



Annual Report 2015

Transforming

**ICA**

Be Part of the

**JOURNEY**

## **Our Mission**

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

## **Our Shared Vision**

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

## **Our Departmental Values**

Integrity, **C**ommitment and **A**ccountability

## **Our Pledge**

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

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

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



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# Commissioner's Foreword



“ As ICA steps forward in our next phase of the transformation journey, I am confident that our core values of Integrity, Commitment and Accountability together with our “Can-Do” mentality, “Be Better” attitude and “Collaborative” spirit will stand us all in good stead to overcome future challenges as we continue to “Inspire Confidence in All”. ”

2015 was a year of celebrations, achievements and hard work. Together with the nation, ICA celebrated the Golden Jubilee and held several events to honour our pioneer officers for their sacrifices and contributions. The celebratory mood was brought to a high when ICA clinched the prestigious Singapore Quality Award with Special Commendation - a pinnacle award in business excellence. It was also a year to remember in ICA's history, as we marked a milestone change in our operating model in border security with the implementation of the Integrated Checkpoints Command (ICC).

## Our Results

Let us first review our results. The traveller volume remained high and ICA cleared close to 197.5 million travellers in 2015. About 95,680 contraband cases were detected at the checkpoints during the same period. This was a 2.5% increase from about 93,380 cases in 2014. The number of immigration offenders (overstayers and illegal immigrants) arrested continued to be in checked with 1,901 arrested in 2015.

## Enhancing Our Operational Capabilities

To tackle the challenges of the constantly evolving security threats and increasingly complex checkpoint operations, a new operating concept in the form of the ICC was introduced to strengthen coordination among Home Team departments at the checkpoints, under a unified command and control structure. Under the ICC, checkpoints are clustered into the three domains of land, sea and air - with ICA having overall responsibility over checkpoint operations and security. Work had commenced in 2014 to prepare for the ICC, from conceptualising the mission and vision, developing the insignia, to training and engaging our officers. Implemented in phases, the ICC Land Domain was launched on 2 January 2015, the Sea Domain on 1 April and finally the Air Domain on 1 October.

## Awards and Recognition

Another milestone in 2015 was ICA being conferred the Singapore Quality Award with Special Commendation by SPRING Singapore on 14 October. This pinnacle award was a reflection of the endorsement for ICA's business excellence journey and achievements. I would like to thank our strategic partners and the community for their unstinting support. And most important of all, my appreciation to all the ICA officers for their professionalism and collective efforts in making this award possible.

Amongst the other awards that ICA received in 2015, I would like to mention our Flexible Immigration Clearance System (Flexi-I) which won the Gold Award in Best Innovative Use of Infocomm Technology (Public Sector) at the SiTF Awards 2015, for being the world's first innovation for flexible bi-modal immigration clearance system. With the flexibility of toggling the immigration counters between manual and automated clearance mode to respond to the traveller profile and operational needs, greater convenience to the travellers can now be provided whilst still maintaining a high level of border security.

ICA takes great pride in recognising our officers' effort and contributions to the safety and security of our nation. In 2013, ICA introduced the ICA Service Medals with this aim as well as to put the department in line with the Home Affairs Uniformed Services departments. In 2015, ICA introduced two new ICA Service Medals for officers with 35

and 40 years of service. A total of 358 officers were awarded these two Service Medals in 2015. To develop our officers professionally and help fulfil their career aspirations, 835 officers from various schemes of services were promoted to their next higher grade and 50 ICA Specialists who have performed well and shown potential to take on higher responsibility were awarded sponsorship to pursue diploma or degree courses.

## Significant Events

The year 2015 was also a busy one for ICA. From 5 to 6 October, ICA successfully hosted the 13<sup>th</sup> Asia-Europe Meeting where representatives from Asian and European countries came together to contribute and share best practices on facilitating secure travel through the use of biometrics, as well as how to successfully balance travel facilitation and national interest. ICA also organised the SG50 ICA Pioneers Appreciation Dinner on 22 October to honour our ICA pioneers for their sacrifice and duty in their service to Singapore and for building a strong foundation for ICA.

## Looking Ahead

As we embark on our new journey in 2016, we will reinvigorate ourselves through the next phase of our transformational journey. Specifically, we will focus on the need to have secure, integrated and intelligent checkpoints; next generation service centres with strong community partnership; as well as game changing and reliable IT systems. Some of the projects that will be rolled out are BioScreen, a biometric-centred identification software application, at all air, land and sea checkpoints, and, BIKES II to replace all the manual motorcycle counters at the land checkpoints. Above all, ICA will continue to develop its human resource into a force of competent, motivated and resilient officers to support all its operations and projects.

As ICA steps forward in our next phase of the transformation journey, I am confident that our core values of Integrity, Commitment and Accountability together with our "Can-Do" mentality, "Be Better" attitude and "Collaborative" spirit will stand us all in good stead to overcome future challenges as we continue to "Inspire Confidence in All".

**MR CLARENCE YEO**  
Commissioner, ICA

# Leadership Group



**Mr Vijakumar Sethuraj**  
Deputy Commissioner  
*Policy & Administration*

**Mr Aw Kum Cheong**  
Deputy Commissioner  
*Operations*

**Mr Clarence Yeo**  
Commissioner

# Leadership Group



## DIVISIONS

1. **Mr Bhopinder Singh**  
Director  
*Operations*
2. **Mr Jaswant Singh**  
Director  
*Intelligence*
3. **Mr Mohd Farhad Bin Mohd Shariff**  
Senior Deputy Director  
*Intelligence*
4. **Mr Wong Hong Meng**  
Director  
*Enforcement*
5. **Mr Eric Chua Poh Keyong**  
Senior Deputy Director  
*Enforcement*

## DIVISIONS

1. **Mrs Pravina Jit**  
Director  
*Manpower*
2. **Mrs Lee-Ho Sow Heng**  
Director  
*Policy Administration & International Affairs*
3. **Ms Cora Chen Chian**  
Director  
*Planning & Review*
4. **Ms Angie Wong**  
Director  
*Corporate Services*
5. **Ms Tan Sor Hoon**  
Director  
*Technology cum Chief Info Officer*
6. **Ms Chua Yeng Eng**  
Director  
*Information Management cum Chief Data Officer*
7. **Ms Chia Hui Keng**  
Director  
*Corporate Communications*





# Leadership Group



## SERVICES CENTRES

1. **Mr Tan Kok Guan**  
Director  
*Citizen Services*
2. **Mr David Tan**  
Director  
*Visitor Services*
3. **Mr Kng Eng Kiat**  
Director  
*Permanent Resident Services*

## AIR DOMAIN

1. **Mdm Zuraidah Abdullah**  
Domain Commander (Air)
2. **Ms Julia Sng Gek Lian**  
Commander  
*Airport*
3. **Mdm Siew Chui Lin**  
Commander  
*Air Cargo*





# Leadership Group



## LAND DOMAIN

1. **Mr Ong Choon Beng**  
Domain Commander (Land)
2. **Mr Koo Weng Yew Alan**  
Commander  
*Woodlands*
3. **Mr Chua Sze How**  
Commander  
*Tuas*



## SEA DOMAIN

1. **Mr Nam Liang Chia**  
Domain Commander (Sea)
2. **Mr Ernest Soo**  
Commander  
*Coastal*
3. **Mr Ng Chin Kok Danny**  
Commander  
*Ports*

# Integrated Checkpoints



A key responsibility of the Immigration & Checkpoints Authority (ICA) is to maintain the security of our borders to protect our citizens from external threats. In 2014, a multi-agency group, comprising officers from the Ministry of Home Affairs (MHA), the ICA and other Home Team (HT) departments, was formed to review the multi-faceted checkpoint operations in the light of the constantly evolving security threats. The strategic review led to the development of the concept of the Integrated Checkpoints Command (ICC).

Under the ICC, the coordination amongst the HT departments is strengthened under a unified command and control structure. This model achieves greater operational coordination and provide clearer lines of responsibility and command for HT officers from the departments based at the checkpoints such as the ICA, Singapore Police Force (SPF), Central Narcotics Bureau (CNB) and Singapore Civil Defence Force (SCDF). The checkpoints are clustered into three domains - land, sea and air, with each domain helmed by a Domain Commander. All three Domain Commanders report to Commissioner ICA who has overall responsibility for all checkpoint operations.

