

A VISION SO INSPIRING
THE FUTURE MOST EXCITING

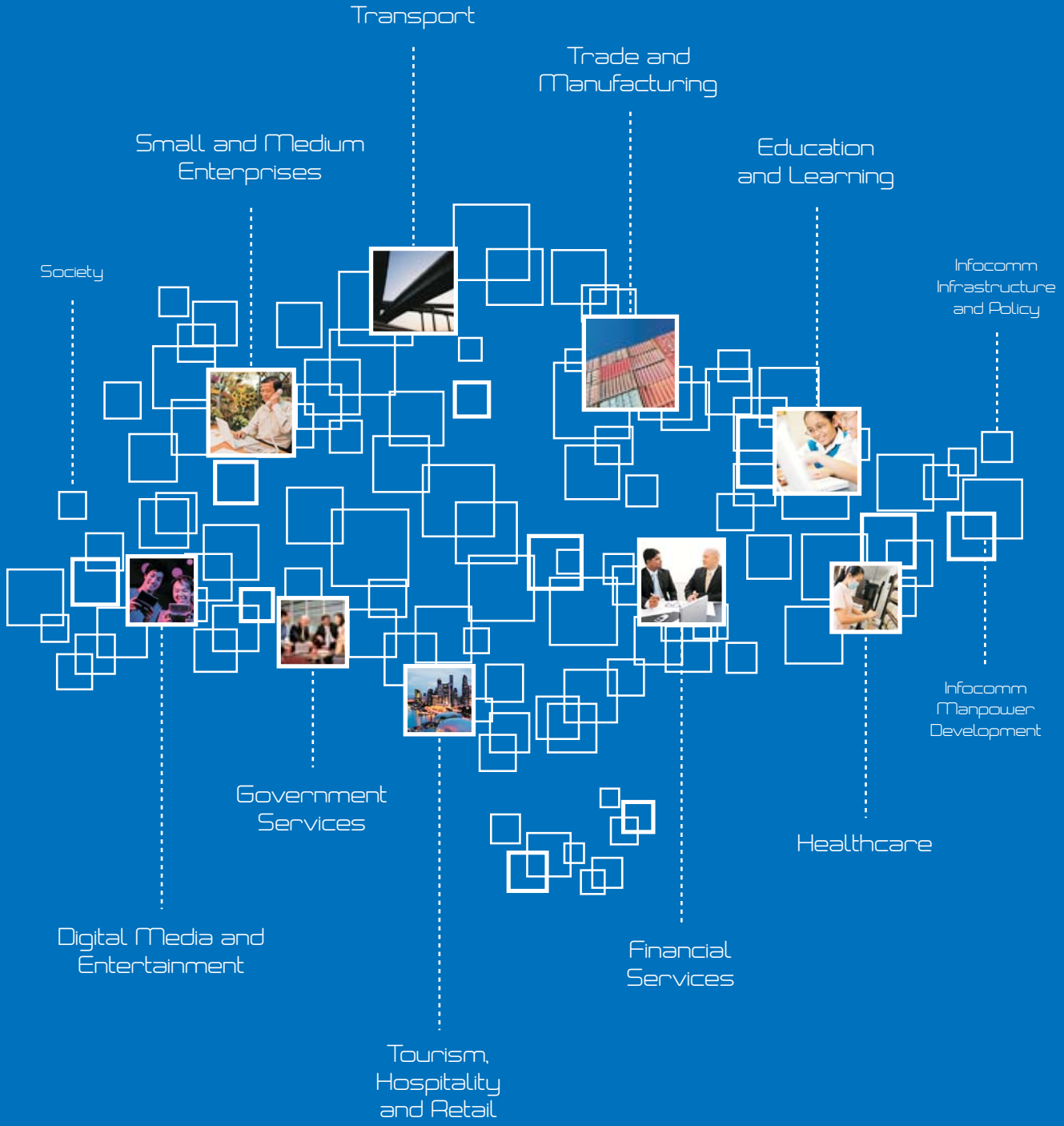
ANNUAL REPORT 2007 / 2008



The proof of great vision is in sharing and experiencing it. IDA leads the drive towards realising Singapore's vision of technology-enabled growth, which is mapped out in the Intelligent Nation 2015 (iN2015) infocomm masterplan. We bring together the public, private and people sectors, creating a powerful synergy that will propel us from the vision towards the exciting future that lies ahead.

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Transport

Trade and Manufacturing

Small and Medium Enterprises

Education and Learning

Society

Infocomm Infrastructure and Policy

Infocomm Manpower Development

Healthcare

Financial Services

Tourism, Hospitality and Retail

Government Services

Digital Media and Entertainment

Chairman's Message



2007 has been a good year. We saw much progress in the transformation of Singapore's infocomm landscape to realise our Intelligent Nation 2015 (iN2015) vision. Work has proceeded at an exciting pace on all fronts - infrastructure development, policy and regulation, industry development, manpower

development and the transformation of various sectors through infocomm. In 2007, the infocomm industry revenue grew by 13.8 per cent to S\$51.68 billion. Export revenue also grew by 15.8 per cent to S\$33.56 billion. Mobile penetration hit an all-time high of 122.5 per cent. In addition, 79 per cent of all households in Singapore have at least one computer at home, and 77.1 per cent of them have broadband access.

Building the Next Generation Infocomm Infrastructure

We are on track with our plans, but infocomm is an area where one can never afford to rest on our laurels. Thus, we are continuing with our efforts. The major catalyst coming up is the open-access Next Generation National Broadband Network (Next Gen NBN). A Request for Proposal was issued in December 2007 to design, build and operate the passive infrastructure layer of the Next Gen NBN, followed by a second tender called in early 2008 for a company to operate the operating layer. With the capability of offering ultra-high speed of up to 1Gbps and beyond, the Next Gen NBN will catalyse the delivery of Next Generation (Next Gen) services such as high-definition video conferencing, telemedicine, and grid computing-on-demand, as well as many other innovative services that we cannot even begin to imagine today. Supported by S\$1 billion funding from the Government, we believe this strategic project will totally transform our infocomm landscape and enable us to remain internationally competitive in infocomm.

Complementing the wired network is the extensive wireless network. Under the Wireless@SG initiative, there are now more than 7,200 WiFi hotspots around the island and a subscriber base of over 800,000 since its launch in December 2006. People accessing the internet wirelessly from public places, including cafes and libraries, is becoming a common sight around Singapore.

Strengthening Our Infocomm Industry

We look forward to seeing many innovations launched for Next Gen services. In the last year, multi-national corporations such as Alcatel-Lucent, Siemens and SingTel have set up innovation centres in Singapore to develop services ranging from Internet protocol transformation to public security and administration technologies for city management to mobile applications and contents. We believe the rollout of the Next Gen NBN in the next few years will see a flowering of many innovative services from our vibrant local companies.

Programmes such as the infocomm Local Industry Upgrading Programme (iLIUP) and the Overseas Development Programme (ODP) are also seeing more partnerships between infocomm local enterprises (iLEs) and larger industry players. Over the last three years, iLIUP has helped iLEs generate S\$81.5 million in revenue, while ODP has helped iLEs generate S\$66.8 million in export revenue.

Nurturing Infocomm Talent

The number of infocomm professionals working in the infocomm and other economic sectors grew by 8.9 per cent from 2006 to reach 130,400 in 2007. As infocomm is a talent industry, we must have enough quality manpower to support growth. IDA, together with the industry, plans to invest S\$70 million in manpower development programmes over the next three to five years. These programmes aim to deepen technical capabilities and business domain knowledge of infocomm professionals.

To provide a pipeline of infocomm manpower, talented students are being nurtured through the National Infocomm Scholarships. In 2007, we received a record 633 applications and awarded scholarships to 39 outstanding individuals. The Infocomm Clubs are also thriving with 7,000 students in 150 clubs.

Enabling Government and Key Economic Sectors

Developments in the public sector were headlined in 2007 by the award of the S\$1.3 billion Standard Operating Environment (SOEasy) contract, which went to the oneMeridian consortium. When rolled out to agencies by 2010, SOEasy will allow public officers to communicate through voice, text, faxes, SMS and video messages using one integrated system. The consolidation of infocomm services under SOEasy is expected to see about S\$500 million in cost savings for the public sector.

IDA also continued to develop the strategic use of infocomm technologies in education, healthcare, trade and logistics and digital media sectors. In May 2007, five schools were

selected to pioneer the FutureSchools@Singapore programme. This exciting programme aims to create an engaging learning experience for students. In healthcare, a second Call for Collaboration was issued jointly by IDA, Ministry of Health and The Enterprise Challenge under Prime Minister's Office, to identify solutions to improve the quality of healthcare delivery and efficiency in Singapore's public and private healthcare institutions. The Wireless-broadband-access for SeaPort (WISEPORT) project was rolled out in March 2008 to provide ships operating in Singapore's port with wireless mobile broadband connectivity via a WiMAX network. The pilot phase of the Digital Concierge was also completed last year, giving Singaporeans and tourists a personalised concierge experience right from their mobile devices. The development of Singapore as a Digital Cinema Hub was given a boost in December 2007 when Thomson, through its Technicolor Digital Cinema business, announced plans to build an efficient and secure digital cinema hub and network operations centre in Singapore.

As infocomm becomes more and more embedded in businesses today, we are making a more concerted approach to help Small and Medium Enterprises (SMEs) use infocomm. Together with the industry and other government agencies, IDA launched the Infocomm@SME programme with initiatives such as the SME Infocomm Resource Centre at Singapore Polytechnic and the SME Domain Name Reservation programme to help SMEs improve their business operations and competitiveness through infocomm.

Moving Towards Digital Inclusion

Similarly, to encourage various segments of our society to take advantage of infocomm technology, IDA has developed initiatives to help the less privileged, senior citizens and the physically disabled. The iNSPIRE Fund was set up in November 2007 to complement the NEU PC Plus programme in ensuring that no household with school-going children are denied a computer due to financial difficulties. To reach out to senior citizens, a three-year Silver Infocomm Initiative was launched to equip 30,000 senior citizens with digital lifestyle skills and knowledge. To empower the disabled through infocomm, IDA also teamed up with the Society for the Physically Disabled to offer infocomm-related vocation training.

Think Again, Think Ahead and Think Across

Indeed, 2007 has been an exciting year with many of the iN2015 initiatives rolled out and gathering momentum. Yet, with the ever evolving nature of infocomm technology and global developments, I have challenged our staff at IDA to constantly think ahead and at times enter uncharted territory to explore all possibilities. We should also challenge ourselves

to think again – policies, plans and programmes that work well today may nevertheless need to be changed to better serve our needs going forward. This "creative destruction" is challenging because it is human to be reluctant to stop doing what may have worked well for a long time. Yet that is the challenge of staying relevant and competitive in infocomm. We should also think across different platforms to see if we can more rapidly exploit opportunities. This is Singapore's competitive advantage in being small. We should be able to implement initiatives faster than larger countries because it should be easier to bring the relevant parties in the eco-system together. IDA can make this happen in our catalyst role, if we can actively "think across" – from applications in one sector to applications in another; from development initiatives to policy, to regulation and to international diplomacy.

For me personally, it is a great pleasure and honour to assume the Chairmanship of the IDA Board, especially during this very exciting phase of Singapore's infocomm journey. Having been the founding CEO of IDA some years ago, I am delighted to see what we have been able to achieve with our many partners and friends, and humbled and challenged by the scale of the opportunities and the issues ahead of us.

A Word of Thanks

On behalf of the Board and members of IDA, I would like to record our appreciation for the invaluable contributions of my predecessor, Mr Lam Chuan Leong. His foresight and guidance as the first Chairman of IDA for eight years have been instrumental in shaping IDA through its formative years and launching various national policies and programmes to develop the infocomm sector. On many occasions, it was his judgement and insight that have guided Board and staff onto the right path, and we will miss him.

