of the FRVs would allow the Duty Watch Commander to forward deploy the PS resources to support ground operations,



FRV officers providing armed support during a check on a tug/barge at PSA wharves

such as projecting higher security presence during heightened threat conditions, crowd control during traffic peak periods and providing escort and custody support during a major case detection.



FRV/in-situ CRT officers conducting interviews with passengers at West Coast Pier



FRV officers conducting operations at Jurong Sector

Highlights

Reorganisation of Land-Based Sea Checkpoints

On 1 November 2021, Jurong Fishery Port (JFP) and West Coast Pier (WCP) were handed over from Coastal to Ports Command. Prior to the transfer, officers from the affected operational units were regularly engaged to prepare them for the change. Ports Command officers were also attached to JFP and WCP to familiarise themselves with the ground operations and operating terrains.

The reorganisation saw JFP and WCP come under Jurong and Pasir Panjang Clusters respectively and it aims to further optimise resources within the Integrated Checkpoints Command (Sea). Given the close proximity between the clusters, resources can be cross deployed effectively to conduct land-based clearance for Outside Port Limit (OPL) vessels as well as other vessels calling at JFP and WCP. Besides a faster response to incidents, there are also more opportunities for officers to be cross deployed within Ports Command.

"Looking forward to new deployment opportunities and to learn new skills!"

SGT 1 Muhammad Farid Bin Md Isa

"I am excited to be part of Ports Command. I am eager to learn the different clearance processes and job scope when the opportunity is given."

SGT 2 Musta'in Bin Abdullah



▲
West Coast Pier



▲
Jurong Fishery Port

Highlights

Transition to 12-Hour Shift Cycle



The Integrated Checkpoints Command (Land) [ICC (Land)] successfully transitioned into the 12-hour shift cycle for Tuas Command on 10 April 2021 and Woodlands Command on 1 August 2021.

The change not only allowed better distribution of workload, but also provided officers with better work-life balance as they would have two consecutive day-offs after every two days of work. Officers thus saved commuting time as the number of working days

reduced from 22 days to 15 days each month. One day in each month could be dedicated for officers' training. Many officers had adapted very well to the new shift pattern.

Besides ICC (Land), Tuas Port and ICC (Sea) had also implemented the 12-hour shift cycle since 1 October 2021. The revised shift cycle would be progressively rolled out across other ICA checkpoints. All Commands would constantly review work processes to better support officers and sustain the success of the shift cycle.



▲ Officers showing their support for the new 12-hour shift cycles

Highlights

Educating Officers on Data Handling and Protection



The Data Protection Office (DPO), under ICA's Information Management Division, was set up in March 2021 to place greater emphasis on data governance and better drive ICA's data protection initiatives.

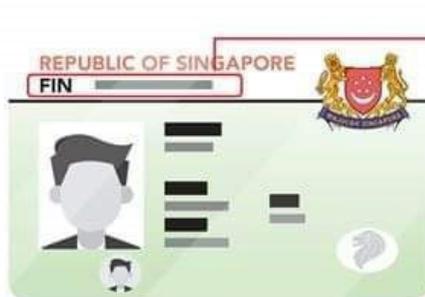
To ensure that ICA officers safeguard data and exercise care in handling data, DPO had released several guides to promote awareness on data and official information protection. A data protection

mascot named Omni was launched in a bid to engage officers through its fun personality. Short comic stories featuring Omni were designed and disseminated to officers. Such publicity materials helped to relay the different areas of data and official information protection in an engaging manner, thus reinforcing officers' understanding on the proper management and protection of ICA's data.



Highlights

Introducing M FIN Series – For Foreigners on Long-Term Immigration or Work Passes



FIN **M**1234567B

- With effect from **1 Jan 2022**
- Will not** affect foreigners who are currently assigned with the **F** and **G** FIN series

ICA introduced a new Foreign Identification Number (FIN) series with the prefix **M** on 1 January 2022.

FINs are unique identification numbers issued by ICA and government agencies to foreigners who are working, studying, or residing in Singapore. They allowed the authorities to register and identify foreigners who are on long-term stay in Singapore.

Similar to the format of the **F** and **G** FIN series, the **M** FIN series starts with the prefix **M**, followed by seven digits and a checksum letter (e.g. M1234567B). Foreigners who are currently assigned with the **F** and **G** FIN series would not be affected.

“FINs are unique identification numbers issued by ICA and government agencies to foreigners who are working, studying, or residing in Singapore.”