Each domain is unique in terms of geography, movement patterns, threats, operating challenges and resource levels. The ICC was implemented in phases. The first ICC domain - Land Domain, headed by Assistant Commissioner (AC) Ong Choon Beng, was launched on 2 January 2015. This was followed by the Sea Domain, headed by AC Nam Liang Chia, on 1 April and the Air Domain, headed by Senior Assistant Commissioner (SAC) Zuraidah Abdullah, on 1 October.

## ICC Mission & Vision

On 3 November 2014, ICA's senior management came together at the ICC Management Retreat to co-create the mission and vision statements for the ICC. Thereafter, the three domains respectively held their Domain Retreat to chart their domain's mission

and vision statements to be aligned with the ICC's mission and vision. The respective domains' mission and vision were then shared with their officers during the Domain Commanders' town hall sessions.

# Command



## Integrated Checkpoints Command

### Mission

To secure our checkpoints and protect our borders

### Vision

To be the leader in checkpoints and border security for a safe and secure Singapore

### Domain Insignia

A distinctive ICC domain insignia was designed for each domain to serve as a symbol of common identity for all HT officers operating in the domain. The domain insignia also encourages a greater sense of belonging and closer collaboration amongst HT officers. It will be worn on the uniform above the nametag from May 2016 onwards.





# Integrated Checkpoints



## Staff and Stakeholder Engagement

Prior to the implementation of the ICC at the three domains, ICA and HT officers as well as strategic partners operating at the respective domains were briefed on the concept of the ICC. A website dedicated to the ICC was also created to post information on the ICC for officers to find out more about how the ICC will affect them. These engagements ensured that officers and strategic partners were aware of the rationale and benefits of the ICC's implementation.

Even after the implementation of the ICC, the management continued to engage the officers through various dialogue sessions with Deputy Commissioner (Operations), Domain Commanders and Checkpoint Commanders. These sessions provided a good platform for the management to address officers' concerns, which ranged from manpower, training to equipment and operations.

## Preparing for ICC

To support the implementation of the ICC, a new training curriculum was developed to equip our officers with the necessary skills to perform their new functions. Besides training, several joint exercises were conducted to build officers' competencies in handling and responding to incidents. During these joint operations, the collective expertise of the HT departments was leveraged to ensure a more coordinated response to deal with incidents and enhance checkpoint security.

The implementation of ICC at all three domains has brought about better coordination of checkpoint security measures and enforcement actions as well as provided a more effective response to incidents, during normalcy and non-normalcy situations.



# Command



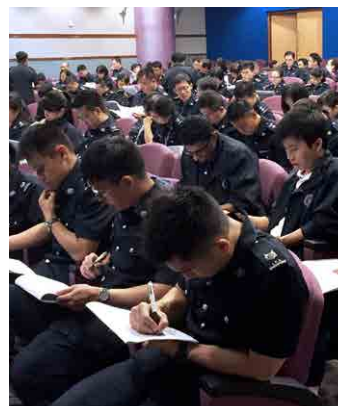
## Moving Forward

The three domains will continue to enhance the competency and expertise of their officers through rigorous and structured training and joint exercises. More exercises will be conducted with strategic partners (e.g. SPF, CNB and SCDF) and stakeholders (e.g. Port of Singapore Authority, Singapore Cruise Centre Private Limited, Changi Airport Group and Certis CISCO) to validate response plans and strengthen the coordination among agencies when dealing with emergencies at the checkpoints.

# Singapore Quality Award with Special Commendation

In 2009, ICA attained world class standards in business excellence when it was awarded the Singapore Quality Award. In 2015, ICA charted another milestone when it was conferred the highly prestigious Singapore Quality Award with Special Commendation (SQA SC) by SPRING Singapore on 14 October 2015. This award, the pinnacle in the business excellence awards, is an endorsement and stamp of approval for ICA's business excellence journey.

The journey was a long and challenging one. Preparations started way back in 2012 when sub-committees were formed to review the various systems and category owners and writers were identified to document ICA's business model in an informative and succinct report – the SQA SC Application Report.



## SQA SC Application Report and Supplementary Material

The SQA SC Application Report was a key document produced with meticulous planning. Each of the seven category owners who were the subject matter experts undertook the challenge of reviewing and enhancing the contents of their respective areas. After much hard work, the SQA SC Application Report was submitted to SPRING Singapore in May 2015. A supplementary material, the ICA 'Traveller' magazine was also produced to help the SPRING assessors understand ICA's unique systems and processes.

## SQA Roadshows and Mock Assessments

The application for the SQA SC award was a collective effort by every officer. To prepare the officers for the assessment, a series of roadshows were held in early April 2015. The roadshows, in the format of small discussion groups and quizzes, helped officers to relate the content of the report to the different processes and systems in their work. Mock assessments and documentation checks were also carried out to prepare the work units for the actual site assessment.



## Business Excellence Exhibition

To create greater awareness and showcase ICA's business excellence, the Business Excellence Exhibition at level 10 of the ICA Building was revamped with the theme 'On the Highway to Excellence'.

This fresh concept portrays ICA as an effective guardian of our borders, a secured gateway to the world and an organisation that is future-ready in Border Security and Identification. At the same time, it emphasises ICA's culture of having a 'Can-Do' mentality, 'Be Better' attitude and 'Collaborative' spirit as well as HOPE, which stands for a 'Happy and healthy working environment',

'Opportunities to learn, grow and develop', 'Purposeful career' and 'Enriching and exciting experience' for all officers. The exhibition was officially opened by Commissioner ICA, Mr Clarence Yeo, on 12 May 2015.

## SQA Videos

Four short videos which focused on ICA's e-visitors programme, the evolution of passport services, strategic partnerships to enhance the efficiency and effectiveness of our operations as well as our readiness to harvest the potential of biometrics were produced in-house by the multimedia sub-committee. The videos were well-received by the SPRING assessors when they were screened at the Business Excellence Exhibition during the assessors' pre-site visit to ICA on 26 June 2015.



## Site Assessments

By mid-June, ICA officers were all geared up and well prepared to guide the SPRING assessors on a 'Uniquely ICA' journey of excellence. Our officers' passion and enthusiasm were clearly evident to the assessors during the pre-site assessment on 26 June 2015 and the actual site assessment held from 14 to 16 July 2015.

During the three-day actual site assessment which took the assessors from ICA HQ to the checkpoints at the Air, Land and Sea Domains, ICA's capacity building, capability development and human capital transformation, which holistically covered the nine key

attributes of the Business Excellence Framework, were presented and explained in detail to the assessors. Our achievements in the introduction of several world's first initiatives were also shared with pride. The assessors were clearly impressed with ICA's exemplary achievements in organisational excellence and went on to recommend ICA to be conferred this pinnacle award to the SQA Governing Council.

At the SQA Gala Dinner held on 14 October 2015, Commissioner ICA, Mr Clarence Yeo said "We are pleased to have lived up to ICA's vision of Inspiring Confidence in All. We will continue to do our best and work closely with our strategic partners and the community so as to keep Singapore safe and secure."

# Other Awards

## Singapore infocomm Technology Federation (Gold Award) in Best Innovative Use of Infocomm Technology (Public Sector) - Flexible Immigration Clearance System



On 1 October 2015, ICA's Flexible Immigration Clearance System (Flexi-I) won the Gold Award in the "Best Innovative Use of Infocomm Technology (Public Sector)" category at the Singapore infocomm Technology Federation (SiTF) Awards Ceremony. This award is a validation of ICA's trailblazing efforts and continuous drive to enhance customer experience that maximises our operational effectiveness, efficiency and security at the same time.

The Flexi-I is another world's first innovation by ICA. Its flexible bi-modal immigration clearance system/counter is a paradigm shift from the conventional mindset of installing purpose-built fixed immigration counters. The flexibility of the system has enabled ICA to expand its clearance capability while using only a fraction of the original manpower. This will serve as the model for the new generation of immigration clearance counters for future checkpoints.

## FutureGov Awards – Editor's Choice and Government Organisation of the Year

On 7 April 2015, ICA received both the Editor's Choice Award as well as the Government Organisation of the Year Award for its Biometric Identification of Motorbikers System (BIKES) at the FutureGov Singapore Awards Presentation 2015. The FutureGov Awards have been the biggest celebration of public sector excellence since 2007 and the Government Organisation of the Year Award is the apex award for info-communications technology (ICT) excellence in public administration.