I would also like to thank the Board of Directors, particularly those who have completed their term of appointment, for the time and effort that they have committed to guiding and supporting IDA. Their enthusiasm for the cause and their active contributions have helped the IDA management and me greatly. Last but certainly by no means least, I would like to thank all our IDA staff for the role that each and every one of them plays in advancing Singapore's infocomm vision.



Ms Yong Ying-I
Chairman, IDA

IDA Board of Directors



YONG Ying-I (Chairman)
Permanent Secretary (Health)
Ministry of Health



William J. AMELIO
President & Chief Executive Officer
Lenovo Group Limited



Christopher CHIA
Chief Executive Officer
Media Development Authority of Singapore



Asad JUMABHOY
Director
Global Refunds Holdings BV



LEONG Wai Leng
Chief Financial Officer
Temasek Holdings Pte Ltd



Stephen LIM
Chief Executive Officer & Managing Director
SQL View Pte Ltd



Dan NEARY
Vice President, Emerging Markets
eBay Inc.



ONG Peng Tsin
Chairman
Infocomm Investments Pte Ltd

Until 30 November 2007:

LAM Chuan Leong
Ambassador-at-Large
Ministry of Foreign Affairs

BOON Swan Foo
Executive Chairman
Exploit Technologies Pte Ltd

Frank BROWN
Director & Chairman
Colorzip SEA Pte Ltd

CHAN Yeng Kit
Permanent Secretary
Ministry of Information,
Communications and the Arts

CHEW Hock Yong
Deputy Secretary
Ministry of Community Development,
Youth and Sports



PEK Yew Chai

Country Head, Siemens IT
Solutions and Services
Siemens Pte Ltd



SAW Ken Wye

Vice President, Sales & Marketing,
Asia-Pacific Region
Microsoft Operations Pte Ltd



SEAH Chin Siong

Chief Executive Officer
IDA International Pte Ltd



SEAH Moon Ming

President
Singapore Technologies Electronics Limited

President, International Business &
Deputy Chief Executive Officer
Singapore Technologies Engineering Ltd



Kim SEAH Teck Kim

Partner
A.Ang, Seah & Hoe



TAN Suee Chieh

Chief Executive Officer
NTUC Income Insurance Co-operative Limited



Ronnie TAY

Chief Executive Officer
Infocomm Development Authority of Singapore



Lawrence WONG

Principal Private Secretary to
Prime Minister
Prime Minister's Office



Mary YEO

Managing Director
United Parcel Service Singapore Pte Ltd

HENG Chiang Gnee

President & Chief Executive Officer
SembCorp Environmental
Management Pte Ltd

Rupert G. KEELEY

President & Chief Executive Officer
Visa International Asia Pacific

Charles LIM Aeng Cheng

Principal Senior State Counsel
Attorney-General's Chambers

LIM Chin Hu

President & Chief Executive Officer
Frontline Technologies Corporation Ltd

TAN Kian Chew

Chief Executive Officer
NTUC Fairprice Co-operative Ltd

Members of IDA Board Committee

AUDIT AND RISK COMMITTEE

Mary YEO (Chairman from 2 July 2008)
SEAH Chin Siong (Chairman until 1 July 2008)
Christopher CHIA
Kim SEAH Teck Kim
Colin SAMPSON (Co-opted member)

HUMAN RESOURCE AND REMUNERATION COMMITTEE

YONG Ying-I (Chairman)
TAN Suee Chieh
Mary YEO
Ronnie TAY

BUDGET AND PROJECTS REVIEW COMMITTEE

YONG Ying-I (Chairman)
Stephen LIM
Dan NEARY
PEK Yew Chai
SEAH Moon Ming
Lawrence WONG

INVESTMENT COMMITTEE

LEONG Wai Leng (Chairman)
ONG Peng Tsin
TAN Suee Chieh
Ronnie TAY
Madeleine LEE (Co-opted member)

Senior Leadership Team



Ronnie TAY
Chief Executive Officer



LEONG Keng Thai
Deputy Chief Executive &
Director-General
Telecoms & Post



KHOONG Hock Yun
Assistant Chief Executive
Infrastructure Development Group



Andrew HAIRE
Deputy Director-General
Telecoms & Post



TAN Geok Leng
Chief Technology Officer &
Senior Director
Technology & Planning Group



Aileen CHIA
Senior Director
Corporate Development Group



Christina GAN
Senior Director
Infocomm Security & Manpower Development Group



Philip HEAH
Senior Director
Next Generation Infrastructure Group



TAN Kar Joo
Senior Director
Cluster Group I



Pauline TAN
Senior Director
Government Chief Information Office Group

Until 25 June 2008:

THAM Ai Chyn
Assistant Chief Executive
Industry & Cluster Development Group

16-19 April 2007 ▶

Inaugural Kuwait-Singapore Senior Executive Leadership Roundtable is held in Singapore

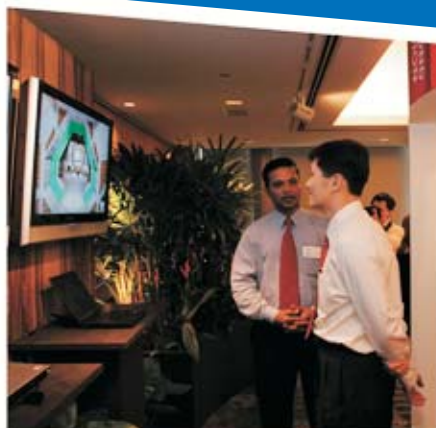
Senior Kuwaiti officials attended the inaugural Kuwait-Singapore Senior Executive Leadership Roundtable to promote dialogue on e-Government issues. The four-day Roundtable was held at the eGovernment Leadership Centre.



26 April 2007

Public sector continues to invest strongly in infocomm

To further transform the public sector, Government agencies announced plans to call for S\$730 million worth of new infocomm tenders in FY 2007.



22 May 2007 ◀

MOE selects first five FutureSchools@Singapore

Beacon Primary School, Canberra Primary School, Crescent Girls' School, Jurong Secondary School and Hwa Chong Institution were selected to pioneer the FutureSchools@Singapore programme, which aims to develop innovative teaching approaches that leverage fully on infocomm.

06 June 2007

National Grid Advisory Council is formed

IDA announced the formation of the National Grid Advisory Council (NGAC) to lead enterprises in adopting Grid Computing. The NGAC comprises of 14 members who represent the full spectrum of Grid stakeholders.



15 June 2007

IDA appoints Centralised Database Administrator

In a major step towards Full Mobile Number Portability, IDA appointed Syniverse Technologies as the Centralised Database Administrator which will operate the centralised database system of mobile phone numbers.

15 June 2007

The Spam Control Act comes into effect

The Spam Control Act 2007, developed by IDA and the Attorney-General's Chambers of Singapore, helps to better manage unsolicited commercial electronic messages sent in bulk. Under the Act, marketers who continue to spam the "not interested" group face potential financial penalties.

15 September 2007 ▲

39 students receive National Infocomm Scholarships

The 2007 National Infocomm Scholarships (NIS) were awarded to 39 students who were selected from 633 applicants - a record high for the NIS since its inception in 2004.

24 September 2007

IDA proposes regulatory framework for Ultra-WideBand technology

IDA announced a regulatory framework for devices using Ultra-WideBand (UWB) technology, to give UWB players greater business certainty by facilitating the entry of such devices into Singapore.

17 October 2007

IDA issues Code of Practice for premium rate service providers

The Code of Practice ensures that consumers have a clearer idea of the costs they incur from premium rate services delivered over the public telecommunications network.

29 October 2007

Qatar and Singapore boost ICT partnership

IDA and ictQATAR, the Supreme Council of Information & Communications Technology of Qatar, inked their third Memorandum of Understanding to boost ICT partnerships between the two states.

16 November 2007

Popularity of Infocomm Clubs grows

The number of Infocomm Clubs reached 150, with over 7,000 student members. Infocomm Clubs, a school Co-Curricular Activity, allows youths from ages 9 to 18 to play and learn with infocomm.

24 November 2007

First Silver Infocomm Junction is launched

The first Silver Infocomm Junction – a senior-friendly infocomm learning hub – was launched in Bishan, at the premises of the Retired & Senior Volunteer Programme (Singapore).



11 December 2007

IDA launches Request-For-Proposal for Next Gen NBN NetCo

IDA called on interested parties to submit their proposals to design, build and operate the passive infrastructure layer of the Next Generation National Broadband Network.

28 February 2008

S\$1.3b Standard ICT Operating Environment tender awarded

The S\$1.3 billion tender for the public sector's Standard ICT Operating Environment (SOEasy) project was awarded to oneMeridian, a consortium led by EDS International.



6 March 2008

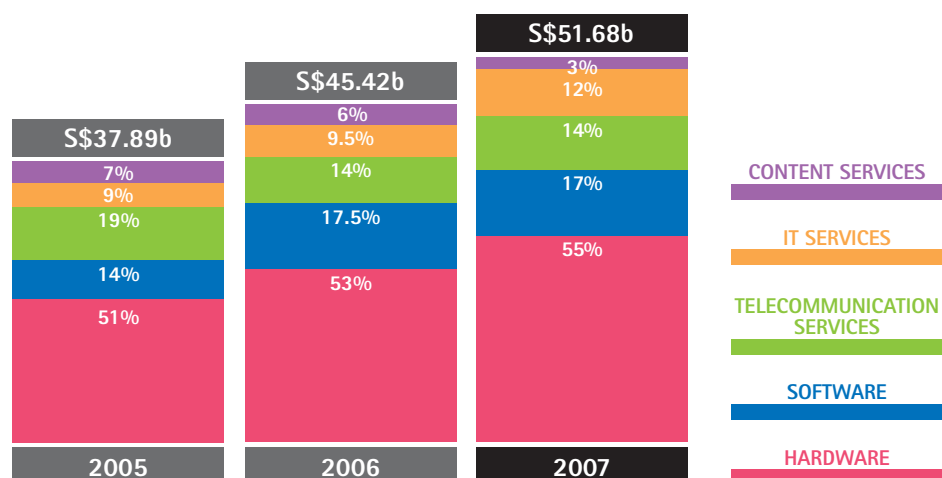
Wireless-broadband-access for SeaPort

The Wireless-broadband-access for SeaPort, or WISEPORT, project went live, giving ships wireless mobile broadband connectivity while operating in the Port of Singapore, up to 15km from Singapore's southern coastline.

Infocomm Statistics

INFOCOMM INDUSTRY

In 2007, the revenue of the infocomm industry grew by **13.8** per cent to reach **S\$51.68 billion**.

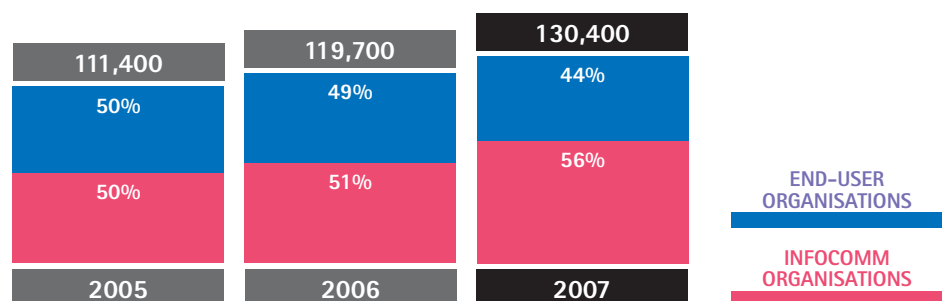


Total Infocomm Industry Revenue by Market Segments (2005-2007)

Source: Annual Survey on Infocomm Industry for 2007

INFOCOMM MANPOWER

The number of infocomm manpower employed grew by **8.9** per cent to reach **130,400** in 2007.