Highlights

Finance Transformation for ICA

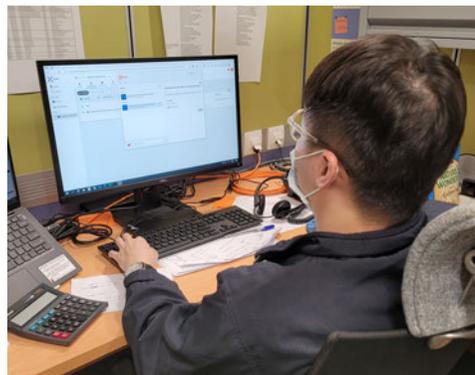
Finance Transformation continued to be a key focus for ICA with the implementation of MHA's Finance Shared Services Centre (FSSC). The Finance Transformation Office was renamed as Transformation & Projects Office (TPO) in July 2021 as part of the reorganisation of Logistics, Infrastructure & Finance Division (LIFD), from the former Corporate Services Division.

Collaborating with MHA and Home Team Departments (HTDs)

ICA had worked closely with MHA and HTDs to set up FSSC on 6 December 2021 to centrally manage common MHA-wide finance operations. A new finance operating model for FSSC covering the establishment of standard operating procedures and change management strategies was designed. TPO, as ICA's change champion for FSSC, also prepared and trained affected work units for their new roles in Finance and FSSC.

Tapping on Data Analytics (DA) and Robotic Process Automation (RPA)

To streamline existing workflows and processes, TPO leveraged DA and RPA to support day-to-day operations. An analytical dashboard to provide insights on the outstanding monies owed to ICA was introduced to allow ICA to better monitor any outstanding cases. Two RPA bots were also developed to assist ICA in flagging out wrong e-invoice type sent by the vendors and detecting anomalies on the allowances paid to officers.



▲ Officer using the RPA to analyse finance transactions



Robotic Process Automation

ICA has implemented the use of Robotic Process Automation (RPA) to automate several finance-related processes since Jan 2019. The use of RPA has brought many benefits to ICA Finance work processes. It is part of the Finance Transformation Roadmap, spearheaded by MHA Finance Transformation Office.

ABOUT RPA

- NOT physical robots.
- RPA is not a physical robot. It is a software robot or 'bot' that can automate workflow to improve business processes.
- The software could be programmed to mimic human actions in carrying out a set of specific and/or repetitive tasks (e.g. data entry, extraction of information, updating of records and drafting of emails).



BENEFITS OF RPA



Efficiency Gains

Manage transactions with high volumes that are repetitive in nature.



Automation

Officers no longer need to perform the manual tasks and can focus on performing more strategic functions.



Productivity Savings

Take over manual and tedious tasks so actual man-hours can be reduced.



Error-Free

Work on pre-programmed rules and flag out exceptions when these conditions are not met.

Highlights

A Greener ICA Building – Replacement of Chiller System



▲ The new cooling tower for the chillers



▲ A more energy-efficient chiller system

As part of our environmental sustainability commitment under GreenGov.Sg, ICA replaced our chiller system in ICA Building in November 2021 with one that was greener and more efficient. Besides the lower energy consumption and reduced utilities cost, the new chiller system would ensure long-term reliability of the air-conditioning system in ICA Building.

Such reliability better supported our operational needs, providing a conducive environment for our officers and the members of the public who visited ICA. We had also met the BCA Green Mark Platinum criteria.



Did You Know?

The BCA Green Mark Scheme is an initiative to create a more sustainable built environment. BCA Green Mark Platinum is awarded to exemplary green projects that effectively demonstrate energy and water savings, and adopt environmentally sustainable building practices.

Highlights

Striving to Deliver the Service Experience that ICA Customers Value

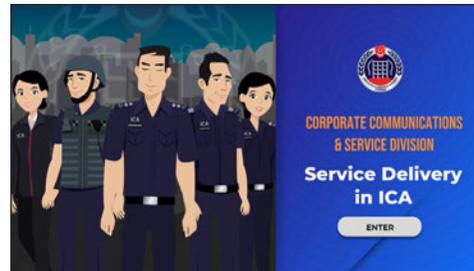
To anchor our commitment to create an enhanced service experience that our customers value, the ICA had rolled out several service initiatives.

Service Operating Model and Collaboration Framework

ICA implemented a Service Operating Model which included ICA's service strategies and key initiatives to transform service delivery. Together with the Collaboration Framework, which established clear roles and responsibilities between ICA and work units, ICA's Service Vision could be articulated through a structured and coordinated regime in the design, delivery, and management of service.

Our Service Commitment

A new ICA webpage titled "Our Service Commitment" was launched in January 2022. This page published ICA's service commitment towards our customers across various touchpoints to promote transparency and manage customer expectations in their interactions with ICA.



E-learning module on Service Delivery in ICA



Service Delivery e-learning Module

ICA had developed an e-learning module on Service Delivery, which aimed to upskill and reskill our ICA officers on service delivery. The module contextualised service training for our officers and further instill ICA's Brand of Service – 'Think Security, Care for Customers, Act Professional'.