In this year's competition, entries were judged on various aspects such as innovation, functionality and productivity. The winning entries were selected after a stringent evaluation process by a panel of distinguished serving and retired civil servants from across the Asia Pacific. ICA's achievement in the 2015 FutureGov Awards is a reflection of our continuous efforts to develop innovative and win-win solutions by harnessing technology to create greater convenience for our customers without compromising security.



# Other Awards

## Recertification of Business Excellence Niche Standards (People Developer, Innovation Class and Service Class)



On 31 October 2015, ICA was successfully re-certified by SPRING Singapore for the Business Excellence (BE) Niche Standards for People, Innovation and Service. This recertification will be valid for three years till 2018. The BE niche standard certifications recognise ICA's efforts in meeting standards of good performance and commitment to business excellence.

The People Developer is the BE niche standard certification for people. It is awarded to organisations with a total approach to attracting, managing and

engaging employees for high performance. The Innovation Class is the BE niche standard certification for innovation. It is awarded to organisations that have developed capabilities in harnessing innovative ideas and creating value from these ideas. The Service Class is the BE niche standard certification for service and is awarded to organisations that have developed a customer-centric approach for high performance. It highlights organisations' capabilities in service leadership and service agility to enhance customer experience.



# The 13<sup>th</sup> Asia-Europe Meeting

## Conference of the Directors-General of Immigration and Management of Migratory Flows



The Asia-Europe Meeting (ASEM) Conference of the Directors-General of Immigration and Management of Migratory Flows is an annual meeting attended by the Directors-General of Immigration (DGI) or their representatives from 51 Asian and European member countries as well as officials from the European Commission and the Association of Southeast Asian Nations (ASEAN) Secretariat. The meeting aims to promote the exchange of information and experience between partners and foster effective collaboration on immigration matters.

Singapore hosted the 13<sup>th</sup> ASEM Conference of the DGI and Management of Migratory Flows over a two-day period from 5 to 6 October 2015 at the Grand Copthorne Waterfront. The Conference was attended by 38 delegates from Asian member countries, 16 delegates from European member countries and two delegates from the European Union. One delegate from the International Organization for Migration attended the Conference as an observer.

The Conference was graced by the Senior Minister of State for Home Affairs and National Development, Mr Desmond Lee. In his keynote address, Mr Lee highlighted that ASEM's informal process of dialogue and cooperation continued to strengthen the relationship between Asia and Europe, in the spirit of mutual respect and equal partnership. Mr Lee also assured member countries that Singapore would continue to support ASEM and cooperate with all participating nations to strengthen ASEM's three pillars of political dialogue, economic cooperation and social, cultural and people-to-people cooperation.

The theme for the Conference was "Migration Management Strategies". Member countries contributed and shared best practices on how secure travel could be facilitated through the use of biometrics, as well as how a balance between travel facilitation and national interest could be achieved.





A site visit to Woodlands Checkpoint was organised to offer member countries a glimpse into one of the world's busiest land checkpoints and the biometric solutions used for identity management and secure immigration clearance. Following the visit, Parliamentary Secretary for Home Affairs, Mr Amrin Amin hosted the delegates to a welcome dinner at the Raffles Hotel.



To mark the closure of the event, Commissioner ICA hosted a dinner at the Amazon Flooded Forest at River Safari, the world's largest freshwater aquarium. The participants had a unique dining experience where they observed the aquatic wildlife from the bottom of the forest floor up to the water's surface through underwater viewing galleries, while enjoying their food. After dinner, they took a tram ride around the Night Safari to observe the nocturnal animals, before saying goodbye. The programme ended on a positive note with the delegates expressing their appreciation to ICA for hosting the event.





# SG 50 Celebrations

The SG50, a nationwide celebration of Singapore's 50<sup>th</sup> year of independence, focused on two main areas, namely to reflect on how far we have come as a country and to celebrate our shared values and commit to a brighter Singapore.

Whilst MHA organised several Home Team (HT) level events to show appreciation to the pioneer officers from the various HT departments who have made safety and security-related contributions to nation-building, ICA also planned a series of events to honour its pioneers.



## Tribute to Home Team Pioneers Exhibition and Home Team Ops-themed Seminar – 28 to 30 May 2015



The 'Tribute to HT Pioneers' event and HT Ops-themed Seminar were held from 28 to 30 May 2015 at the Home Team Academy. In his opening speech, the Guest of Honour, Mr Teo Chee Hean, Deputy Prime Minister (DPM), Coordinating Minister for National Security and

Minister for Home Affairs, said: "... the harmony, order and stability that we all enjoy today would not be possible without our pioneers' contributions and sacrifices. You helped to make Singapore a safe and secure home for all of us. Today, Singaporeans are able to go about their daily lives, raise a family, carry on their business – freely, free from the constant worry for their safety and security. This is a mission that Home Team officers continue to uphold, to this day, every day."



Among the 150 or so HT pioneers who attended the 'Tribute to HT Pioneers' event on 28 May, 30 were from ICA. They included a past Controller of Immigration, senior and junior officers of ICA and its

predecessor departments as well as next-of-kin of deceased pioneers. Every HT pioneer or their next-of-kin received a specially commissioned HT SG50 medallion from DPM Teo. Each HT department also received a plaque to commemorate SG50.



The event also included an exhibition themed 'Heroes for Life' which showcased stories and photographs of some of the pioneers and also significant milestones of the HT history. The three ICA pioneers who shared their stories were Mr Koh Chong Hwa, Mrs Lee-Ho Sow Heng and Mr Ang Chee Sing. One of ICA's significant milestones featured at the exhibition was the NRIC conversion exercise from 1991 to 1995 involving 2.3 million people. Among the artefacts put on exhibition, ICA's old Identification Cards and Singapore Passports had attracted many viewers. The exhibition was subsequently opened to HT officers, HT volunteers and student leaders over the three days.





Besides the exhibition, the event also included a series of Ops-themed seminars. A total of seven speakers from the various HT departments spoke at the seminars. ICA's Director of Operations, Mr Bhopinder Singh, spoke on ICA's experience in overcoming SARs or Severe Acute Respiratory Syndrome, and how ICA's swift action was part of the HT and national ecosystem of crisis management to mitigate the epidemic.

Whilst Day 1 focused on the evolution of the HT capabilities and the audience were officers from the various HT departments, Day 2 was dedicated to the community partners from the HT Connection



and HT Volunteer Network. After attending the talks, the volunteers were engaged in a dialogue with Deputy Commissioner Singapore Civil Defence Force, Mr Jackson Lim and other panellists from the HT Volunteer Network to discuss on ways to strengthen the partnership between the HT and the community in ensuring a safe and secure Singapore.



For Day 3, HT Officer Cadet trainees and student leaders from the junior colleges, polytechnics, institutes of technical education, National Police Cadet Corp and National Civil Defence Cadet Corp participated in a dialogue on "The HT: Now and the Future" with Mr S. Iswaran, 2<sup>nd</sup> Minister for Home Affairs. The dialogue aimed to engage the young leaders and highlight to them the different facets and significance of the HT's work. The Deputy Heads of Department including ICA's Deputy Commissioner Policy & Administration, Mr Vijakumar Sethuraj, were invited to mingle with the students during lunch to engage them on questions they had on the HT and its workings.



# SG 50 Celebrations



## ICA Pioneers Appreciation Dinner - 22 October 2015



On 22 October 2015, ICA hosted a dinner at the ballroom of Orchard Hotel in honour of our pioneers who had built a strong foundation for ICA. The appreciation dinner was graced by the Senior Minister of State for Home Affairs & National Development, Mr Desmond Lee. Apart from the sumptuous meal, videos and a photo montage featuring some of the ICA pioneers were screened. The videos and photo montage, which showcased the shared memories of ICA's past, evoked a sense of nostalgia amongst the audience. Much to the delight of our pioneers, ICA's very own Line Dance group and the Woodlands' band were invited to perform during the dinner.





# HEROES FOR LIFE



The highlight of the dinner would have to be the moment when Mr Desmond Lee and Commissioner ICA Mr Clarence Yeo went around each table to personally present the HT SG50 Medallion to every ICA pioneer.

It was truly a joyous and memorable night for the two hundred ICA pioneers who appreciated the efforts put in by the department to honour them and thank them for their contributions over the decades.