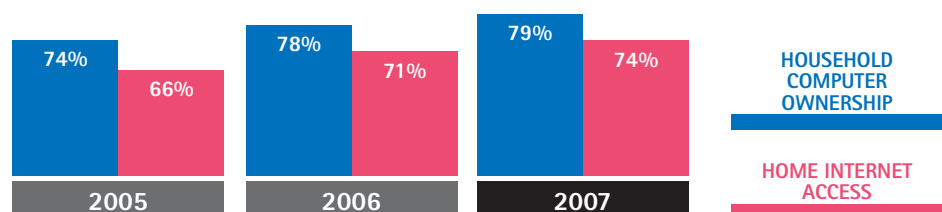


Number of Employed Infocomm Manpower (2005-2007)

Source: Annual Survey of Infocomm Manpower for 2007

INFOCOMM USAGE

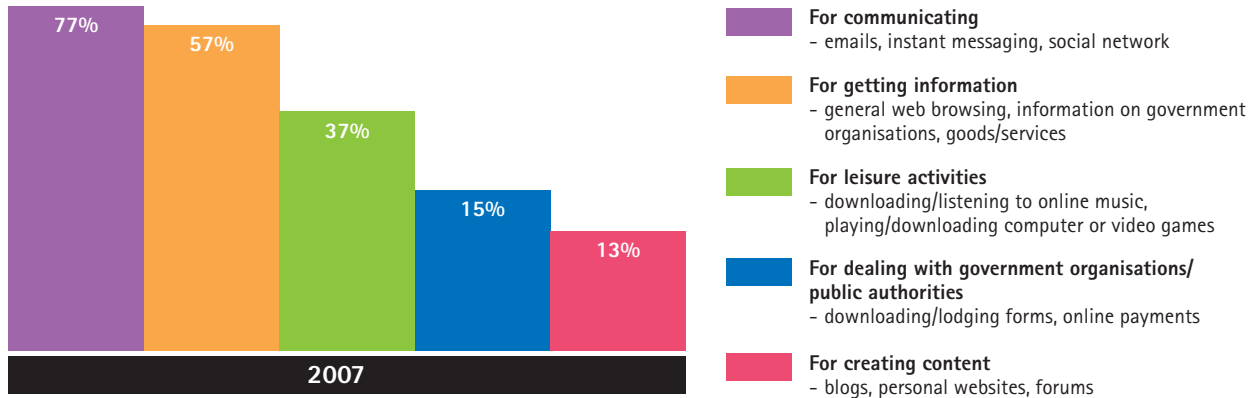
In 2007, **79** per cent of households had access to a computer and **74** per cent had access to the Internet at home.



Infocomm Usage in Singapore Households (2005-2007)

Source: Annual Survey on Infocomm Usage in Households and by Individuals for 2007

In 2007, **77** per cent of users above 15 years old used the Internet as a communication tool.

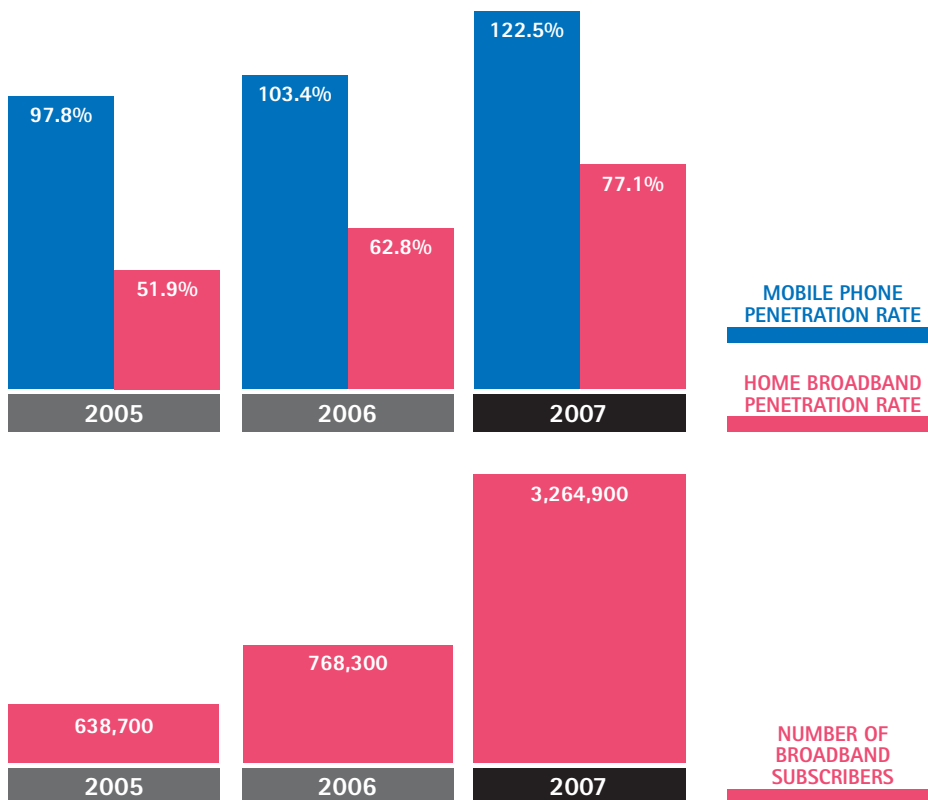


Usage of Internet Applications and Services by Users Aged 15 Years and Above (2007)

Source: Annual Survey on Infocomm Usage in Households and by Individuals for 2007

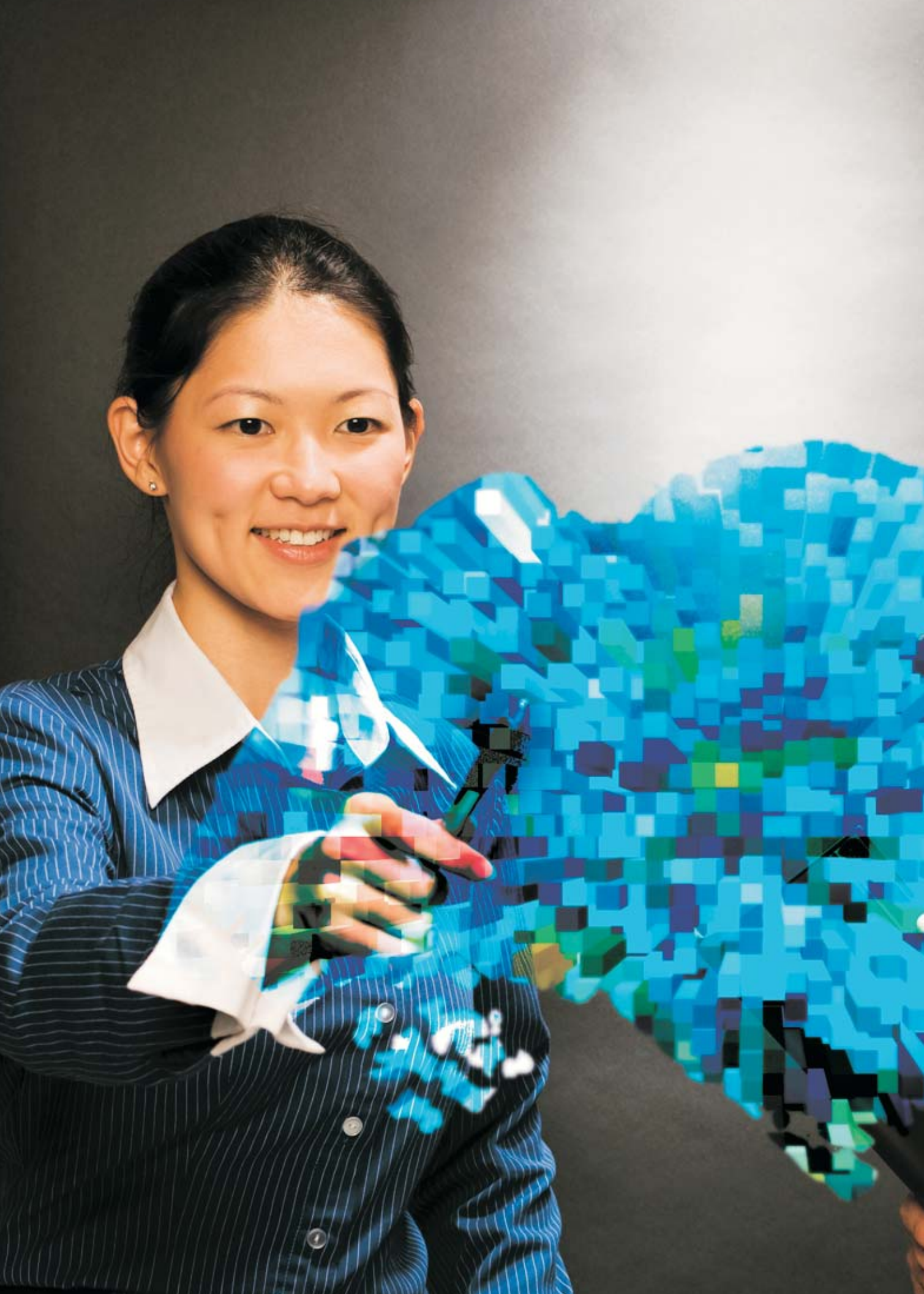
TELECOMMUNICATION

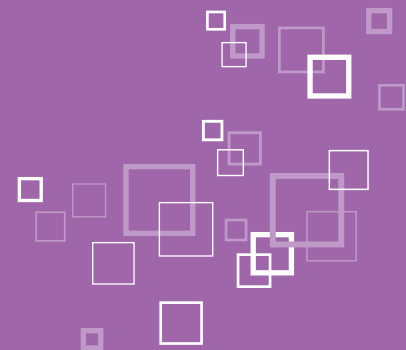
In 2007, mobile phone penetration rate exceeded **122.5** per cent, home broadband penetration rate exceeded **77.1** per cent and the number of broadband subscribers increased to **3,264,900**.



Statistics on Telecom Services (2005-2007)

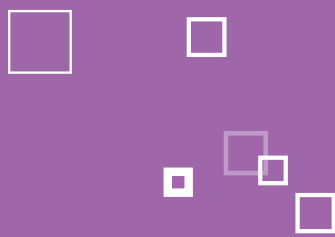
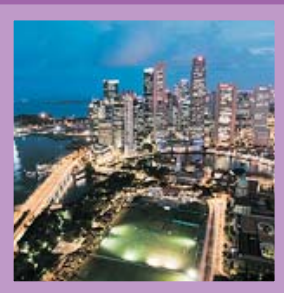
Source: Statistics on Telecom Services for 2007 (as at Dec 2007)





BUILD IT WITH VISION

A robust infocomm infrastructure, sound policy framework and strong cast of infocomm talent – these form the foundations upon which the rest of Singapore's Intelligent Nation 2015 (iN2015) masterplan takes shape.



INFRASTRUCTURE

The Next Generation National Infocomm Infrastructure (Next Gen NII) plays a pivotal role in the iN2015 plan to increase broadband access for all, so that Singaporeans can effectively leverage infocomm to transform the way we live, learn, work and play.

Wireless@SG

In 2007, the wireless wave continued its sweep across Singapore. Under Wireless@SG, a wireless programme developed as part of the Next Gen NII, more than 7,200 WiFi hot spots have been rolled out island-wide, with over 800,000 subscribers signing up for the free 512Kbps service. WiFi access is provided by iCell, QMax and Singapore Telecommunications and is available to anyone with a WiFi-enabled mobile device.

The Wireless@SG programme gained international recognition at the Wireless Internet Institute's third annual Wireless Communities Best Practices Award, which was presented in Washington DC in December 2007. It won in the Economic Development category of the Award, which recognises the efforts of governments and supporting organisations who implement broadband and wireless solutions for their respective cities, counties and regions.

Next Generation National Broadband Network

The wheels were also set in motion for the deployment of a Next Generation National Broadband Network (Next Gen NBN) – the wired component of the Next Gen NII envisaged in iN2015. The Next Gen NBN represents a leap in the capability of Singapore's national infocomm infrastructure, delivering ultra-high speed symmetric broadband access of 1Gbps and beyond, with initial provisioning of at least 100Mbps.