Awareness on Service Design

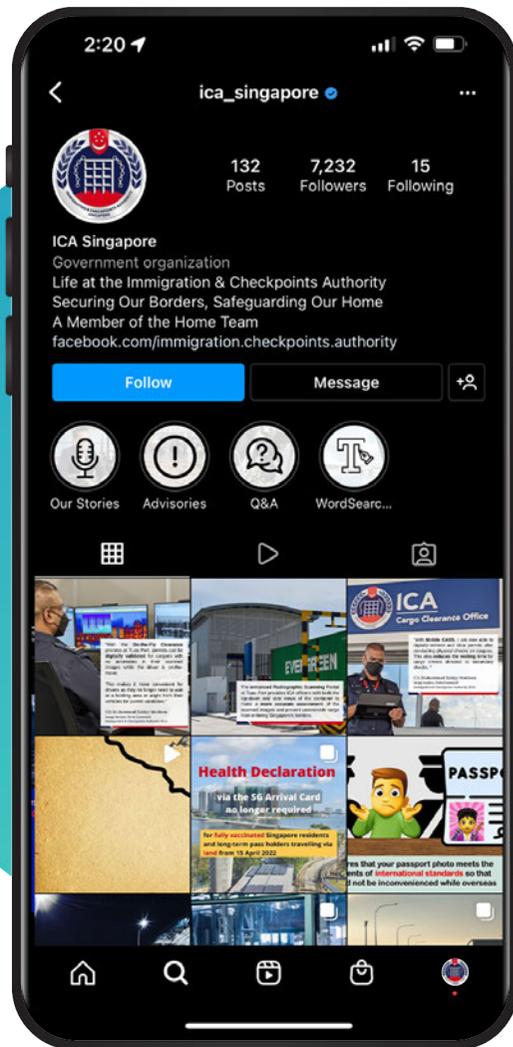
ICA developed a Customer Experience (CX) Playbook to provide ICA officers with a four-step model on service design and set up CX Connect, a digital platform to house service-related information and tools, so that service design knowledge could be made highly accessible to officers anytime.

Engagement sessions and roadshows were also held with officers to create awareness on service design as well as the Service Operating Model.



Highlights

New Ways to Communicate Internally and Externally

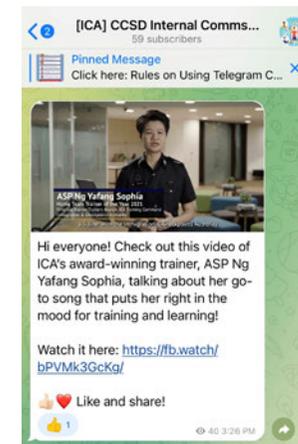


Officially launched on 1 January 2021, ICA's Instagram (IG) account aimed to promote the ICA brand to the younger generation of Singaporeans, educating them on ICA's work, and inspiring them to be part of ICA's mission – either to partner with or join ICA. In the same month, ICA also leveraged the Telegram app to swiftly share non-sensitive and non-classified information internally with officers, allowing them access to ICA-centric information at their fingertips.

These new ways to reach out to officers and members of the public on ICA's work had helped to strengthen ICA's corporate identity and establish trust. ICA would continue to explore new ways to communicate effectively with stakeholders by tapping on emerging social media platforms.



▲ One of the IG posts that was popular with IG users



▲ Sharing ICA-centric news with officers in a work unit using Telegram

Highlights

Capturing Organisational Memory: Oral History Interviews on COVID-19 Management



▲ Domain Commander (Air) sharing her experiences on managing Air Domain's COVID-19 operations such as facilitating travellers' return to Singapore and bringing in of essential supplies

With the global spread of COVID-19, the National Archives of Singapore, in collaboration with MHA, initiated a nation-wide project to document the various roles undertaken by the Home Team in the fight against COVID-19. Key leaders in ICA who played pivotal roles in the management of COVID-19 were interviewed and shared their experience

in the formulation, administration and implementation of the various measures.

This initiative helped to document ICA's rich organisational memory on how ICA managed COVID-19 and how it had undertaken expanded roles with resilience amidst uncertainties.