# Remembering Mr Lee Kuan Yew



Singapore lost its founding Prime Minister, Mr Lee Kuan Yew, on 23 March 2015. Over the period of National Mourning, ICA officers paid tribute by writing messages in the memorial rooms, sharing during reflection sessions, observing a minute of silence and lining the route for the state funeral procession.





“As emcee of the memorial service held in the auditorium, I faced a sea of solemn faces. Many officers were absorbed in their own thoughts, and the mood in the auditorium that day was sombre. I had difficulties maintaining my composure as I witnessed the emotions of my fellow colleagues when they shared their tributes. At the end of the service, officers respectfully lined up to place a stalk of white rose each at the memorial room to bid farewell to Mr Lee. I will never forget the sight and the fragrance of the many white roses dedicated to our nation’s founding father. Farewell, Mr Lee, and thank you for all that you have done for us.”

**AC Dominic Chua**

“It was with great sadness as I lowered the State Flag on the morning of 23 March 2015 to mark the start of the seven days of national mourning. It was also then that the reality sank in – Singapore had lost our founding father.”

**DSP Tong Weijie**

“Words cannot express my emotions when I heard that Mr Lee Kuan Yew had passed away. It is my honour to give my best and see to the logistic needs for a swift set-up of a dignified memorial room for the late Mr Lee. It is my way of saying ‘Thank You, Sir’ to him.”

**MSO Rumaizah Hamzah**



“It was an emotional day for me while I stood on the streets with the ICA contingent on the day of the State Funeral Procession. The rain was hammering down fiercely on me but it was incomparable to what Mr Lee had gone through to transform Singapore into this metropolitan city. I am deeply saddened that Mr Lee is no longer with us.”

**SSGT Lee Chia Ping**





# Distinguished Visitors



## 10 February

ICA hosted a visit by an eight-member delegation from Nepal's National ID Management Centre (NIDMC), Ministry of Home Affairs Nepal, on 10 February 2015. The delegation was led by the Executive Director of NIDMC, Mr Dinesh Bhattarai and was hosted by Deputy Commissioner Policy & Administration. The delegation was given an overview of ICA's national registration system.

## 4 March

ICA hosted a visit by the Thai Minister of Labour, His Excellency General Surasak Karnjanarat and his 10-member delegation to Woodlands Command on 4 March 2015. The visit was hosted by Deputy Commissioner Operations and the delegation was given an overview of Woodlands Command's operations.



## 17 March

ICA hosted a visit by the Irish Minister for Justice & Equality, Lady Frances Fitzgerald and her three-member delegation to Airport Command on 17 March 2015. The visit was hosted by Commissioner ICA and the delegation was given an overview of ICA and Airport Command's operations.



# Distinguished Visitors



## 27 March

ICA hosted a visit by the President of Israel, His Excellency Mr Reuven Rivlin to Woodlands Command on 27 March 2015. He was accompanied by the Ambassador of Israel, His Excellency Yael Rubinstein and other officers. The visit was hosted by Commissioner ICA and the delegation was briefed on ICA's clearance framework, with emphasis on the operations of Woodlands Command.

## 8 April

ICA hosted a visit by the Joint Secretary, Excise and Science & Technology Departments, Assam Civil Service India, Mrs Atika Sultana and her 19-member delegation to ICA headquarters on 8 April 2015. The delegation was hosted by Deputy Commissioner Policy & Administration and the delegation was given an overview of ICA's operations followed by a presentation on ICA's births & deaths registration and passport matters. The delegation was subsequently brought on a site tour of the e-Lobby.



## 13 April

ICA hosted a visit by Malaysia's Minister of Home Affairs, Hon. Dato' Seri Dr Ahmad Zahid Hamidi and his four-member delegation to ICA headquarters on 13 April 2015. The visit was hosted by Commissioner ICA and attended by representatives from the Ministry of Home Affairs and the Singapore Police Force. Matters discussed included the Biometric Identification of Motorbikers System, Singapore's Student's Pass regime, Advance Passenger Screening and the cooperation between ICA and the Immigration Department of Malaysia.



# Distinguished Visitors



## 14 May

ICA hosted a visit by Brunei's Permanent Secretary of the Prime Minister's Office, Dato Hamdan Abu Bakar to Woodlands Command on 14 May 2015. The visit was hosted by Commissioner ICA and Dato Hamdan was provided with an overview of the clearance framework and various systems deployed at Woodlands Command.

## 17 August

ICA hosted a courtesy call by the Deputy Chief Executive of the Immigration of New Zealand, Mr Nigel Bickle at ICA headquarters on 17 August 2015. The call was hosted by Commissioner ICA, Deputy Commissioner Policy & Administration, Director Policy Administration & International Affairs and Director Intelligence. Topics discussed included the challenges faced by each country in the current security landscape and the solutions developed through technological innovation.



## 19 August

The Ambassador of the People's Republic of China, His Excellency Chen Xiaodong, paid a courtesy call at ICA headquarters on 19 August 2015 after presenting his credentials to the President of Singapore on 25 June 2015. The call was hosted by Commissioner ICA and attended by Deputy Commissioner Policy & Administration, Deputy Commissioner Operations, Director Policy Administration & International Affairs and Chief Liaison Officer.

# Distinguished Visitors



## 2 October

ICA hosted a visit by a delegation from the Population Register Centre (PRC) of Finland and the Finnish Immigration Service to ICA headquarters on 2 October 2015. The four-member delegation led by Director General of the PRC, Mr Hannu Luntiala was interested to learn and exchange views on citizenship matters, e-services and moving towards a digital government. The visit was hosted by Deputy Commissioner Policy & Administration and attended by Director Citizen Services, Director Technology and Director Information Management.

## 29 October

The Ambassador of Mongolia, His Excellency Tumur Lkhagvadorj, paid a courtesy call at ICA headquarters on 29 October 2015 after presenting his credentials to the President of Singapore on 30 July 2015. The call was hosted by Commissioner ICA and attended by Deputy Commissioner Policy & Administration, Director Operations and Director Policy Administration & International Affairs.



## 12 November

ICA hosted a visit by a four-member delegation led by Brunei Minister of Home Affairs, Minister Pehin Abu Bakar on 12 November 2015. The Minister and his delegation were in Singapore to attend the Home Team Festival. Commissioner ICA hosted the Minister at Woodlands Command and the delegation was provided with an overview of our Integrated Checkpoints Command Land Domain's operations.



# Highlights

## SG50 Jubilee Birth Certificate



On 2 January 2015, ICA began a year of jubilee celebrations with the birth registration of the first SG50 baby. A SG50 Jubilee Birth Certificate was presented to the parents of the first baby born on 1 January 2015 at the KK Women's and Children's Hospital by Ms Grace Fu, then-Minister in the Prime Minister's Office (PMO).

The nation rejoiced as news of the presentation of the first SG50 Jubilee Birth Certificate with the Prime Minister's message was featured in the major media outlets. The media captured the jubilation of the parents when they were presented with the SG50 Jubilee Birth Certificate and its accompanying personalised message card, describing the certificate as one with "a special touch to it".

The successful launch of the SG50 Jubilee Birth Certificate was the result of the team effort of the ICA's Births & Deaths Unit, the various hospitals and IT vendors. Work had begun in early 2014, when the idea of celebrating Singapore's 50 years of independence was first mooted. One of the challenges was the need to use the existing system infrastructure to accommodate the registration and printing of the specially-designed SG50 Jubilee Birth Certificate and personalised message card.

With careful planning of the registration workflow, enhancements to the existing birth registration

module were made. Training was provided for all registration officers, including those at the decentralised Birth Registration Centres at the hospitals.

With the success of the SG50 Jubilee Birth Certificate, ICA had played a significant role in the SG50 Baby Jubilee Gift initiative led by the National Population and Talent Division of the PMO.



# Highlights

## Work Improvement to Enhance Efficiency at PRSC



The Permanent Resident Services Centre (PRSC) handles different types of correspondences with applicants for permanent residency. In 2015, a work improvement team was formed to review the process of preparing and issuing correspondences with a view to streamline the workflow which involved multiple file movements between the senior officers and supporting staff.

The review led to the implementation of several system enhancements to the Central Identification & Registration Information System (CIRIS), which

effectively streamlined the process so that senior officers could prepare the correspondences independently without having to transfer the applicants' files between different work stations.