The rollout of the Next Gen NBN is expected to bring about significant benefits for the Singapore economy. Business users will benefit from ready access to a robust and pervasive network that can support data-intensive transactions. Possible applications include close to real-life high-definition video conferencing, high speed online transactions and graphics-based data visualisation. For example, the healthcare sector will be able to process and share large volumes of complex medical data to provide



Students experiencing the Wireless Learning Trail at Sungei Boleh Wetland Reserve.

timelier and better medical care to patients. Small and Medium Enterprises can also benefit from high speed broadband to tap on grid computing applications and data storage facilities at competitive rates. Students will be able to make use of visually immersive and interactive learning applications for a richer and deeper educational experience.

Beyond the new capabilities of the physical infrastructure, the Next Gen NBN will also introduce an open access framework aimed at spurring greater vibrancy and competition at the services layer, which will benefit end-users. The Government has decided to adopt a policy of separation between the different levels of the Next Gen NBN. The Next Gen NBN Network Company (NetCo), which is responsible for the design, building and operation of the passive infrastructure, will be required to be structurally separated from the downstream operators. Similarly, the Next Gen NBN Operating Company (OpCo), which is responsible for the design, building and operation of the active infrastructure, will also be operationally separated from the downstream operators.

The Request-For-Proposal (RFP) for the NetCo was issued in December 2007 and closed in May 2008. The award of the NetCo is expected to be announced in the third quarter of 2008. The RFP for the OpCo was issued in April 2008 and is scheduled to close in August 2008. The award of the OpCo is expected to be announced in the first quarter of 2009.



Next Gen NBN Industry Layers

Grid Computing on Demand

Grid Computing on Demand is envisaged to be one of the Next Generation applications to be delivered over the Next Gen NII, and 2007 saw this moving closer to reality. In June 2007, the National Grid Advisory Council (NGAC) was formed to lead enterprises in adopting Grid Computing. The NGAC comprises 14 members who represent the full spectrum of Grid stakeholders - the users, service providers, academia, and government agencies facilitating Grid adoption. Following this, IDA launched a Call-For-Collaboration (CFC) for Grid Services Provisioning in November 2007, in a bid to extend computing, storage and software facilities to businesses on a pay-per-use basis.

The CFC followed hot on the heels of a successful National Grid Pilot Platform (NGPP) trial. The NGPP was established in 2003 to provide compute-resources to both the R&D community and businesses. Organisations contributed their idle compute-resources on a goodwill basis to the NGPP, and from an initial base of some 250 CPUs in 2003, it grew to boast capabilities of nearly 1,000 CPUs by 2007.

As an example of the Grid in action, the National Library Board tapped on the NGPP for its Web Archive Singapore

initiative to capture "snapshots" of some 70,000 Singapore-registered websites that are of historical, heritage and informational value.

Going forward, the National Grid will see a more concerted effort by the public and private sectors to realise on-demand, pay-per-use grid services for enterprises, with more robust Service Level Agreements than that of the NGPP. Grid Services Provisioning is expected to be rolled out in late 2008.

A digital National Day Parade

In August last year, Singapore leveraged its high mobile and broadband penetration rate to bring the National Day Parade (NDP) into a whole new digital dimension. With the island's mobile penetration at 112.9 per cent, one of the highest in the world, and 71.5 per cent of households having broadband access as of August 2007, many Singaporeans were able to enjoy a personalised NDP experience on their PCs, laptops, mobile phones and PDAs, thanks to a collaboration between the NDP Executive Committee, IDA and industry partners. Singaporeans could access video footage of the Parade streamed from up to 18 "live" cameras. "Live" streams from four selected cameras could also be viewed via mobile phones.

POLICIES AND REGULATIONS

Meanwhile, the "soft" aspects of the infrastructure – policy and regulatory frameworks – have been playing an equally important role in contributing to a vibrant infocomm scene in Singapore.

Full Mobile Number Portability

Full Mobile Number Portability – a policy which allows mobile phone users to retain their numbers when they change mobile operators – took a significant step forward with the appointment of Syniverse Technologies as the Centralised Database Administrator (CDA) in June 2007 and establishment of industry committees comprising IDA, Syniverse Technologies and mobile operators to implement the Full Mobile Number Portability.

Syniverse will operate the centralised database system of ported mobile phone numbers which inter-works with the mobile operators' respective backend systems and telecoms networks to manage the porting process and routing of calls and messages. The award of the CDA licence to Syniverse Technologies came after the close of IDA's Request-For-Proposal in December 2006, which attracted proposals from six companies. The CDA licence will last for seven years from the start of the Full Mobile Number Portability on 13 June 2008.

In a separate development on the number portability front, monthly porting fees for consumers who wish to port their fixed line numbers were abolished from 1 January 2008. This is in line with the current practice for mobile number portability.



Code of Practice for premium rate service providers

IDA has also moved to ensure that consumers have a clearer idea of the costs they incur from premium rate services delivered over the public telecommunications network. In October 2007, IDA issued a Code of Practice for providers of these services as well as their billing operators. Examples of premium rate services include mobile phone wallpapers, ring tones and news alerts.

With the new Code, which took effect from 16 December 2007, premium rate service providers now have to indicate the cost of all chargeable SMSes sent, within the message itself. They will also need to send non-chargeable messages to consumers to confirm their service subscriptions, and follow-up with regular reminders on charges. A customer service hotline also has to be maintained.

For network operators who bill consumers on behalf of the premium rate service providers, the Code of Practice requires them to provide assistance to consumers in cases of dispute over charges, and ensure that the bill contains information such as the services billed for and the charges incurred.

Regulatory framework for Ultra-WideBand

Elsewhere on the wireless communications front, IDA has been keeping a close watch on developments in Ultra-WideBand (UWB), a technology that allows very high speed data transfer over short distances and wide spectrum bands, with very low power consumption.

In September 2007, it announced a regulatory framework aimed at giving greater business certainty to UWB players by facilitating the entry of UWB devices into Singapore. This allows businesses and consumers to enjoy the benefits of the nascent technology. Under the framework, which came into effect on 2 January 2008, devices that comply with IDA's technical specifications and emission limits will be exempted from licensing.

In developing the UWB regulatory framework, IDA's key consideration was to strike the right balance between facilitating adoption of this emerging technology with the need to ensure that it does not interfere or disrupt existing radio-communication services.



Photo Courtesy of Daimler Chrysler Asia Pacific, Mercedes Benz Operations.

An example of Ultra-WideBand technology – The world's first autonomous intelligent cruise control system using radar-based technology.

Spam Control Act

Meanwhile, there has been no letup in efforts to guard against the abuse of the infocomm infrastructure. On 15 June 2007, the Spam Control Act 2007 came into effect, offering consumers a measure of protection from spam. The Act, developed by IDA and the Attorney-General's Chambers of Singapore, is a framework to better manage unsolicited commercial electronic messages sent in bulk.

Under the Act, marketers – particularly those based in Singapore or who have operations here – who continue to spam the “not interested” group face potential financial penalties. The statutory penalty is S\$25 for each electronic message, up to a total of S\$1 million.

Postal sector fully liberalised

Singapore's postal sector was fully liberalised from 1 April 2007. The opening of the Basic Mail Services market, which includes the collection and delivery of letters and postcards, within, into and out of Singapore, ended a 15-year monopoly by Singapore Post Ltd.

With the move, new players are now allowed in both domestic and international mail services, allowing consumers to reap the benefits of greater competition in Singapore's postal sector. Other segments of the postal market, such as Express Letter Services, were liberalised as early as 1995. The latest development reinforced the Government's commitment towards building an open economy and strengthening Singapore's position as a regional business hub.

Liberalisation is expected to generate cost savings of S\$8 million to S\$25 million per year over the next two to three years, mainly to the benefit of businesses which account for almost 95 per cent of Singapore's total domestic mail. It is also expected to catalyse growth in the postal sector, paving the way for the introduction of value-added services and tailored postal solutions such as letter mail tracking and staggered delivery of letters.



INFOCOMM SECURITY

Efforts to enhance Singapore's reputation as a secure and trusted hub have contributed to the positive business climate and confidence of foreign investors to establish their operations here. In the 2007 Institute for Management Development (IMD) World Competitiveness Yearbook survey, Singapore was ranked first out of 55 economies for the degree to which cyber security is being addressed by corporations.

The Infocomm Security Masterplan

Singapore's first Infocomm Security Masterplan, which was launched in 2005, focused on further developing our nation's infocomm security capabilities and improving existing efforts to detect and prepare for cyber-threats. Some key capabilities achieved under the three-year plan included:

- Pro-active handling of cyber-threats,
- A means to measure the state of infocomm security and business continuity readiness, and
- Heightened awareness of the security, safety and reliability of critical infocomm infrastructure in key economic sectors such as healthcare, banking and finance.

Under the Masterplan, the Cyber-Watch Centre (CWC) – one of the first in Asia – was set up by IDA in March 2007 to provide round-the-clock, real-time monitoring of cyber-threats for key government infocomm infrastructures and systems. This provided government agencies with pre-emptive alerts and real-time response capabilities.

Other initiatives included the development of the Infocomm Security Health Scorecard and the Business Continuity Readiness Assessment Framework. Through consistent frameworks and methodologies, government agencies have the means to assess year-on-year where they stand in terms of infocomm security health and business continuity readiness. The assessments, covering areas such as policies, standards, personnel, processes and operations, enable government agencies to continually improve their strategies and processes.

Moving forward, it is important to forge new plans to safeguard Singapore against cyber-threats and continue to enhance its reputation as a secure and trusted hub. Towards this end, the second Infocomm Security Masterplan was launched in April 2008. The five-year Masterplan aims to build on the achievements of the first. While the first Masterplan was targeted largely at providing the public sector with measures to counter infocomm security threats, the second one will see the public, private and people sectors working even closer together to enhance Singapore's competencies and resilience against cyber-threats.

INTEGRATING THE PUBLIC SECTOR

Public officers across government agencies will soon be able to work, collaborate and innovate as One Government through a single infocomm infrastructure that harmonises desktop, messaging and network environments.

The Standard ICT Operating Environment

The Standard ICT Operating Environment (SOEasy), which will be rolled out to the agencies by 2010, will allow public officers to look forward to greater connectivity and collaboration at work through the use of tools such as instant messaging, desktop video conferencing services and whiteboard sharing. Public officers can also seamlessly access government resources from anywhere at anytime, giving them greater mobility. Furthermore, the smooth and swift delivery of infocomm services, such as more regular and non-intrusive security updates, will enable the Government to respond faster to the ever-changing infocomm environment.

These are some of the highlights of the oneMeridian consortium proposal that won the S\$1.3 billion contract for the public sector's SOEasy project.

In building a robust, agile and standardised infocomm infrastructure, the SOEasy project will allow government agencies to achieve greater efficiency in infocomm usage and cost savings.

The consolidation of infocomm services under SOEasy is expected to bring about S\$500 million in cost savings to the Government, or an average of 28 per cent savings over current infocomm expenditure for equivalent services.



SOEasy will be rolled out in phases to a total of 74 government agencies comprising 60,000 seats. By July 2009, the first batch of 17 government agencies, which include the Ministry of Finance (MOF), IDA and the Ministry of Information, Communication and the Arts (MICA), will enjoy the full benefits of SOEasy. By 2010, SOEasy will be fully implemented across all 74 agencies. The project excludes the Ministry of Defence (MINDEF), which has developed its own system, and the Ministry of Education (MOE), which has called for a separate tender.

The award of the eight-year SOEasy contract to oneMeridian came after a rigorous and thorough tender evaluation process which began with a call for tender in April 2007. The four qualified consortia from the Pre-Tender Qualification Stage were iN'spire led by HP, NexGenea led by NEC Solutions, One Team led by NCS and oneMeridian led by EDS. Other members of the winning consortium include Alcatel-Lucent, Avanade, Cisco Systems, Frontline, Microsoft, Singapore Computer Systems and Singapore Telecommunications.