▲ 3 Deputy Director Operations reflecting on the lessons learnt from coordinating COVID-19 operations



▲ Commander Woodlands sharing about the challenges he had faced when the land borders were closed



▲ Domain Commander (Sea) recounting the day when Costa Fortuna had to return to Singapore, after being denied permission to dock in both Thailand and Malaysia as it carried travellers with travel history to countries severely affected by COVID-19



▲ Deputy Head (Visa) played a part in the Triage Operations at the ICA Building

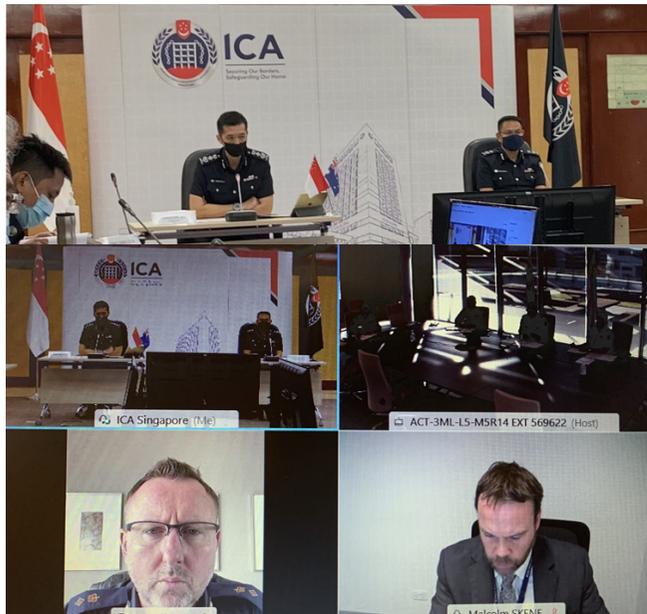
Highlights

Virtual Bilateral Meetings with ICA's Foreign Counterparts

18
May
2021

4th Australian Border Force – ICA Annual Bilateral Meeting

Both the Australian Border Force (ABF) and ICA shared on Singapore and Australia's response to COVID-19 as well as the resumption of international air travel. The meeting affirmed the strong bond between ICA and ABF, and reiterated the importance of continued collaboration and sharing.



30
September
2021

5th ICA – Brunei Department of Immigration and National Registration Bilateral Meeting

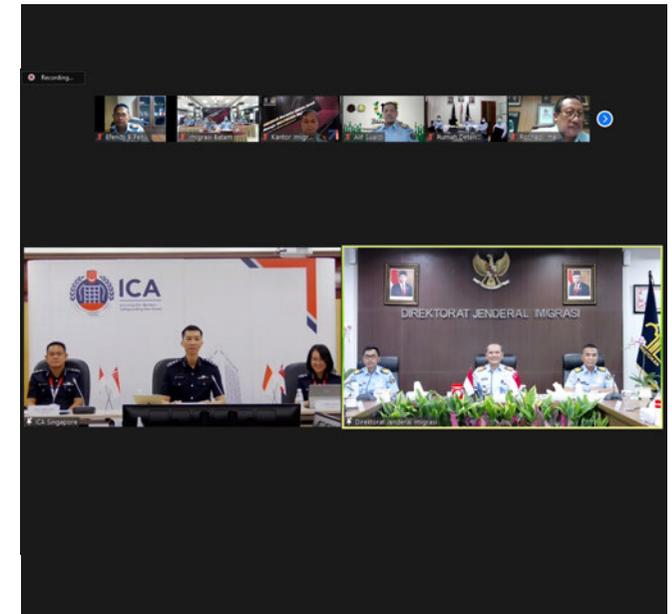
The meeting saw exchanges in Singapore and Brunei's COVID-19 response and ICA's Services Centre Next-Generation. It also lauded the firm ties between ICA and Brunei Department of Immigration and National Registration and highlighted the need for continued collaboration.



2
February
2021

14th ICA – Directorate General of Immigration Indonesia Bilateral Meeting

The working relationship between ICA and Directorate General of Immigration (DGI), Indonesia, had been built through the years. The meeting focused on the management of the COVID-19 pandemic in both countries and the collaboration between ICA's Integrated Checkpoints Command (Sea) and DGI.