One of the system enhancements was the transfer of relevant data from CIRIS onto letter templates. Without the need for manual data entry, officers could focus on checking for data accuracy and preparing the contents of the letters. The preparation of approval letters was also simplified by removing the need for officers to manually assemble different supporting documents. Instead, the system now auto-attaches relevant supporting documents to the approval letters for batch-printing based on predefined business rules.

With the slew of system enhancements, the preparation of correspondences is now more efficiently done within a shorter time. The population of data from CIRIS onto the letter templates has also improved the accuracy of information in the letters to applicants.

## Formation of Information Management Division



The Information Management Division (IMD) was formed on 2 January 2015 to allow ICA to have better oversight of our operational statistics, overall information management strategies and management of data resources. A strengthened information base will allow ICA to stay ahead amidst the fast changing economic, political, social and technological landscape.

The four work units in the IMD are Data Analysis Branch, Data Management Branch, Data Processing Branch and Strategic Information Capabilities Branch. These work units are tasked to oversee, coordinate, integrate and analyse all of ICA's data as well as look into developing ICA's data capabilities and providing advice on matters relating to big data, crowdsourcing and sense-making.

By working closely with the other work units within ICA, IMD aims to create an effective and dynamic information management environment with robust facilities for data creation, collection, summarisation, sharing and reporting. This will in turn help to increase the productivity of the knowledge workers and allow the work units to improve their efficiency and customer satisfaction.



# Highlights

## Formation of ICA Psychological Services Branch



Psychological support services in ICA are not new. Since 2004, the Police Psychological Services Division has been supporting the mental health and resilience needs of ICA. However, with ICA's development over the years and the implementation of the Integrated Checkpoints Command in 2015, there is now an even greater need for an in-house and more responsive psychological support service.

Since its formation in January 2015, ICA Psychological Services Branch (IPSB) has focused on developing two core areas of psychological services. The first is psychological resilience services such as counselling and paracounselling services to support, care and provide a listening ear to officers. This entails enlisting the support of officers trained in paracounselling, direct supervisors, peers, trainers and ICA leaders. The second core area is the development of psychometric screening services and tools to ensure that the right officers are selected for

the various spheres of services. These tools can eventually be incorporated into the selection, assessment and developmental process of ICA leaders.

As a path-finding unit in immigration psychology, the IPSB also works with ground units to keep abreast with the issues faced by the officers and the support required. Beyond sensing, as a professional psychology unit, the IPSB also started an Internship Programme to help attract psychology students to a career with ICA as well as build on their expertise to drive psychological research in ICA.

With the right support, the incorporation of psychological support services would ensure a future-ready ICA that is well-equipped to meet the challenges in the next chapter.

# Highlights

## ICA Service Medals and Special Appreciation Award

The ICA Service Medals were first introduced in 2013 to recognise our officers' efforts and contributions to the safety and security of our nation as well as to put ICA service in line with the Home Affairs Uniformed Services departments.

Following the introduction of the ICA Good Service Medal (5 Years) and the ICA Long Service and Good Conduct Medal (10, 15, 20 & 30 Years) in 2013, the ICA Long Service and Good Conduct Medal (LSGCM) Rules 2013 were amended in 2015 to accord recognition to officers with 35 and 40 years of service. This underscores ICA's support of the national initiative to recognise and retain the knowledge, experience and expertise developed by officers who have dedicated themselves to a career with the department.

Not forgetting officers who continue to contribute to the service after their retirement, the Public Service has also introduced a new Special Appreciation Award (SAA) for re-employed officers. The SAA is to better recognise and appreciate the continued contribution and service of re-employed officers. Eligible re-employed officers will receive the SAA for every five years of continuous re-employment service or a single pro-rated SAA for any period

less than five years. A total of 30 re-employed officers were awarded the SAA in 2015.



## Re-organisation of Technology Division



The Technology Division underwent a re-organisation on 15 June 2015. The restructuring was necessary to ensure that info-communications technology (ICT) capabilities would continue to be well integrated with ICA's strategic and operational needs. The branches in the division were re-aligned to three disciplines for better synergy to support and strengthen the ICT systems throughout their life cycles. The three disciplines are:

- **Planning & Governance:** Provides leadership in ICA's planning and development of ICT, and charts

the strategic direction of its use in upholding ICA's core functions on border security and identification;

- **Infrastructure & Security Management:** Oversees all ICT infrastructure requirements and operations at ICA checkpoints and the ICA Building, including the data centre, server rooms and the security management function; and
- **Application Systems Cluster:** Oversees end-to-end management of the ICT systems by supporting the specific business functions from conceptualisation, procurement, development, commissioning, enhancement, maintenance, system review to eventual de-commissioning of the systems. The branches in the cluster are: Border Security, Identification, Enterprise Content & Analytics and Science & Biometrics Tech.



# Highlights

## Extension of enhanced-Immigration Automated Clearance System Facilities to Aircrew



Over the years, Airport Command had been actively engaging the various airline representatives to encourage their foreign aircrew to enrol for the enhanced-Immigration Automated Clearance System (eIACS). Enrolled foreign aircrew would be able to use any of the automated lanes for immigration clearance when they travel to Singapore on official duties. With the majority of the airlines coming on board to make use of this initiative, the manual counters that were previously designated for aircrew are now used for passenger clearance. The additional counters have added clearance capacity to the different terminals, thereby reducing the waiting time for passengers.

## Introduction of Late Shipment Reconciliation Reports for Air Express Companies



Due to the time sensitive nature of air express shipments, the Air Express Companies (AECs) usually submit their permit applications to Singapore Customs (Customs) just before the arrival of their shipments. However, some shipments would arrive late due to various reasons. As the permit covering these late shipments would have been used by the AECs to clear the bulk of the shipments which had arrived on schedule, the late shipments would then be treated as “import without permit” by ICA and Notices of Discrepancies (NODs) would be issued against them.

As the importation of goods without permits is considered an offence, a composition fine would be imposed on the AECs by Customs on each case.

Given the large number of NODs issued, ICA and Customs had to devote substantial time and resources to administer the NODs. To address this, ICA and Customs engaged the AECs and introduced two reports – the non-arrival late shipments report which included short-shipped / non-arrival shipments; and the non-DEX report which covered future delivery / held-back shipments, for the AECs to account for late shipments. Where shipments could be accounted for under a previous permit using the late shipment reports, no NOD would be issued by ICA and correspondingly no fine would be imposed on the AEC by Customs.

The successful implementation of this initiative since April 2015 has brought benefits to various stakeholders. The reduction of NOD referrals means substantial time and cost savings for both ICA and Customs officers. This has allowed both ICA and Customs to prioritise their efforts, focusing on cases involving higher risks and greater revenue implications for more effective regulation of imports into the country.

For the AECs, the initiative has resulted in annual cost savings from composition fines and a more conducive environment where legitimate businesses in Singapore can operate with ease and low compliance costs; thereby boosting Singapore’s attractiveness as an international trading hub.

# Highlights

## Exercise Bee Sting



In response to the many terrorist incidents in the world, the heightened security climate demands that the security forces operating at the checkpoints in Singapore remain vigilant. There is also a need for Home Team (HT) personnel to react swiftly to any potential security threat at the checkpoints.

On 20 May 2015, ICC Land Domain (Woodlands) conducted an exercise, codenamed Exercise Bee Sting, involving all HT personnel based at the checkpoint. The exercise was to test and validate the response plan for a swarm attack scenario at the departure bus hall of Woodlands Checkpoint. On 29 July 2015, ICC Land Domain (Tuas) conducted a similar exercise, codenamed Exercise Bee Sting 2, for a 'lone wolf' attack scenario at its departure bus hall.

The exercises demonstrated the clear and effective communication between the ground officers and the Command Posts through the reporting of incident, activation and coordination of the First Responder Team (FRT) to the incident site, and the operational readiness of the FRT in containing and eliminating the threat. The successful exercises exemplified the mission of ICC Land Domain in strengthening Singapore's border security in line with ICA's pledge in making Singapore a safe and secure best home.

## Exercise FEREX



In the early morning of 21 August 2015, ICC Sea Domain participated in FEREX 2015, a ferry rescue exercise led by the Maritime and Port Authority of Singapore (MPA) in co-ordination with Singapore Police Force (SPF), Singapore Civil Defence Force, Singapore Armed Forces, Singapore Tourism Board, Singapore Cruise Centre Pte Ltd, etc. The exercise was to test agencies' deployment of resources in response to a ferry mishap in the Singapore waters. More than 350 personnel from 10 agencies and organisations took part in the half-day exercise.