Public sector infocomm investments

Over and above the SOEasy project, the Government also called for S\$730 million worth of new tenders in FY2007, reinforcing its commitment to transform the public sector through infocomm. More than 340 tenders were called by agencies including IDA, Ministry of Defence (MINDEF), Ministry of Home Affairs (MHA), National Environment Agency (NEA) and Singapore Land Authority (SLA).

Some innovative projects covered by these tenders included IDA's Distributed Computer Forensic Investigation Infrastructure, which will allow government agencies to quickly investigate and manage compromised systems from a central location within the Government's network and take remedial action; MINDEF's Integrated Enterprise Information System for National Service Management; MHA's Future Responder System and Immigration Facial Screening System (i-FACE); NEA's New Waste Management System; and SLA's Singapore Title Automated Registration System (STARS21).

ATTRACTING AND DEVELOPING INFOCOMM MANPOWER

The vision for Singapore is to have an infocomm-savvy workforce and globally competitive infocomm manpower to drive national economic competitiveness. In line with this, IDA's target is to boost the number of infocomm jobs to about 170,000 by 2015. On this front, the progress has been good. As of 2007, the number of infocomm professionals stood at 130,400, up from 119,700 in 2006. We expect that the demand for infocomm professionals will continue to grow as more and more businesses leverage on infocomm to create value.

In order to ensure a sufficient supply of high quality infocomm professionals, IDA and the industry will invest S\$70 million in infocomm manpower programmes over the next three to five years, with the aim of deepening the technical capabilities and enhancing the global competitiveness of Singapore's infocomm talent through the following initiatives.

National Infocomm Competency Framework

To further upgrade Singapore's infocomm professionals and develop infocomm competencies needed by various economic sectors, IDA and the Workforce Development Agency (WDA) have developed the National Infocomm Competency Framework (NICF) which defines the competencies needed for various key infocomm occupations. Infocomm professionals and employers can leverage the NICF to determine the types of skills and



competencies required for infocomm jobs and to develop training strategies for the professionals to acquire these skills through accredited training providers.

From 1 April 2008, the IDA's training incentive scheme for infocomm professionals – the Critical Infocomm Technology Resource Programme or CITREP – will provide support for training and certification in selected skill areas under the NICF. These include Infocomm Security, Interactive Digital Media, IT Services, Network and Communications, Project Management, Software and Applications, and Telecommunications.

Techno-Strategists Programme

Industry sectors in Singapore leverage on infocomm technologies to operate their businesses and enhance their competitive edge. Infocomm professionals need both strong technical skills and industry domain knowledge to create and deliver innovative products and services, and drive the economic competitiveness of businesses in these sectors.

The Techno-Strategists Programme (TSP) aims to enable infocomm professionals to acquire in-depth knowledge in specific industry domains with infocomm applications through training courses and workshops with practical learning opportunities. TSP will start with training courses and workshops for professionals deployed in financial services, healthcare, hospitality and retail industries.

Enhanced Learning in Infocomm Technology

Besides infocomm professionals, the manpower development programmes also target students. The Enhanced Learning in Infocomm Technology Programme or "ELITE" aims to develop "industry-ready" infocomm graduates for the infocomm industry and various economic sectors. From academic year 2008, the top 20 per cent of university undergraduates studying infocomm-related undergraduate courses at the three local universities – National University of Singapore, National Technological University and Singapore Management University – will be given opportunities to acquire practical skills and exposure to the industry. These students will have the chance to develop "beyond-academic" skills, thus enhancing their industry-readiness upon graduation. This will be done through exposure to infocomm policy thinking, opportunities to take on industry attachments and project work, mentorship with industry leaders and taking up industry-relevant courses and certifications.



Mr Leong Keng Thai, Deputy Chief Executive and Director-General (Telecoms & Post) of IDA, presenting the award to Ngee Ann Polytechnic - School of Infocomm Technology, the National Infocomm Competition 2007 winners of the Polytechnic/ITE circuit.

National Infocomm Scholarship

To attract the best and brightest students to take up careers in infocomm, IDA and 21 private and public sector organisations offered a total of 39 scholarships under the National Infocomm Scholarship (NIS) programme in 2007. NIS scholars will proceed to pursue local and overseas infocomm-related degree programmes at renowned universities such as the Carnegie Mellon University and the Georgia Institute of Technology.

Infocomm Clubs and National Infocomm Competition

In order to excite and develop students' interest in infocomm from a young age, initiatives like the Infocomm Clubs and National Infocomm Competition aim to create opportunities for young students to gain exposure to infocomm.

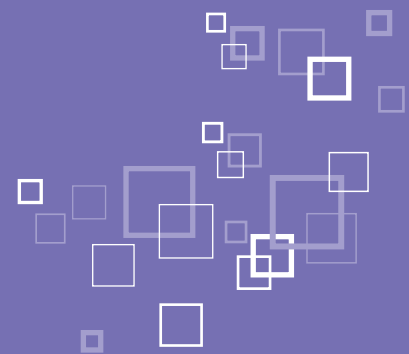
Infocomm Clubs is a Co-Curricular Activity (CCA) which offers primary, secondary and junior college students the opportunity to learn infocomm in a fun and meaningful way, and at the same time cultivate leadership and entrepreneurship capabilities from an early age. Since its inception in 2004, the number of Infocomm Clubs has

grown to 150, with about 7,000 student members. Run in partnership with the Ministry of Education and industry companies, Infocomm Clubs' activities include training, project work, mentorship, competitions and collaboration with other schools.

The National Infocomm Competition is a series of infocomm-themed challenges that has drawn strong interest from students. In 2007, a record 2,500 participants competed in 12 challenges which ran from May 2007 till December 2007. Circuit champions for the 2007 competition were Raffles Institution (Secondary School), Hwa Chong Institution (Junior College) and Ngee Ann Polytechnic - School of Infocomm Technology (Polytechnic/ITE).

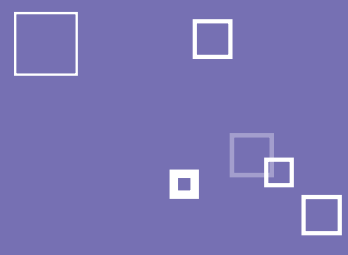
Next up is the National Infocomm Competition 2008, which was launched in March 2008 and will challenge participants in the use of next-generation infocomm technologies. The winners will also get the opportunity to prove their mettle on the international stage, with the opportunity to represent Singapore in other regional and international infocomm competitions.





DRIVE IT WITH PASSION

With a firm hand on the wheel and a steady foot on the accelerator, IDA continues to steer Singapore's infocomm sector towards record revenues and a robust export market.



STRENGTHENING CAPABILITIES

Propelled by strong exports, the Singapore infocomm industry achieved an all time high of 20 per cent revenue growth to reach S\$45.42 billion in 2006. The momentum continued into 2007 as the industry grew by 13.8 per cent to reach S\$51.68 billion. These figures came on the back of strong overall economic growth as well as unrelenting efforts by IDA to nurture and promote the local infocomm industry.

Infocomm Enterprise Programme

IDA's infocomm Enterprise Programme (IEP) helps infocomm local enterprises (iLEs) to develop capabilities in the implementation and delivery of large-scale, sector-wide projects and to create new intellectual property.

The first project, which was awarded to HeuLab Pte Ltd, will see the implementation of a "virtual classroom" tool for schools and tertiary institutions by February 2009, to enhance community-building, collaboration, and contactability for students and teachers.

iLIUP and ODP

iLEs can also develop their capabilities through partnership programmes such as the infocomm Local Industry Upgrading Programme (iLIUP) and the Overseas Development Programme (ODP). Under these programmes, larger industry players such as multi-national corporations (MNCs) work with the iLEs to develop solutions and build up new capabilities in innovative emerging technologies. The MNCs also allow iLEs to access their global marketing and distribution networks. These partnerships have helped iLEs generate their own intellectual property which they can bring to the global market.

There are currently 15 MNCs participating in the two programmes. Over the last three years, iLIUP helped iLEs generate S\$81.5 million in revenue, develop 233 new or enhanced products and services, and train 967 infocomm personnel. Similarly, ODP has helped to generate S\$66.8 million in export revenue for the iLEs.

The innovation connection

MNCs and leading local companies play a key role in catalysing infocomm innovation through the setting up of innovation centres in Singapore. These centres provide an environment for developing innovative solutions and bringing them to the global market. They are also an important step in building up Singapore's intellectual property in infocomm.



Photo Courtesy of HeuLab Pte Ltd.

Under the infocomm Enterprise Programme (IEP), HeuLab developed a 'Virtual Classroom' tool to enhance learning for both students and teachers.

An example is the state-of-the-art Asia Pacific IP Transformation Centre launched by Alcatel-Lucent in April 2007. This is the third such centre in the world and will support Alcatel-Lucent's Asia Pacific operations for the design and integration of complex multi-vendor Internet protocol (IP) transformation projects. The centre will employ up to 80 professionals and involve a total business spending of S\$40 million. It complements existing IP Transformation Centres in Antwerp, Belgium and Plano in Texas, United States.

In September 2007, Siemens IT Solutions and Services, the IT business group of Siemens, launched its Centre of Competence (CoC) for Public Sector City Management in Singapore. The CoC serves as the global technology centre for public security and administration technologies for efficient city management. From Singapore, the CoC supports the rest of Siemens' businesses and offices worldwide. It is the only such Siemens facility outside of Europe and the only one focused on Public Sector City Management globally.

In January 2008, Singapore Telecommunications launched a partner programme which brings together MNCs and local ICT companies in the mobile space to co-develop, test, and market mobile applications and contents to local markets and beyond. Central to the S\$2.3 million programme is an innovation centre which will provide developers with advanced IP Multimedia Subsystem test-bed facilities and a proof of concept laboratory for testing their applications over a 3G/3.5G network. The MNCs are High Tech Computer Corporation, Microsoft, Nokia Forum, Motorola, Research in Motion, Sony Ericsson and Nokia-Siemens Network.

IDA'S DISTINGUISHED INFOCOMM SPEAKER SERIES



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OPLAN Foundation

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Kaoru Yano
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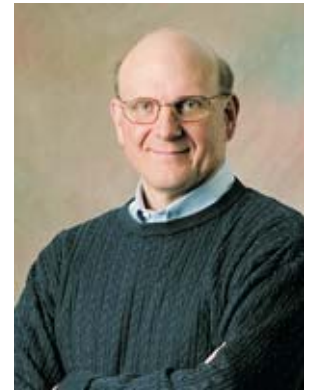
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BRINGING INFOCOMM SINGAPORE TO THE WORLD

In 2007, export revenue accounted for S\$33.56 billion (or 65 per cent) of Singapore's infocomm industry revenue. This puts the sector on course to achieve the iN2015 goal of increasing infocomm export revenue to S\$60 billion.

A key thrust of IDA's export strategy is the creation and promulgation of the Infocomm Singapore brand. Under this unified banner, IDA is committed to fighting for mindshare in the highly competitive global market. Brand marketing activities include media campaigns that showcase the success stories of Singapore infocomm companies in overseas markets. A virtual storefront – the Infocomm Singapore portal – provides local infocomm companies with an avenue to source for potential partnerships and opportunities. Currently, there are more than 400 members on the portal.

Facilitating access

Through co-operation with foreign governments, IDA continues to facilitate access to overseas markets for the iLEs. In October 2007, IDA and the Supreme Council of Information & Communications Technology of Qatar (ictQATAR), inked a third Memorandum of Understanding (MOU) to boost ICT partnerships between the two states. The MOU covers areas such as telecommunications, e-health, e-education, e-commerce and e-tourism.

The same month, IDA and the Authority for Info-Communications Technology Industry of Brunei Darussalam signed an MOU to collaborate on various aspects of ICT including the use of ICT in key economic sectors and co-operation on projects to be implemented by both agencies.