Highlights

Participation in Exercise Highcrest 2021



▲
ICA officers involved in Exercise Highcrest 2021

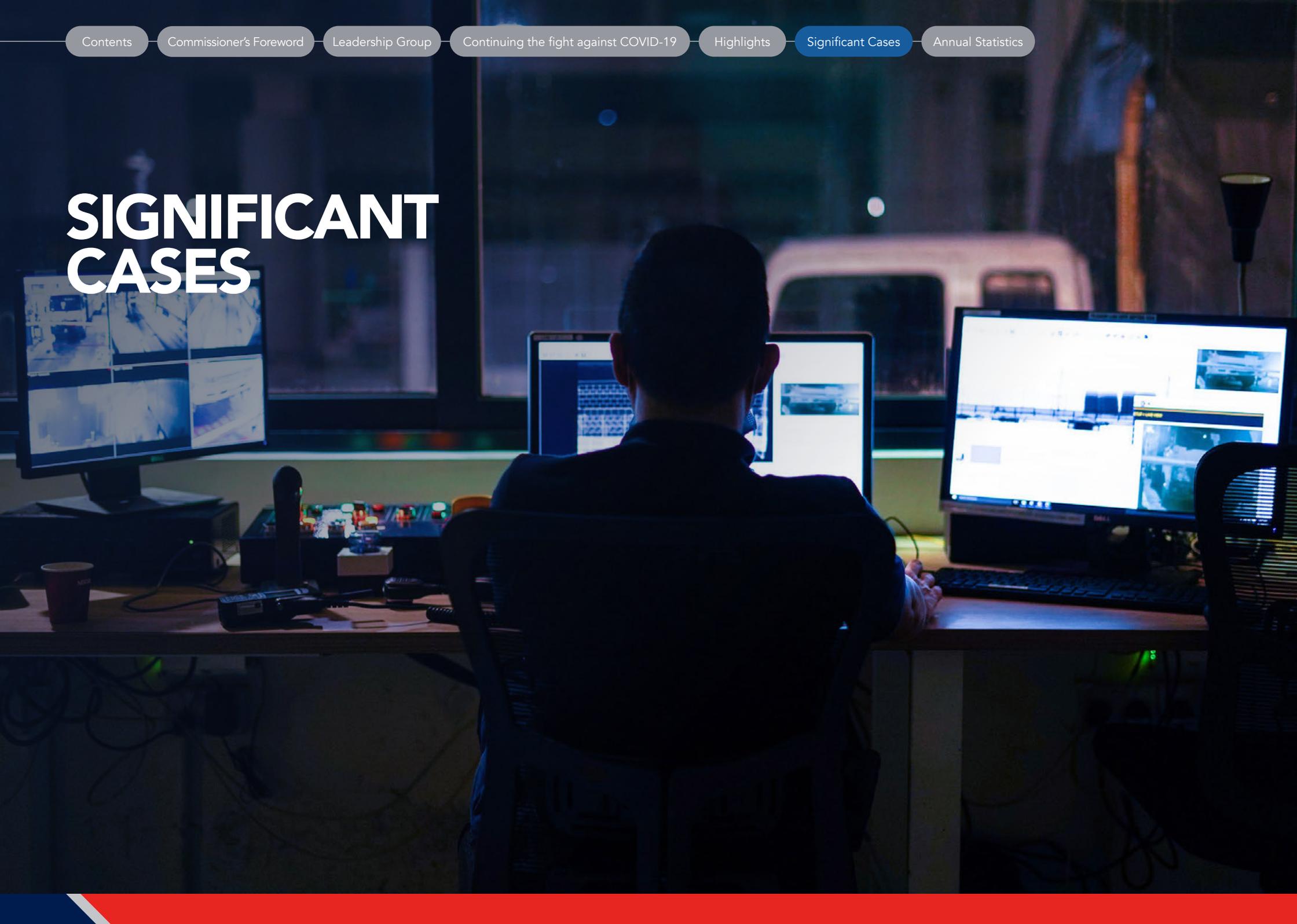
Exercise Highcrest (XHC21), an annual maritime security exercise led by Singapore Maritime Crisis Centre (SMCC) to validate agencies' plans in response to maritime security threats, was held from 8 to 12 November 2021.

ICA participated in the Exercise together with other agencies such as Singapore Police Force, Singapore Civil Defence Force, Maritime & Port Authority of Singapore and Singapore Customs.

The Integrated Checkpoints Command (Sea) and Operations Division represented ICA in the XHC21. Various agencies came together to develop an integrated response plan to prevent multiple attacks and participated in a

ground deployment exercise to test inter-agency collaboration and coordination in disabling threats.

SIGNIFICANT CASES



Significant Cases

Woodlands Command, ICC (Land)

 13 January 2021

 Old Woodlands Checkpoint, Cargo Zone

What happened

- ICA officers detected anomalies in scanned images of Lunar New Year figurines transported by a Malaysia-registered lorry.
- A total of 11,285 cartons and 7,685 packets of assorted cigarettes were found concealed within the figurines.
- The total duty and GST evaded amounted to \$1,029,368.90 and \$83,345.13 respectively.
- The case was handed over to Singapore Customs.



Offence

Attempted smuggling of duty-unpaid cigarettes

Outcome

Investigations by Singapore Customs are ongoing.

Air Cargo Command, ICC (Air)

 1 March 2021

 Changi Airfreight Centre

What happened

- ICA officers detected anomalies in scanned images of two parcels declared as medicine.
- 1,600 codeine tablets, 4,000 tramadol capsules and 200 vials of fentanyl were found.
- Codeine tablets and tramadol capsules are prescription medicines and should only be used under medical supervision. Side effects with their use include nausea, vomiting, constipation and drowsiness. Both codeine and tramadol also carry the risk of addiction and abuse. Inappropriate use of codeine tablets and tramadol capsules may lead to serious side effects and even death.
- Fentanyl is known to be a very potent opioid, approximately 50 -100 times more potent than morphine. Fentanyl abuse can result in nausea, drowsiness, respiratory depression, low blood pressure, and slow heart rate. Due to its potency, fentanyl abuse brings with it a heightened risk of death as a result of overdosing.
- The case was referred to the Health Sciences Authority (HSA) and Central Narcotics Bureau (CNB) for investigations.