The exercise scenario involved a Bintan-bound ferry carrying about 100 passengers and crew colliding with

a Singapore-bound tanker carrying 13 crew. Due to the collision, the hull of the ferry was damaged and taking in water. Several passengers were also injured from the impact of the collision whilst some panic-stricken passengers jumped into the sea. The ferry used in the exercise carried 88 passengers, all role-played by exercise participants, and 12 crew members. Fifteen craft were dispatched to conduct the search and rescue operations.

Upon exercise activation, ICC Sea Domain Operations Centre was informed by MPA and SPF. ICA's ground resources were immediately activated to facilitate immigration clearance for the evacuees. Two counters at the Tanah Merah Ferry Terminal Arrival Hall were designated for immigration clearance of the evacuees so as not to compromise ongoing checkpoint operations. Additional ICA officers were also deployed in the Arrival Hall to manage and guide the evacuees.

The success of FEREX 2015 had allowed the various agencies to test out their operating procedures for managing such incidents as well as their coordination with other agencies.



# Highlights

## Implementation of Forward Security Checks at Woodlands and Tuas Checkpoints



To mitigate the risk of evasion of clearance by car, the Forward Security Checks (FSC) were implemented as a soft launch at Tuas and Woodlands Checkpoints on 21 September and 1 December 2015 respectively. In addition, a Double Drop Arm Barrier (DDAB) system was operationalised at all the arrival car immigration clearance booths to prevent tailgating.

The implementation of the FSC enables ICA to direct all vehicles for security and customs checks before the passengers undergo immigration clearance. With the security and customs checks done at an area before the immigration booths, the distance between the forward check area and the exit point of the checkpoint is now lengthened. Furthermore, with the queue of the cars to the immigration booths acting as a natural barrier, ICA officers now have more time to react to attempts by drivers to evade clearance. The operationalisation of the DDAB system in conjunction with the FSC further reduces the risk of tailgating within the clearance lane, thereby enhancing security.

Apart from the enhanced security, travellers also benefit from the change in the clearance process. They now only need to queue once for the immigration clearance and while waiting for that, have their cars checked.

## Chemical Spill Exercise



On 14 October 2015, a chemical spill exercise was held at Tuas Checkpoint, Arrival Cargo Zone A6, involving officers from ICC Land Domain (Tuas) and Singapore Civil Defence Force (SCDF) 4<sup>th</sup> Division. The exercise was a joint emergency response and consequence management exercise to validate inter-agencies' security response and contingency plan for a toxic industrial chemical (TIC) spill at Tuas Checkpoint.

The exercise scenario simulated a leak from an isotanker that was filled with concentrated hydrochloric acid and undergoing screening at Tuas Checkpoint, A6 Cargo zone. Upon the detection of the chemical leak, both the Arrival Cargo zones and ICC Land Domain (Tuas) Operations Room were alerted of the incident. ICA cargo officers used the Powered Air Purifying Respirator, vinyl sleeves and butyl chemical resistant gauntlets to conduct initial rescue efforts.

The exercise provided an opportunity for ICC Land Domain (Tuas) officers from the various agencies to familiarise themselves with the checkpoint evacuation route and the decontamination procedures in the Decon facility. One of the key areas of the exercise was to validate the communication procedures undertaken by ICC Land Domain (Tuas) Operations Room in the reporting of such incidents as well as the activation and coordination of SCDF emergency response to the incident site where SCDF officers carried out the containment of TIC spill, rescue operations and decontamination of casualties at Tuas Checkpoint.

# Significant Cases

## Enforcement Division



**Location:** Blk 121, Paya Lebar Way

**Offence:** Harbours of immigration offenders and possession of forged Special Passes

**How:** During an operation conducted by ICA officers on 18 July 2014, two male and five female Vietnamese immigration offenders (IOs) were arrested at a residence in Paya Lebar Way. Investigations revealed that two of them were Special Pass abscondee while the other five were overstayers. One male Singaporean was also subsequently detained for harbouring the seven IOs. The Singaporean was found to have allowed the IOs to stay in the HDB flat on daily rent. He also provided two of them with forged Special Passes to be produced to enforcement authorities if they were checked.

**Result:** The Singaporean was sentenced in 2015 to a total of nine months' imprisonment. The seven IOs were sentenced to imprisonment ranging from two weeks to 10 weeks and fined between S\$2,000 and S\$4,500. One IO was also given three strokes of the cane.

## Airport Command - 2 January 2015 @ 1600 hrs



**Location:** Changi Airport Terminal 1, Arrival Red / Green Channel

**Offence:** Attempted smuggling of Nitrazepam (sleeping pills)

**How:** During an operation conducted by ICA officers, a male Bangladeshi work permit holder was directed for further checks. A total of 31,819 tablets of Nitrazepam were found in his baggage. He was referred to Health Sciences Authority (HSA) for further investigation.

**Result:** The subject was sentenced to six months' imprisonment.



# Significant Cases

## Tuas Command - 14 January 2015 @ 1930 hrs



**Location:** Tuas Checkpoint,  
Arrival Car Zone

**Offence:** Attempted smuggling of  
Erimin-5 tablets

**How:** In a joint operation between ICA and Central Narcotics Bureau (CNB) officers, a Malaysia-registered car driven by a male Malaysian was directed for routine checks. Four black polythene packages were found hidden behind the glove compartment. A total of 3,999 Erimin-5 tablets with a potential street value of about S\$28,000 were found inside the packages.

**Result:** Referred to CNB for further investigation.

## Enforcement Division - 4 February 2015 @ 0010 hrs



**Location:** Woodlands Checkpoint,  
Departure Car Zone

**Offence:** Engaging in a business of  
conveying immigration  
offenders out of Singapore

**How:** During an operation at Woodlands Checkpoint, ICA officers detected a lone female Malaysian driver attempting to convey a male Malaysian out of Singapore by hiding him in the boot of her car. Further investigations by Enforcement Division officers revealed that the former was working for a Malaysian syndicate involved in the smuggling of immigration offenders (IOs) across the causeway. Officers also uncovered the identities of three other syndicate members.

**Result:** All five subjects were charged for engaging in a business to convey IOs out of Singapore. The female Malaysian driver was sentenced to six months' imprisonment and the male Malaysian to two years' imprisonment and six strokes of the cane. Two of the syndicate members were sentenced to six months' imprisonment. The case against the third syndicate member is still ongoing in Court.

# Significant Cases

## Woodlands Command - 30 March 2015 @ 2020 hrs



**Location:** Woodlands Checkpoint,  
Arrival Car Green Channel

**Offence:** Attempted smuggling of  
puppies

**How:** During an operation conducted by ICA officers, a Malaysia-registered car was directed to the inspection pit for further checks. Officers discovered a total of seven puppies hidden underneath the front passenger seat. One of the puppies was dead while the remaining six appeared to be sedated. The case was referred to Agri-Food & Veterinary Authority (AVA) for further investigation.

**Result:** The male Malaysian driver was sentenced to five months' imprisonment for importing the puppies without the relevant import permits. He was also sentenced to three months' imprisonment for subjecting the puppies to unnecessary suffering / pain. The sentences ran consecutively.

## Intelligence Division - 7 May 2015 @ 0530 hrs



**Location:** In the vicinity of Yuan Ching Road  
and 2 Chin Bee Road

**Offence:** Smuggling and peddling of  
duty-unpaid cigarettes

**How:** In a joint operation between ICA and Singapore Customs (Customs) officers, five male Malaysians were arrested for smuggling and peddling 320 cartons and 549 packets of duty-unpaid cigarettes. Investigations revealed that the duty-unpaid cigarettes, concealed in the modified compartments of two Malaysia-registered vehicles, had earlier been smuggled into Singapore by two of the subjects. The vehicles were parked at a specific lot of a multi-storey car park at Yuan Ching Road and in the vicinity of 2 Chin Bee Road respectively. The other three subjects subsequently entered Singapore to retrieve the contraband cigarettes and transferred them to a third car for delivery to the syndicate's customers in Singapore.

**Result:** The five subjects were sentenced to between five and eight months' imprisonment.



# Significant Cases

## Ports Command - 16 May 2015 @ 0745 hrs



**Location:** Pasir Panjang Terminal Gate 4

**Offence:** Attempted smuggling of CITES wildlife parts

**How:** In a joint operation involving ICA, Customs and AVA officers, a shipment of 3.7 tonnes of illegal ivory was seized. It was the second largest seizure of ivory since 2002.