Another MOU, signed in November with Oman, will see the sharing of experiences and knowledge on various aspects of ICT, specifically the use of ICT in government and economic sectors such as education, healthcare, finance and tourism.

Exploring opportunities

IDA continued to work with other agencies to lead trade missions in exploring business opportunities overseas. It also led Singapore contingents to several major IT shows under the Infocomm Singapore brand. Examples include the following:

- **October 2007:** IDA and the Singapore Business Federation led a business delegation to Hungary and Poland as part of efforts to help iLEs explore e-government opportunities in Central and Eastern Europe. During the visit, an MOU was signed between ST Electronics and Hungary's Albacomp Computers Company – one of the five largest IT companies in the country – to jointly pursue and implement infrastructure projects for the public and private sectors in the country.



Mr Leong Keng Thai, Deputy Chief Executive and Director-General (Telecoms & Post) of IDA, extending a firm handshake after signing the MOU with Brunei to boost ICT collaboration between the two countries.

- **November 2007:** A 12-member contingent took part in the Gulf Information Technology Exhibition, the Middle East's premier ICT event which was held in Dubai.
- **November 2007:** IDA led a delegation of iLEs to Oman and Qatar to explore opportunities in the areas of infrastructure, education, trade and logistics, and healthcare. The delegation included representatives from 15 local infocomm companies, the Singapore infocomm Technology Federation and the Singapore e-Government Leadership Centre.
- **February 2008:** Nine local infocomm companies that made up the Singapore Pavilion put up a strong showing at the recent Mobile World Congress in Barcelona, Spain, as they explored opportunities for collaboration and sought to extend their market reach.
- **March 2008:** IDA, together with a delegation of Singapore infocomm companies, shared its expertise and experience at the Saudi e-Government Forum in Riyadh, Kingdom of Saudi Arabia.

IDA is also working with Singapore Cooperation Enterprise to explore other emerging markets such as South America and Africa.

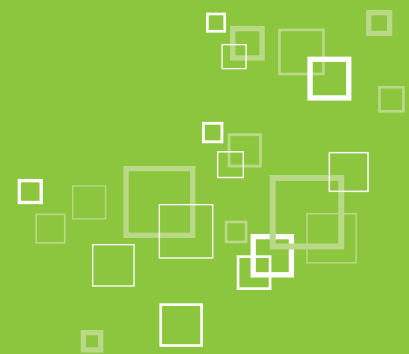


Export snapshots

The iLEs have made significant headway in their efforts to expand in foreign markets. These are some examples of contracts secured this year:

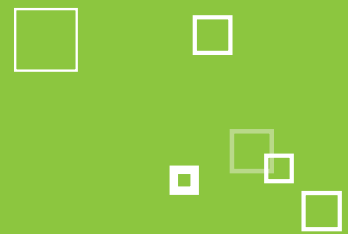
- **ST Electronics** won a contract worth approximately S\$68.5 million to design and implement the communications system of the Taiwan Taoyuan International Airport Access MRT system.
- **BCS Information Systems** implemented a new national payment system for The Central Bank of Bahrain. The Real Time Gross Settlement system is now being used by Bahrain's retail banks for electronic payments.
- **CrimsonLogic** was engaged by the Public Investment Fund under the Ministry of Finance in the Kingdom of Saudi Arabia, for a US\$30 million project to build its business and technology infrastructure, and operate its electronic trade project SaudiEDI.
- **KnowledgeTouch** worked with McDonald's to implement a manpower scheduling system in its outlets. The system is fully implemented in Singapore, South Korea and China. It will be extended to all outlets in India, Malaysia and Japan by end of 2008.
- **NetGain Systems** clinched an IT contract for the Beijing Olympics. The company will install an IT systems monitoring solution designed to look after the health of the IT infrastructure that is being set up for the Olympics.
- **NCS** was commissioned by ictQATAR to build and develop Hukoomi – a one-stop e-Government service portal that links and hosts 48 government entities, providing information and online e-Government services to the citizens of Qatar.





USE IT WITH FORESIGHT

Infocomm is a key enabler of business innovation and transformation and plays a pivotal role in helping Singapore's economic sectors to stay ahead of the curve in the face of intensifying global competition.



DIGITAL MEDIA AND ENTERTAINMENT

The Digital Media and Entertainment (DME) industry is on the brink of a revolution as infocomm technologies transform the creation, management and distribution of digital media content and technologies. IDA's efforts to develop Singapore into a global DME capital are built on our iN2015 masterplan for the DME sector to provide innovative content, services and technologies through the use of infocomm.

IDC Asia

A key milestone this year was IDA's collaboration with Temasek Polytechnic, EON Reality and IM Innovations to set up Asia's first Interactive Digital Centre (IDC Asia) in November 2007. Housed in Temasek Polytechnic's Engineering School, IDC Asia will be a focal point for the development of immersive 3D applications and manpower capabilities, as well as for technology integration and research in the emerging area of interactive 3D visualisation.

Trusted digital cinema hub

Plans to develop Singapore into a trusted digital cinema hub gained further traction in December 2007 when Thomson, through its Technicolor Digital Cinema business, announced plans to build an efficient and secure digital cinema hub and Network Operations Centre (NOC) here. With the support of IDA, the facility will offer digital cinema services and related management solution capabilities to the motion picture industry in Singapore and across the Asia Pacific.

Thomson's Singapore facility will support physical and electronic forms of content delivery, Technicolor's key distribution and management systems, equipment monitoring, and 24x7 multilingual call centre services. It will be fully integrated with Thomson's operations in the United States. The build-out of the new digital cinema hub and NOC is slated to begin in mid-2008.

In other developments, efforts to develop the digital cinema industry paved the way for the screening of exciting alternative entertainment content such as the operas from The Metropolitan Opera at Golden Village, VivoCity, in August 2007.

Regional games hub

Singapore has also witnessed early success as a regional games hub, with home-grown companies such as Infocomm Asia Holdings securing the rights to manage and distribute



top-tier Massively Multiplayer Online Game (MMOG) titles like Granado Espada and Hellgate: London to the region. In early 2008, AsiaSoft, the publisher of popular free-to-play MMOGs such as MapleStory and CABAL Online, also clinched the rights to publish the highly-anticipated Massively Multiplayer Online Role-Playing Game Mythos in Southeast Asia.

To further strengthen Singapore as a games hub, the Games Exchange Alliance, a network of more than 30 companies across the games ecosystem in Singapore, signed a Memorandum of Intent with 10 national games associations in the Asia Pacific in October 2007. The collaboration is aimed at helping the gaming industry to cross last-mile commercialisation hurdles in order to place game titles in the hands of Asian gamers.

Global digital marketplace

The industry has also made progress in building Singapore's capability as a global digital marketplace, in line with the iN2015 masterplan. 1-Net Singapore has set up a one-stop service platform NexMedia for managing content distribution across multiple platforms such as video on demand over broadband, IPTV, mobile and wireless.

EDUCATION AND LEARNING

To realise the iN2015 Education and Learning plan, the EdVantage programme was conceptualised to strategically deploy infocomm in education and create a learner-centric, collaborative environment that extends beyond the classroom. Through this, the programme aims to enhance and secure Singapore's reputation as an education and

infocomm hub, and to position local infocomm enterprises to export their products and capabilities in the education space.

To facilitate the deployment of infocomm in all schools, IDA works with Ministry of Education (MOE) to provide schools with greater support in building up their capabilities in technology planning, integration and implementation. As the IT advisor, IDA will develop resources to guide the schools in their infocomm deployments.

FutureSchools@Singapore

IDA and MOE also coordinate and guide the experimentation process whereby ideas are conceptualised into tangible prototypes or pilots before the projects are eventually rolled out to the schools. Experimental Schools, which form 15 to 20 per cent of all schools, will showcase the innovative use of infocomm in education. Of these, 15 have been designated FutureSchools@Singapore. They will lead the way for other schools by providing models which leverage infocomm for engaged learning in schools.

Five schools were selected to pioneer the FutureSchools@Singapore programme, namely Beacon Primary School, Canberra Primary School, Crescent Girls' School, Jurong Secondary School and Hwa Chong Institution. Besides project management, IDA also leads industry engagement efforts for the FutureSchools@Singapore programme. In May 2008, IDA announced the results of a Call for Collaboration (CFC) under which industry partners were invited to form consortia to architect, develop and deploy solutions for the FutureSchools@Singapore programme.

The FutureSchools@Singapore programme will be implemented in phases starting from 2008, and will reach full-school implementation by 2012. The schools are already working with the consortia to define the requirements of their FutureSchools@Singapore vision.

Other initiatives

Going forward, IDA and MOE intend to leverage on the work with the FutureSchools to develop the Experimentation@Schools initiative. This is aimed at encouraging further innovation and cascading key infocomm learning points to other schools. Some areas of focus include Games for Learning and Interactive Learning Trails. Also in the pipeline are plans for a Learning Digital Exchange, where teachers



and students can access educational content provided by schools, MOE, the National Institute of Education and commercial content providers such as publishers, broadcasters and learning management systems. This network of content will also be linked to public resources from libraries and other sources.

FINANCIAL SERVICES

IDA has formulated the Next Generation e-Payments Programme to spur adoption of e-payments and double the transaction value of e-payments from S\$25 billion to S\$50 billion by 2010. The e-payments vision for the future is one in which consumers and merchants will have access to a range of cost-effective e-payment solutions. This will allow consumers and merchants to transact securely with anyone, anytime and anywhere, providing greater convenience and enabling e-commerce for all.

Under the programme, IDA will accelerate consumer and merchant adoption of interoperable e-payment solutions, particularly in high cash-based segments, such as taxis, F&TB outlets and heartland retail shops. IDA is also working with other government agencies and the industry to exploit innovative technologies such as Near Field Communications (NFC) for mobile payments. A Roundtable comprising government agencies and the industry has been set up to develop the guidelines for interoperable NFC deployment. The Roundtable targets to announce its recommendations by end of 2008 and to deploy an interoperable NFC mobile payment infrastructure in 2009.

HEALTHCARE

As part of the iN2015 masterplan to accelerate transformation of the healthcare sector through the use of infocomm, IDA works with the Ministry of Health (MOH), healthcare institutions and infocomm companies to champion the innovative adoption of infocomm and the implementation of sector-wide initiatives. The programmes are aimed at enabling the seamless flow of information throughout the healthcare value chain so that relevant medical data on each patient can be made available at all points of care. Other key aspects of IDA's programmes include empowering individuals to manage their health through infocomm services and devices as well as the translation of biomedical sciences research into healthcare delivery.

Integrated and holistic care

The Integrated Clinic Management System (CMS) programme was launched in October 2006 to enable general practitioners (GPs) to provide continuity of care. The programme is currently on track to achieve its target of 1,000 GP clinics, out of a total of 1,400 in Singapore, who will adopt the Integrated CMS services by the end of 2011.

Another key segment of the healthcare value chain is step-down care. IDA is working with the key institutions in this segment, which comprises community hospitals and nursing homes, to drive transformation and increase infocomm adoption.

The innovative use of infocomm

To catalyse the development of innovative infocomm solutions to improve service quality and efficiency in the healthcare sector, IDA, MOH and The Enterprise Challenge under the Prime Minister's Office supported seven projects as part of a S\$3 million healthcare CFC. The CFC brought together the infocomm industry and healthcare institutions to work together on innovative healthcare products and solutions.

For example, one of the projects focused on providing more timely intervention for heart attack patients by enabling the wireless transmission of ECG readings from the ambulance to the hospital's Accident and Emergency department. Another project involves the development of an interactive web-based system that helps healthcare professionals to detect anxiety, attention-deficit and hyperactivity disorders in young children. A total of 27 proposals were received from the industry.



This was the second CFC to be launched for the healthcare sector. 12 innovative projects from the healthcare and infocomm sectors were supported through the previous Healthcare CFC issued by IDA in 2005.