Offence

Illegal importation of codeine, tramadol pills and vials of fentanyl

Outcome

Investigations by HSA and CNB are ongoing.

Significant Cases

Ports Command, ICC (Sea)

 6 March 2021

 Jurong Port Main Gate

What happened

- ICA officers directed a lorry, driven by a male Singaporean, for further checks.
- A search on the lorry uncovered the following in the centre console of the lorry cabin:
 - One sachet containing substances believed to be methamphetamine
 - Drug paraphernalia
- The driver was arrested by SPF and referred to CNB for investigations thereafter.



Offence

Possession of drug paraphernalia and drugs

Outcome

The male Singaporean driver was admitted into the Drug Rehabilitation Centre for 12 months

Intelligence and Enforcement Divisions

 Between 17 April and 24 April 2021

 Various locations across Singapore

What happened

- A Singaporean man was served an SHN between 17 April and 1 May 2021 at a dedicated facility.
- He was found to have left the room in the dedicated facility on several occasions.
- He obtained approval from the relevant authorities to go to the Institute of Mental Health (IMH) for a consultation but travelled elsewhere before returning home.
- ICA officers found him at his home. He was subsequently admitted to IMH where he served the remaining days of his SHN.



Offence

Failure to comply with Stay-Home Notice (SHN) requirements

Outcome

The Singaporean man was sentenced to five weeks' imprisonment on 6 January 2022 for breaching SHN requirements

Significant Cases

Coastal Command, ICC (Sea)

 May and August 2021

 Marina South Pier (MSP), Arrival Hall

What happened

Officers detected multiple security items during checks and all the cases were handed over to SPF.

Case 1

- A male Filipino crew arrived at MSP on 21 May 2021.
- Anomalies in the scanned images prompted further checks on subject's belongings and a baton was found.

Case 2

- A male Russian crew arrived at MSP on 27 August 2021.
- Anomalies in the scanned images prompted further checks on subject's belongings and a pair of handcuffs was found.



Offence

Possession of various security items

Outcome

Exhibits were seized and handed over to SPF. For Case #2, a stern warning was also issued to the crew man

Coastal Command, ICC (Sea)

 9 May 2021

 Marina Bay Cruise Centre Singapore, Arrival Hall, Baggage Area

What happened

- An ICA officer detected anomalies in x-ray images of a Singaporean man's belongings.
- Undeclared currencies in three separate envelopes in subject's laptop bag and amounting to approximately S\$189,463 were found.
- The subject and exhibit were handed over to SPF.



Offence

Possession of undeclared currencies amounting to approximately SGD\$189,463

Outcome

The Singaporean man was convicted for failing to report the movement of cash exceeding \$20,000, an offence under the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act, and was fined \$5,000

Significant Cases

Ports Command, ICC (Sea)

 12 May 2021

 Pasir Panjang Scanning Station

What happened

- In collaboration with Singapore Customs, a container was released for Singapore Customs' operations after it reported at Pasir Panjang Scanning Station for import clearance.
- The operations uncovered a total of 9,081 cartons of duty-unpaid cigarettes.
- The total duty and GST evaded amounted to \$776,559.28 and \$62,289.69 respectively.
- Four Singaporean men were arrested. Another Singaporean man was arrested during Singapore Customs' follow-up operations.



Offence

Attempted smuggling of duty-unpaid cigarettes

Outcome

Court proceedings are ongoing against one of them while investigations are ongoing for two of them. The remaining two subjects were issued with a stern warning.

Tuas Command, ICC (Land)

 7 June 2021

 Tuas Checkpoint, Arrival Cargo Zone

What happened

- ICA officers directed a poultry lorry for further checks and uncovered six packages of assorted flavours of e-vaporisers and related components hidden behind the passenger seats.
- Subsequent checks on six other lorries from the same company transporting live chickens revealed similar exhibits, hidden in the same manner.
- 54,392 assorted e-vaporisers and related components were seized.
- The case was handed over to the Health Sciences Authority for investigations and prosecution.