Two 20-footer transshipment containers from Mombasa, Kenya and destined for Haiphong, Vietnam were checked. X-ray screening of the consignments declared as tea leaves showed anomalies.

Upon unstuffing of the two containers, AVA officers uncovered 1,783 pieces of raw ivory tusks (whole/cut) hidden among the tea bags. Four pieces of rhinoceros horns and 22 pieces of canine teeth believed to be from African big cats were also found. The haul was estimated to be worth S\$8 million.

The international trading of ivory, rhinoceros horns and certain species of big cats' teeth is banned under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), to which Singapore is a signatory.

**Result:** The exhibits were seized by AVA for further investigation.

## Air Cargo Command - 9 June 2015 @ 0810 hrs



**Location:** Seletar Airport

**Offence:** Attempted smuggling of duty-unpaid cigarettes

**How:** In a joint operation between ICA and Customs officers, a consignment of 30 packages declared as "Headboards" was checked after anomalies were observed during X-ray screening. In a follow-up operation the next day at a warehouse at Loyang Crescent, Customs officers arrested seven male suspects. They also seized a truck and 2,999 cartons and seven packets of duty-unpaid cigarettes.

**Result:** Six subjects were sentenced to imprisonment ranging from 26 months to 33 months. One of the subjects, a repeat offender, was also fined S\$8.4 million in default 12 months' imprisonment. Investigation is still ongoing for the remaining subject.

# Significant Cases

## Coastal Command - 10 July 2015 @ 0145hrs



**Location:** Tanjong Penjuru

**Offence:** Attempted smuggling of duty-unpaid cigarettes on board supply vessel

**How:** In a joint operation between ICA and Police Coast Guard (PCG) officers, a supply vessel at the sea off Jurong Port was checked. Officers found 960 cartons of duty-unpaid cigarettes in 16 boxes wrapped with black plastic bags in the steering gear room. Three male Indonesian crew members were arrested. The case was referred to Customs for further investigation.

**Result:** The three Indonesian crew members were each sentenced to 18 months' imprisonment.

## Air Cargo Command - 28 August 2015 and 12 September 2015



**Location:** Changi Airfreight Centre

**Offence:** Attempted smuggling of e-cigarettes and accessories

**How:** On 28 August 2015, anomalies were observed during a random X-ray screening of several consignments declared as "Metal tube", "Plastic tube" and "Flavour". A physical check revealed e-cigarettes and accessories. The air express courier was then directed to recall several of its consignments cleared earlier. On 12 September 2015, the company produced five consignments which were declared as 'Electronic components'. Upon physical inspection, e-cigarettes and assorted accessories were found hidden in the consignments. The case was referred to HSA for further investigation.

**Result:** One recipient of the consignment paid a composition fine of S\$500 for peddling e-cigarettes. Other recipients were administered warnings.



# Significant Cases

## Airport Command - 4 September 2015 @ 2235 hrs



**Location:** Changi Airport Terminal 1,  
Arrival Red / Green Channel

**Offence:** Attempted smuggling of  
duty-unpaid loose tobacco

**How:** During an operation conducted by ICA officers, two Chinese nationals were directed for further checks. From their baggage, officers discovered 24.1kg of duty-unpaid loose tobacco concealed in 60 packages of tea leaves. Both were referred to Customs for further investigation.

**Result:** One subject who had attempted to smuggle the bulk of the loose tobacco was sentenced to four months' imprisonment for evading Customs Duty and one month's imprisonment for evading Goods & Services Tax. The other subject was issued a stern warning and thereafter repatriated upon the conclusion of the case.

## Tuas Command - 5 September 2015 @ 0740 hrs



**Location:** Tuas Checkpoint,  
Arrival Cargo Clearance Zone

**Offence:** Attempted smuggling of  
duty-unpaid cigarettes and  
unmanufactured tobacco

**How:** During a joint operation involving ICA, CNB and Singapore Police Force (SPF) officers, a 40-foot container truck driven by a male Malaysian driver was directed for further checks. During the physical checks on the consignment declared as "Electrolytic capacitors", officers found a total of 4,050 cartons of assorted duty-unpaid cigarettes and 150 bundles of unmanufactured tobacco hidden amongst the consignment. The case was referred to Customs for further investigation.

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

# Significant Cases

## Intelligence Division - 17 September 2015 @ 2200 hrs



**Location:** Forested area off Woodlands Road and Yew Tee Industrial Estate

**Offence:** Illegal entry / overstaying

**How:** In a joint operation involving ICA, SPF and Customs officers, 20 Indonesian immigration offenders (IOs) and one male Indonesian suspected to be an illegal worker were arrested.

**Result:** All 20 Indonesian IOs were sentenced to between one and six months' imprisonment and between three to seven strokes of the cane while the suspected illegal worker was repatriated to his home country.

## Tuas Command - 9 November 2015 @ 0100 hrs



**Location:** Tuas Checkpoint, Arrival Bus Lane

**Offence:** Attempted smuggling of duty-unpaid cigarettes

**How:** During an operation conducted by ICA officers, an empty Malaysia-registered bus driven by a male Malaysian was directed for further checks. A total of 1,850 cartons and 499 packets of duty-unpaid cigarettes were found hidden in the rear luggage compartment. The case was referred to Customs for further investigation.

**Result:** The Malaysian driver was sentenced to 26 months' imprisonment.



# Significant Cases

## Airport Command - 9 November 2015 @ 2100 hrs



**Location:** Changi Airport Transit Area

**Offence:** Attempted departure using false foreign travel document

**How:** Two male Sri Lanka nationals who were observed to be loitering at the transit area instead of seeking arrival immigration clearance were placed under surveillance.

An hour later, Subject A entered the boarding gate at Terminal 2 to board a plane headed for a European country. ICA officers approached him to conduct checks. A Sri Lankan passport and an Indian passport were found in his possession. The Indian passport bore his photograph but the particulars were not his. He was immediately placed under arrest.

During further investigations, Subject A revealed that he had wanted to seek employment in Europe and had obtained the false travel document and boarding pass from his compatriot, Subject B. With this information, Subject B was swiftly intercepted at Terminal 1.

**Result:** Subject A was sentenced to 14 months' imprisonment. Subject B was sentenced to 16 months' imprisonment for abetment.

## Woodlands Command - 25 November 2015 @ 0440 hrs



**Location:** Shoreline along Causeway

**Offence:** Attempted illegal departure by swimming

**How:** ICA officers spotted two moving black trash bags near the shoreline along the causeway. Upon closer inspection, two male Malaysians were found hiding under the trash bags and swimming towards Malaysia. They were immediately placed under arrest.

**Result:** One Malaysian was sentenced to nine weeks' imprisonment for the offence of attempting to leave Singapore from an unauthorised place of embarkation. The other Malaysian was sentenced to 13 weeks' imprisonment and three strokes of the cane for remaining unlawfully in Singapore for a period exceeding 90 days.

# Significant Cases

## Woodlands Command - 4 December 2015 @ 1420 hrs



**Location:** Woodlands Checkpoint,  
Arrival Cargo Clearance Zone

**Offence:** Attempted smuggling of 1.4kg  
of heroin and 1kg of cannabis

**How:** During an operation conducted by ICA officers, a Malaysia-registered lorry driven by a male Malaysian was directed for further checks. The lorry was carrying a consignment declared as “Pre-stressed planks”. The drugs were found within the cabin during the checks.