SMALL AND MEDIUM ENTERPRISES

Recognising that there are Small and Medium Enterprises (SMEs) in Singapore who have yet to tap on the capabilities of infocomm, IDA has spearheaded the Infocomm@SME programme to ensure that SMEs remain competitive. IDA aims to help more than 143,000 SMEs improve operational efficiency and enhance business profitability through the use of infocomm. This includes encouraging SMEs to use broadband and create a web presence.

Broadband usage among SMEs increased from 47 per cent in 2006 to 51 per cent in 2007, while web presence rose from 27 per cent in 2006 to 31 per cent in 2007. By 2010, the aim is to have 80 per cent of SMEs adopt broadband usage and establish an online presence.

SME Infocomm Resource Centre

As part of the Infocomm@SME programme, IDA launched the SME Infocomm Resource Centre at Singapore Polytechnic in June 2007 to showcase technology and provide infocomm consultancy services to SMEs. SMEs can attend workshops or get help in installing or configuring commonly used software, such as operating systems, anti-virus and IP telephony applications. The centre also helps SMEs pilot innovative solutions before embarking on full-scale implementation.

SME Domain Name Reservation initiative

To encourage more SMEs to have a web presence, the SME Domain Name Reservation initiative was launched by IDA in December 2007, in collaboration with the Singapore Network Information Centre, which provides Internet registry services in Singapore, and the Accounting & Corporate Regulatory Authority (ACRA). The initiative makes it easier for new start-ups to reserve a ".com.sg" or ".sg" domain name and to save up to S\$30 for the first-year registration of their first domain name. Start-ups can reserve their preferred domain name when they register their business entity electronically with ACRA's BizFile (www.bizfile.gov.sg). The S\$30 discount, which is valid until December 2010, also applies to the first-year registration for all businesses and companies without an existing ".sg" domain name.

Technology Innovation Programme

Besides these initiatives, SMEs with innovative ideas on how infocomm can help improve their business can also apply for a grant under the Technology Innovation Programme, a S\$5 million initiative jointly administered by IDA and SPRING Singapore to help SMEs grow using infocomm. The fund will be used to defray up to 70 per cent of qualifying costs of manpower, hardware and software needed to develop an infocomm solution for an SME.

SME Infocomm Package

To further accelerate SMEs' adoption of infocomm technology, IDA launched the SME Infocomm Package CFC in November 2007. The CFC aims to select one or more vendor consortia to provide SMEs with attractively-priced infocomm packages that are bundled with the convenience of a one-stop support. Such infocomm packages can include entry level items such as computers, printers, web development and broadband connectivity, generic applications that range from office tools and accounting software to customer relationship and human resource management software, and even sector-specific applications.

Non-infocomm services such as BizFile-related processing, applications for licences and trademarks, accounting, auditing, filing of taxes and reporting of Goods and Services Tax will also be available as options. The purchase of the infocomm packages will be automatically subsidised by IDA if the SMEs are developing a web presence for the first time. The subsidy is available to 5,000 SMEs on a first-come-first-serve basis.



TOURISM, HOSPITALITY AND RETAIL

The Digital Concierge (DC) programme aims to better address Singapore visitors' needs through a personalised information service that allows a visitor to access tourism-related content and services on his mobile device and through other channels such as the Internet or interactive television. Every visitor will have his own "personal concierge", with access to information anywhere, anytime.

The DC Pilot, a joint initiative by the Singapore Tourism Board (STB) and IDA, with industry partners Frontline and CellCity, was completed successfully in April 2008. The Pilot provided more than 6,000 tourists and Singaporeans with useful mobile services such as personalised food and shopping recommendations with location maps. A search function covers more than 130,000 business listings, and can be customised by users to search for food and beverage outlets based on their preferences and location. It also displays a map of the outlets' location. DC also attracted the participation of tourism businesses, which used this channel to offer their products and services to potential customers.

During the pilot, DC received recognition from the travel industry. At the 2008 TravelMole Asia Web Awards in March 2008, it won the Best Deployment of Mobile Technology accolade. Following the success of the pilot, IDA and STB will be developing the full DC programme, which will see a substantive scale-up in the number of tourism businesses providing digitised content and services, as well as a greater number of users.

DC has also been incorporated as a key deliverable for the inaugural Singapore 2010 Youth Olympic Games (YOG).



It will be customised to offer YOG content and services such as personalised competition and training schedules for the athletes and officials, live feeds, news and results.

TRADE AND MANUFACTURING

2007 saw the launch of Infocomm@SeaPort, a three-year S\$12 million programme by IDA and the Maritime and Port Authority (MPA) which aims to catalyse business transformation and operational excellence in the port community through the use of innovative infocomm technologies. Also making its debut was TradeXchange, a neutral and secure trade platform that enables the exchange of information between shippers, freight forwarders, carriers and government agencies.

WISEPORT

The first project under Infocomm@SeaPort, Wireless-broadband-access for SeaPort (WISEPORT), was rolled out in March 2008. It was also the first in the world to ride on a mobile WiMAX network to provide the port and maritime community with high bandwidth, low-cost and secure wireless broadband access up to 15km from the shoreline.

WISEPORT will help improve operational and business efficiencies, enhance human communications and open doors to new business opportunities that were previously hindered by high satellite communication costs.

To spur the seaport community and solution providers to develop innovative new applications on WISEPORT, IDA and MPA jointly invited the industry to participate in the WISEPORT Content and Applications CFC in December 2007. Five projects were selected from the CFC.

With WISEPORT and the CFC, the 13,000 ships and harbour craft that call at Singapore's port annually are now able to submit documentation, automatically update electronic navigational charts and access entertainment and training materials for the crew on board ships. Activities that had to be done onshore, such as regulatory filings, electronic data exchanges and access to Internet-based applications, can now be replicated offshore.

WISEPORT has received strong support from the maritime industry with over 250 maritime subscription sign-ups – half its target of 500 subscribers for the entire pilot year – even before its official launch.



Mr Alex Tan, Director of QMax; BG(NS) Tay Lim Heng, Chief Executive of the Maritime and Port Authority; Mr Peter Ong, Permanent Secretary of Ministry of Trade and Industry and Chairman of the Maritime and Port Authority; and RADM(NS) Ronnie Tay, Chief Executive Officer of IDA, (from left to right) launching WISEPORT.

Other projects being explored under the Infocomm@SeaPort programme include the use of infocomm to optimise car transshipment planning and operations, and automating some of the labour-intensive processes in the bunker supply chain.

TradeXchange

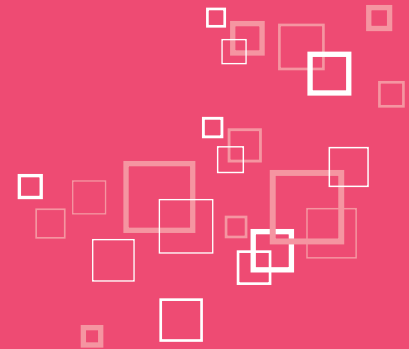
The development of TradeXchange, which facilitates the flow of goods within, through and out of Singapore, is managed by an inter-agency team comprising Singapore Customs, IDA and the Economic Development Board, in a public-private sector partnership with CrimsonLogic.

One of the core services offered by TradeXchange is the New TradeNet, which allows traders to pay lower transaction fees and enjoy a streamlined permit structure with fewer declaration fields. For the Government,

New TradeNet means greater efficiency through tighter integration with other government systems. Overall, businesses could save S\$75 million over 10 years using TradeXchange.

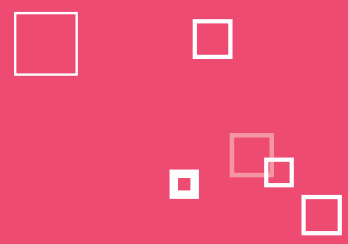
TradeXchange also offers six business-to-business (B2B) services, including services for shippers to submit manifests and declarations to overseas customs authorities, and a Title Registry service for exporters, shipping lines and banks to transfer titles electronically rather than via the extensive manual process which is currently practised. These B2B services have enabled six value-added service (VAS) providers to develop solutions for the community. One such VAS helps SMEs to migrate from paper-based processes to the electronic exchange of business documents like purchase orders and invoices using the RosettaNet Automated Enablement standard.





LIVE IT WITH JOY

With infocomm making greater inroads into our lives, it is imperative that we build a digitally inclusive society where everyone is able to leverage on the technologies and services to change the way we work, live and play.



INFOCOMM FOR ALL

Consumer education is an important prong in the on-going efforts by the Singapore Government to develop a digitally inclusive society. In line with this, IDA has rolled out a series of educational, motivational and incentive activities aimed at bringing infocomm to the man in the street. Through these activities, members of the public are encouraged to interact and experience using infocomm technologies, and to eventually adopt an infocomm-enabled lifestyle.

Broadcast media such as television news segments and radio talk shows carried educational messages on how consumers could leverage infocomm in their daily lives. These were supplemented by print advertorials in targeted media such as student publications.

To help consumers embark on their infocomm journey, educational starter kits were also developed. These featured interactive infocomm videos and information tailored to different consumer profiles. The starter kits were disseminated at infocomm roadshows, CitizenConnect Centres and through various IDA consumer outreach programmes.

As part of the outreach activities, the InfocommMyWay :) Roadshow was held at Suntec City from 21–24 February 2008. Organised by IDA and jointly supported by the Singapore Computer Society and Singapore infocomm Technology Federation, the consumer infocomm event featured an infocomm showcase, on-stage "live" demonstrations, and infocomm games and contests to attract and excite visitors.

The roadshow gave visitors hands-on experience with Mobile Government applications and e-Government services



such as Singapore Personal Access (SingPass), MyeCitizen, MyHomeTown, NS Portal and EventsHub. It also showcased IDA initiatives such as the NEU PC Plus and Assistive Technology programmes, Wireless@SG, Digital Concierge, and the IDA's infocomm security awareness programme.

A consumer infocomm portal, www.infocomm123.sg, was launched in February 2008 to provide citizens with the infocomm resources they need for their digital journey. The portal features a wide range of infocomm-related information, news, best practices and tips.

The "iAsk, iAnswer" section allows the user community to post infocomm-related questions and to contribute answers. Another interesting feature is the "Big Fact Book", whose "Wiki-like" format allows registered users to contribute their know-how and make moderated edits to the articles, providing them with a sense of ownership of the portal.

Engaging the elderly

To promote infocomm usage and adoption among senior citizens, IDA launched the Silver Infocomm Initiative (SII) to equip 30,000 senior citizens with digital lifestyle skills and knowledge over the next three years.

As part of this initiative, the inaugural Silver Infocomm Day was held on 24 November 2007. The event, organised by IDA and the Retired & Senior Volunteer Programme (Singapore) or RSVP Singapore, was held in conjunction with the Active Aging Festival. Senior citizens were treated to a wide range of infocomm activities including talks on choosing a broadband package, setting up a wired and wireless home network, getting onto Second Life and playing the Nintendo Wii to keep fit.

Singapore's first senior-friendly learning hub, the Silver Infocomm Junction (SIJ), was also launched at RSVP Singapore's facility in Bishan. Over the next three years, IDA will work closely with volunteer welfare organisations and the industry to establish at least eight SIJs under the SII programme.

Located in the heartlands, these SIJs give senior citizens the opportunity to learn how to make voice-calls over the Internet, meet friends online and play computer games. They tap on a ready pool of infocomm-savvy senior citizens who will act as course instructors or ambassadors to impart their infocomm knowledge to their peers.



As co-organiser of the inaugural Silver Industry Conference and Exhibition which was held in January 2008, IDA also capitalised on the massive attendance of 100,000 trade and consumer visitors to create an interest in infocomm among senior citizens.