Offence

Attempted smuggling of assorted e-vaporisers and related components

Outcome

All 14 drivers and attendants were sentenced to up to two months' imprisonment

Significant Cases

Ports Command, ICC (Sea)

 19 June 2021

 Tanjong Pagar Scanning Station

What happened

- ICA officers detected anomalies in scanned images of the consignment.
- The container was sent to the trader's premises for supervised unstuffing.
- The following undeclared items were found among the consignments:
 - One crate of duty-unpaid cigarettes (250 pkts x 20s)
 - One lot of Budweiser beer (310ml x 40 cans and 270ml x 20 cans)
 - 178 boxes of assorted e-vaporiser pods
 - 300 boxes of e-vaporisers
 - One box of sex enhancement products
- The case was handed over to Singapore Customs and the Health Sciences Authority (HSA).
- Operations separately conducted by Singapore Customs and HSA led to the arrest of two persons.



Offence

Attempted smuggling of duty-unpaid cigarettes and other assorted undeclared items

Outcome

The Malaysian man arrested by Singapore Customs was sentenced to eight weeks' imprisonment.

HSA's investigations had completed and it is reviewing the appropriate actions to take on the female offender.

Intelligence and Enforcement Divisions

 Between 28 June and 12 July 2020

 Various locations across Singapore

What happened

- A Singaporean woman, who had arrived from the United Kingdom, was served an SHN between 28 June and 12 July 2020 at a dedicated facility.
- She was found to have left the room in the dedicated facility and seen not wearing a face mask while outside her room on several occasions.
- The woman also failed to wear a mask in public on three other separate occasions.
- In addition, the woman faced charges from Singapore Police Force and National Environment Agency for non-compliance with safe distancing measures on other occasions.



Offence

Failure to comply with Stay-Home Notice (SHN) and safe distancing measures

Outcome

The Singaporean woman was sentenced to 16 weeks' imprisonment on 6 September 2021 for breaching SHN requirements and not complying with safe distancing measures

Significant Cases

Intelligence and Enforcement Divisions

 29 June – 2 July 2021

 Various locations across Singapore

What happened

- Checks were conducted on a Singaporean man as there was no signal from the electronic wristband issued to him for serving his seven-day SHN.
- Attempts to contact him were unsuccessful.
- When he was subsequently seen during his return to his residence, he did not wear a face mask and his electronic wristband. He said he had gone to his condominium's gymnasium.
- He later obtained approval to serve his remaining SHN at a hotel.
- When an ICA officer checked on him, he claimed that he was not wearing the wristband as he had accidentally broken it while on his way to the hotel.



Offence

Failure to comply with Stay-Home Notice (SHN) requirements

Outcome

The Singaporean man was investigated for breach of SHN requirements and subsequently charged. Court proceedings are ongoing.

Ports Command, ICC (Sea)

 10 August 2021

 Pasir Panjang Scanning Station

What happened

- ICA officers detected anomalies in scanned images of a container and referred it to the trader's premises for supervised unstuffing.
- Four pieces of plastic toy pistols and eight pieces of metal pistol replicas with accessories were uncovered.
- The case was handed over to SPF for follow-up.



Offence

Importation of undeclared pistol replicas and accessories

Outcome

A Singaporean man was issued with a stern warning

Significant Cases

Intelligence and Enforcement Divisions

 24 October 2021

 Nil

What happened

- Using data analytics to trace possible overstayers, ICA officers discovered that two minor Indonesian nationals who overstayed in Singapore were Singapore citizens.
- Further checks revealed that three other family members, who were also Singapore citizens, had used Indonesian passports to clear immigration upon arrival in Singapore.
- Besides using multiple identities, they also made false declarations on their passport applications and disembarkation/embarkation cards.



Offence

Use of multiple identities and false declarations on passport applications and disembarkation/embarkation cards

Outcome

Investigations by ICA are ongoing

Ports Command, ICC (Sea)

 9 November 2021

 Tuas Port

What happened

- ICA officers conducted checks on a 40-foot container which had been referred to the Cargo Inspection Centre.
- Drug paraphernalia were detected in the lorry's side door storage area.
- IonScan swab on the driver's hand and on the apparatus yielded positive for 'Methamphetamine'. Confirmatory swab was done which also yielded positive for 'Methamphetamine'.
- Substances believed to be methamphetamine and drug paraphernalia were also found in the middle glove compartment.
- The driver was arrested by SPF and referred to CNB for investigations.
- This was the first detection by ICA in the newly operationalised Tuas Port.



Offence

Possession of drug and paraphernalia

Outcome

The male Singaporean driver was admitted into the Drug Rehabilitation Centre for 12 months

Significant Cases

Air Cargo Command, ICC (Air)

 17 November 2021

 Airmail Transit Centre

What happened

- ICA officers detected anomalies in scanned images of a postal article declared as rubber training guns.
- 50 pieces of replica guns were found after physical examinations.
- The exhibits were seized and referred to SPF for investigations.