**Result:** Referred to CNB for further investigation.

## Ports Command - 18 December 2015 @ 1200 hrs



**Location:** Jurong Port Main Gate

**Offence:** Attempted smuggling of  
duty-unpaid cigarettes

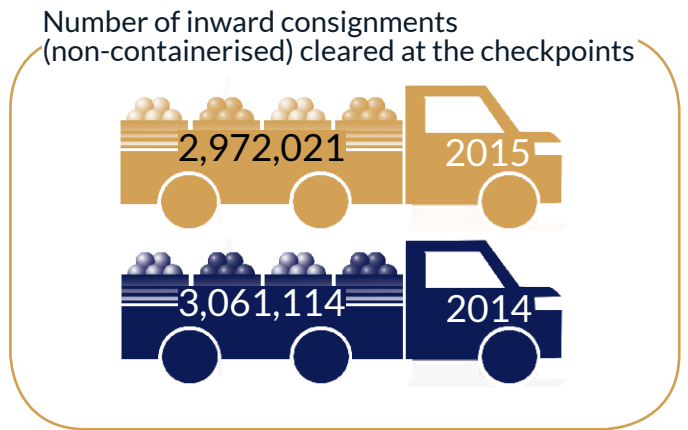
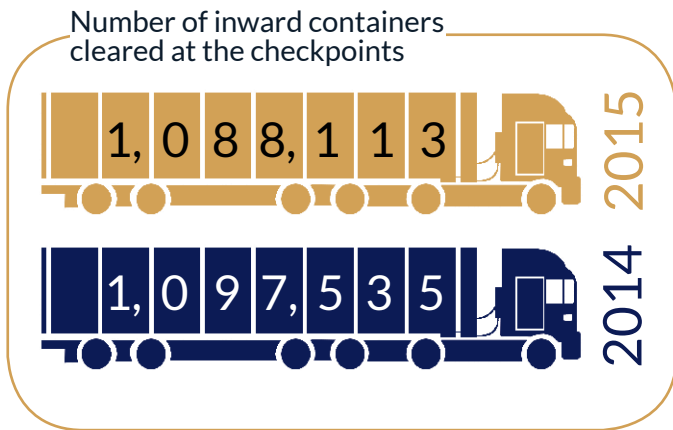
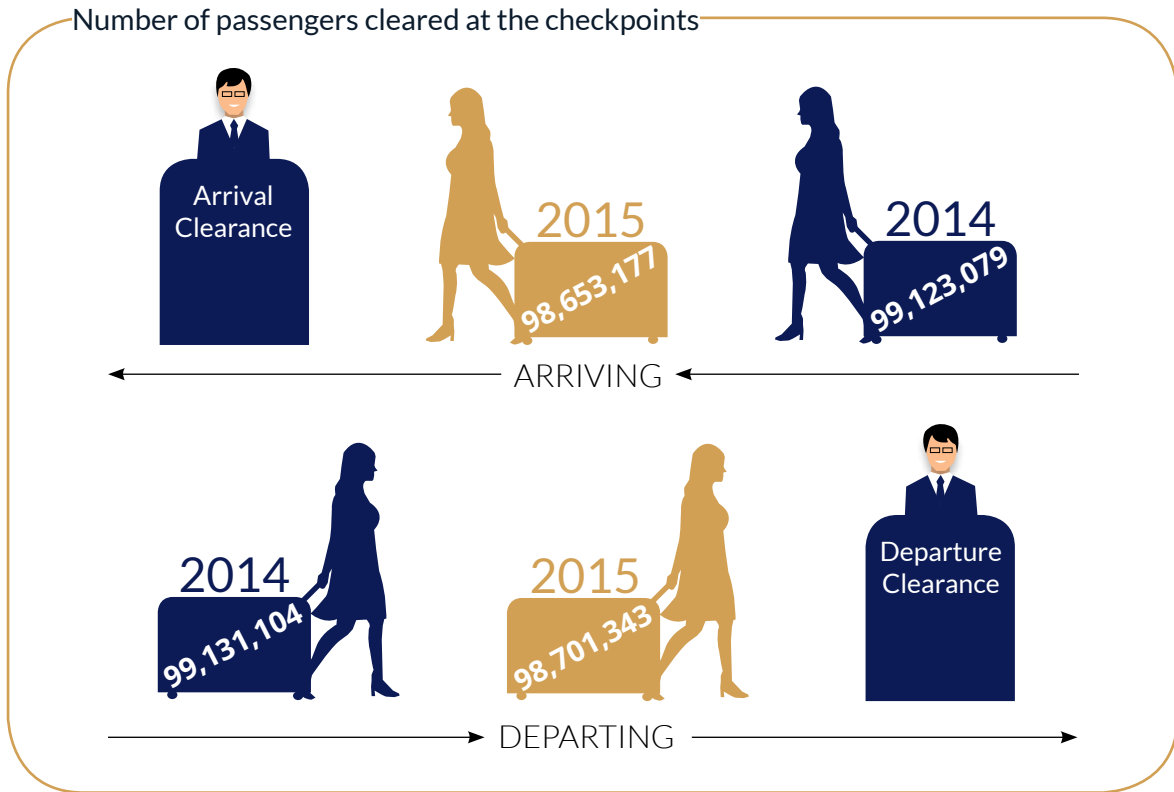
**How:** A lorry driven by a male Singaporean was stopped by ICA officers and directed to the Jurong Scanning Station for radiographic scanning. X-ray screening of the consignments declared as “Cabinets and tables” showed anomalies. Officers subsequently uncovered 1,648 cartons of duty-unpaid cigarettes hidden in the base and side walls of all the cabinets and tables.

**Result:** The exhibits were seized by Customs.



# Annual Statistics

## Checkpoint Operations



### Number of parcels cleared at the Parcel Post Centre



# Annual Statistics

## Services Centre Operations

Number of identity cards issued



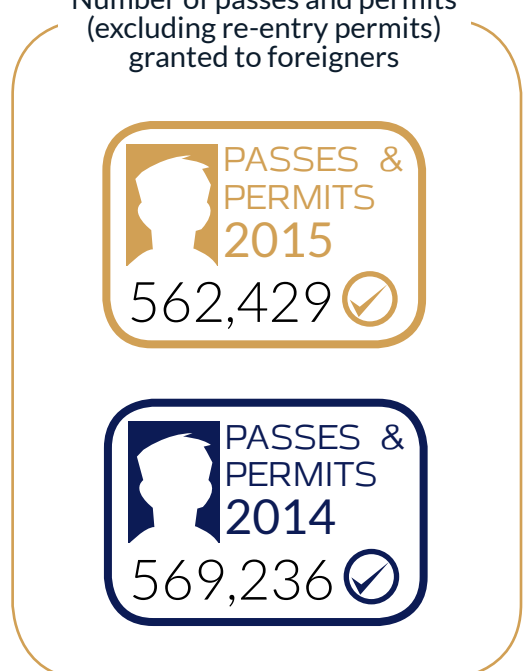
Number of Singapore passports issued



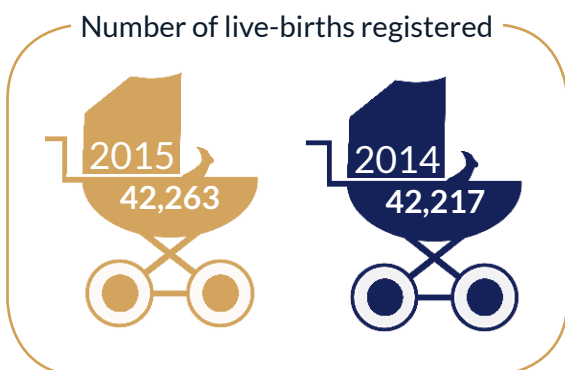
Number of certificates of identity (COI) issued



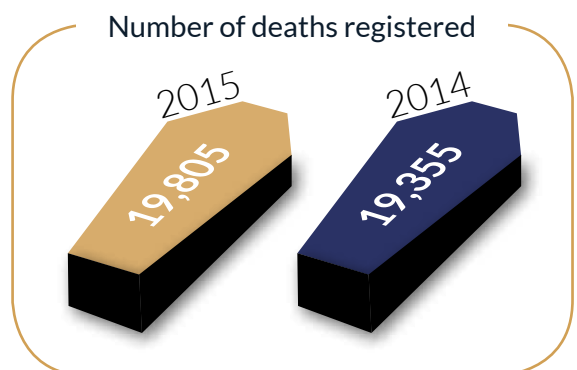
Number of passes and permits (excluding re-entry permits) granted to foreigners



Number of live-births registered



Number of deaths registered





# Annual Statistics

## Enforcement Operations

Number of illegal immigrants arrested



2015  
310  
2014  
353

Number of overstayers arrested



2015  
1,591  
2014  
1,692

Number of harbourers of immigration offender arrested



2015      2014  
416      250

Number of employers of immigration offender arrested





2015      2014  
91      69

Number of contraband cases detected



Number of vehicles used in the smuggling of immigration offenders seized

2015  03  
2014  01

### Acknowledgements

The Corporate Communications Division would like to thank all those who have helped in one way or another, to make the ICA Annual 2015 possible.

### The Working Group

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