Offence

Illegal importation of 50 pieces of replica guns

Outcome

A Singaporean man was issued with a stern warning

ICC (Sea) and Various Agencies

 25 November 2021

 Singapore Territorial Waters

What happened

- ICA, Police Coast Guard and the Maritime and Port Authority of Singapore identified a suspicious tugboat for close monitoring.
- Resources were activated to conduct a joint check on an Indonesia-registered tugboat "MAJU DAYA 87" within Singapore Territorial Waters.
- Officers uncovered 1,534 cartons of assorted duty-unpaid cigarettes concealed in the tugboat.
- The duty and GST evaded amounted to about \$207,829.44 and \$15,623.64 respectively.
- The case was referred to Singapore Customs for further investigations.



Offence

Attempted smuggling of duty-unpaid cigarettes

Outcome

The master and seven crew members involved were sentenced to between 20 and 25 months' imprisonment



Significant Cases

Intelligence and Enforcement Divisions

 1 December 2021

 Balestier

What happened

- A Thai national who had overstayed in Singapore was uncovered to have used multiple identities to enter Singapore previously.
- ICA officers subsequently tracked him down and arrested him in an apartment in Balestier.
- He was established to be a Chinese national who had used a Chinese, Myanmar and Thai passport to enter Singapore on different occasions.
- During the arrest, he admitted to have disposed of the Chinese, Myanmar and Thai passport that he had used to enter Singapore. He was also found to be in possession of a Singapore identity card that did not belong to him.



Offence

Entering Singapore without a valid pass, knowingly produced misleading documents, making false declarations and possession of an identity card belonging to another person

Outcome

The male Chinese national was sentenced to a total of four months and 11 weeks' imprisonment as well as six strokes of the cane

Coastal Command, ICC (Sea)

 2 and 23 December 2021

 Tanah Merah Ferry Terminal (TMFT), Arrival Hall

What happened

- A female traveller who arrived at TMFT from Indonesia on 2 December 2021 was found to produce a tampered vaccination certificate.
- An ICA officer noticed different font types were used for the vaccination certificate.
- Checks on the source country's vaccination database revealed that her vaccination record was not valid.
- Another female traveller who arrived at TMFT from Indonesia on 23 December 2021 was also found to produce a tampered vaccination certificate.
- It was discovered that her second vaccination dose was taken on 20 December 2021, but she presented a hardcopy vaccination certificate dated 3 December 2021.
- Subject confessed that the vaccination certificate date was amended by her agent to facilitate her entry into Singapore.



Offence

Suspected tampered vaccination certificate

Outcome

Both subjects were refused entry into Singapore

Significant Cases

Tuas Command, ICC (Land)

 20 December 2021

 Tuas Checkpoint, Arrival Cargo Zone

What happened

- A Malaysia-registered lorry was targeted for enhanced checks due to previous smuggling attempt.
- ICA officers uncovered three suspicious packages wrapped individually in aluminium foil and transparent wrapping.
- The packages contained 3,113g of cannabis, which was sufficient to feed the addiction of 440 cannabis abusers for a week.
- Subject was arrested and handed over to Central Narcotics Bureau (CNB).



Offence

Attempted smuggling of controlled drugs

Outcome

Investigations by CNB are ongoing

ANNUAL STATISTICS



Annual Statistics

CHECKPOINT OPERATIONS

Number of inward containers cleared at the checkpoints

2020	2021
1,167,000	1,248,000



Number of passengers cleared at the checkpoints – Departure

2020	2021
21,071,000	3,085,000



Number of passengers cleared at the checkpoints – Arrival

2020	2021
21,119,000	2,838,000



Number of inward consignments (non-containerised) cleared at the checkpoints

2020	2021
4,462,000	5,103,000



Low-value goods cleared at Air Cargo checkpoints

2020	2021
21,236,000	29,515,000



Number of parcels cleared at the Parcel Post Centre

2020	2021
6,131,000	4,532,000



Figures are adapted from the ICA Annual Statistics 2021 and rounded to the nearest thousand.

Annual Statistics SERVICES CENTRE OPERATIONS

Number of deaths registered

2020	2021
22,000	24,000



Number of Singapore passport issued

2020	2021
321,000	300,000



Number of Identity Cards issued

2020	2021
55,000	67,000



Number of live-births registered

2020	2021
39,000	39,000



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

2020	2021
480,000	314,000



Figures are rounded to the nearest thousand.

Annual Statistics

ENFORCEMENT OPERATIONS

Number of contraband cases detected

2020	2021
41,000	27,000

Figures are rounded to the nearest thousand

Number of harbourers of immigration offenders arrested

2020	2021
223	184

Number of illegal immigrants arrested

2020	2021
57	56

Number of overstayers arrested

2020	2021
416	299

Number of employers of immigration offenders arrested

2020	2021
56	52

Acknowledgement

The Corporate Communications & Service Division would like to thank all those who have helped in one way or another, to make the ICA Annual 2021 possible.

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