To create opportunities for senior citizens to benefit from the infocomm experience of youths, IDA organised infocomm-themed educational tours and field trips. During one such tour, senior citizens learnt how to make their travel plans, book packages, airline tickets and hotel accommodation online. This was followed by an excursion to Changi Airport's Terminal 3 to learn about the infocomm features there. Highlights of the tour included trying out Singapore Airlines' automated check-in kiosks, printing out a boarding pass, using the Wireless@SG free surfing hotspots, and checking out other user-friendly technology innovations at the airport.

Equipping the needy

The NEU PC programme is an initiative by IDA to build an all-inclusive digital society where needy students can have equal access to infocomm. To date, the programme has benefited more than 24,000 households with a gross monthly household income of less than S\$2,000, or per capita monthly income of less than S\$500.

The programme started as a pilot scheme in 1999 to offer refurbished PCs to financially disadvantaged households.

In 2003, it was extended to provide both refurbished and brand new PCs bundled with one-year free dial-up Internet subscription.

In 2006, the programme was enhanced to NEU PC Plus, which targeted students from low-income households and people with disabilities. Under the programme, they were offered a brand new computer bundled with three years of free broadband access and software for S\$285.

For NEU PC Plus applicants who are unable to make this co-payment, the iNSPIRE Fund allows them to render community service in order to receive a fully-paid desktop PC. Launched in November 2007, the four-year programme will assist students from households with total monthly income of below S\$1,500 or per capita monthly income of less than S\$300.

The iNSPIRE Fund is administered by the Singapore Children's Society, with support from the SiTF, National Volunteer & Philanthropy Centre and Maybank.

Students can apply for NEU PC Plus through the Association of Muslim Professionals, Chinese Development Assistance Council, The Eurasian Association, Institute of Technical Education, Sikh Centre, Singapore Indian Development Association, Society for the Physically Disabled and Yayasan MENDAKI.

Empowering the disabled

Another key area that IDA is addressing is the need to empower the disabled through infocomm. To help these individuals widen their opportunities and enhance their employability, IDA has teamed up with the Society for the Physically Disabled (SPD) to offer infocomm-related vocational training. To date, more than 100 trainees have attended basic and intermediate courses on digital imaging, web animation, network management and database management. Trainees who showed potential were encouraged to join apprenticeship programmes to enhance their work-readiness.

By mid-2008, an Infocomm Accessibility Centre (IA Centre), housed within the premises of SPD, will be fully operational. Co-funded by IDA and the Ministry of Community Development, Youth and Sports, and with support from the industry, the IA Centre aims to train some 4,000 people with disabilities over the next three years to help increase their independence and job prospects.

The centre will offer customised infocomm courses and training facilities, vocational training and on-the-job work projects. It will also provide Assistive Technology assessment and loan services to help the people with disabilities to be independent and improve their job prospects.



Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports, and RADM(NS) Ronnie Tay, Chief Executive Officer of IDA, viewing the latest assistive technology for the physically disabled.

EXTENDING THE REACH OF PUBLIC SERVICES

Meanwhile, efforts to leverage infocomm in the delivery of public services have gained traction.

To date, more than 1,600 e-Government services have been deployed, making them easily accessible to Singaporeans round the clock.

To further extend the reach of public services, the Mobile Government (M-Government) programme was launched to enable members of the public to access Government information and services conveniently through their mobile devices.

For those who are less infocomm-savvy, CitizenConnect Centres have been set up to offer assistance in transacting with the Government online.

New e-Government services

e-Government services or enhancements introduced in FY2007 included the following:

- **New SingPass features:** SingPass, which was developed by the Central Provident Fund Board in collaboration with the Ministry of Finance and IDA, is a common online ID and password for public users to transact with the Government online. Singaporeans who forget their SingPass password can now reset it almost immediately. A new hotline (6887 7377) and email address (singpass-helpdesk@crimsonlogic.com) have also been introduced for those who have queries or require assistance in using SingPass.
- **No-Filing Service:** About one in five taxpayers did not need to file a tax return in 2008, thanks to a new No-Filing Service (NFS) introduced by the Inland Revenue Authority of Singapore (IRAS). The taxpayers had their incomes and claims for standard tax relief items auto-included in their returns and would receive their Notice of Assessment from IRAS directly. They would only have to file a return only if they had other sources of income during the year that had not been auto-included.



The M-Government programme takes off

The M-Government programme leverages the huge potential of the mobile delivery channel and Singapore's high mobile penetration rate to deliver over 200 services to Singaporeans on their handphones. For example:

- Members of the hearing- and/or speech-impaired community can now communicate with the police during an emergency, simply by sending emergency text messages to the Emergency Short Messaging Service (SMS) Helpline, or the SMS 70999 service.
- Users are now able to obtain the contact information of public officers and agencies listed on the Singapore Government Directory Interactive via SMS.
- Students applying for admission to Junior Colleges and Polytechnics can now choose to receive Joint Admissions Exercise posting results through SMS, which is much faster and more convenient than having to check the results online or receive them via post.
- Using SMS, the public can report environmental issues, such as the location of mosquito breeding sites, to the National Environment Agency.

CitizenConnect Centres

With the growing number of public services now available online and via the mobile phone, the Government is mindful of the needs of the segment of Singaporeans who are still not comfortable with electronic channels of transaction. According to the annual e-Government Perception Survey

which assesses the public's level of awareness and how receptive they are towards e-Government initiatives, citizens who have never transacted electronically with the Government comprise mainly senior citizens and blue-collar workers.

To address the needs of these citizens who may not have a computer or Internet access, and/or may need help with using government e-services, CitizenConnect Centres have been set up islandwide. There are currently 28 such centres which offer free Internet connection to access government online services, as well as dedicated officers to provide assistance to these users.

International recognition

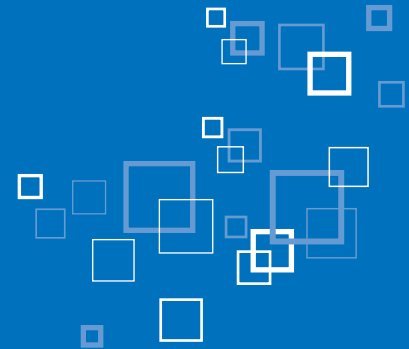
Singapore's e-Government efforts have featured prominently in various global reports. In 2007, the Accenture study on Leadership in Customer Service, which looks at government customer service across 22 countries including e-Government services, placed Singapore at the top, ahead of Canada and the United States.

Two e-Government programmes – CitizenConnect and Mobile Government – were part of a package of three that made it to the top 20 in the international Innovations in Transforming Government Award in 2007. The award was administered by the Ash Institute for Democratic Governance and Innovation at Harvard University's John F Kennedy School of Government, and sponsored by IBM. The third programme, The Enterprise Challenge, assists individuals with innovative ideas by identifying and providing suitable test-beds within the public sector.

Singapore also did well in a 2007 Brown University study on Global e-Government, which placed it second behind South Korea. Singapore was commended for having well-organised government websites with useful links and advanced search engines, and scored high marks for online services, publications, databases, privacy policies and security policies.

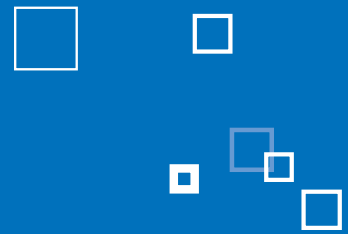
In addition, Singapore was ranked first in the 2007 World Economic Forum's Global IT Report's Government Usage & Readiness Sub-indices.





DO IT WITH CONVICTION

People are an organisation's most important asset. It is the conviction with which they take on their roles and their commitment to the organisation's mission that really make the difference.



WORK@IDA

People development remains a priority as IDA steps up its efforts to attract, retain and nurture talent. In the Organisation Climate Survey conducted in December 2007/January 2008, IDA attained a record high participation rate of 98.2 per cent. Overall satisfaction increased by 6.2 per cent to 74 per cent, well above the 60 per cent target.

Achieving People Developer Standard, Singapore Quality Class and ISO9001 Certification

IDA achieved its first People Development Standard (PDS) Certification in 2007, underscoring the organisation's commitment to putting in place excellent practices and programmes to develop its people. The goal is to bring out the full potential of individual staff and, in so doing, enhance the performance of the organisation as a whole.

IDA also had its Singapore Quality Class (SQC) status successfully renewed in August 2007 while the Business Transformation and Industry Development Wing of IDA had its ISO9001 certification status successfully renewed in July 2007. IDA also achieved the Public Service Award in December 2007, which recognised public agencies for attaining PDS, SQC and ISO9001 certification.

Engaging the staff

As part of ongoing efforts to enhance staff engagement, a series of dialogue sessions were organised involving RADM(NS) Ronnie Tay, Chief Executive Officer (CEO) of IDA, the Human Resource (HR) department and IDA staff. The sessions allowed the CEO and HR to connect directly with the staff and get a better feel of sentiments on the ground. In addition, IDA also held two Staff Conferences in April and November 2007 to keep staff abreast of important organisational issues and messages.

Ensuring competitive compensation

IDA has implemented a more dynamic salary structure to ensure that its remuneration packages remained competitive, in order to attract and retain talents in the tight labour market. To align organisation performance closer with the rewards system and promote greater teamwork amongst its staff, IDA links its Corporate Performance Bonus to the achievement of Corporate Key Performance Indicators (KPIs).



RADM(NS) Ronnie Tay, Chief Executive Officer of IDA; and Mr Chan Yeng Kit, Permanent Secretary of the Ministry of Information, Communications and the Arts, and former Chief Executive Officer of IDA, during the townhall session at the November 2007 Staff Conference.

These KPIs are shared with the staff to provide greater clarity on the relation between performance and reward.

Enhancing HR services with ACCESS

IDA continued to leverage on technologies and improve its HR policies and processes to enhance the delivery of HR services to its internal users. One key initiative was the launch of the Automated Corporate Resource & Employee Self Service System (ACCESS) in 2007.

ACCESS automates the manpower planning and staff confirmation processes and provides easy access to the Performance Management system. Managers are able to leverage this integrated system to plan for their manpower needs, and to seamlessly manage the confirmation and appraisal of their staff.

Developing the next generation of leaders

Recognising that good leaders need to be good people developers, IDA has continued to roll out structured leadership coaching programmes for managers and team leaders. The aim is to enhance their coaching skills so that they will be better able to motivate their staff and improve their team's performance.

At the senior leadership level, participants were involved in executive coaching both as individuals and as a group, learning to push the envelope in leading IDA and to work cohesively as a strong leadership team.

At the middle-management level, Leadership Exchange sessions were held quarterly. At these sessions, participants discussed leadership issues and aligned their thinking with that of the senior management in order to work towards achieving IDA's corporate objectives.

IDA also launched a structured CIO Development Programme to develop the business, communication and IT management skills of its Chief Information Officers (CIOs). The aim is for the CIOs, who number over 40, to play a more strategic role in the customer organisation by helping it to leverage infocomm more effectively for business transformation.

Grooming talent

There was no let-up in efforts to attract and retain talents and to develop a pipeline of leaders through structured talent coaching and development programmes. These programmes are geared towards accelerating the development of staff who show strong leadership potential.

The Young Executive Development Course was implemented for younger staff who demonstrated strong leadership potential. The programme challenged them to go beyond their comfort zone in pursuit of leadership opportunities.



Mr Lam Chuan Leong, Ambassador-at-Large for the Ministry of Foreign Affairs and former Chairman of IDA, speaking at the November 2007 Staff Conference.

Ms Yong Ying-I sharing her vision for IDA at the April 2008 Staff Conference, in her first speech to the staff as Chairman.



The Black House team, winners of the i-Lympics 2007 Bowling Competition.

FUN@IDA

IDA's recreation club, Fun@IDA, continued to promote and support a wide range of leisure, social and sporting activities. In FY2007, the focus was on Fitness and Charity.

Staging the i-Lympics

In 2007, IDA held its inaugural i-Lympics, an annual sporting and networking programme. IDA staff were divided into four "houses" and competed against each other for prizes and the coveted challenge trophy. The i-Lympics events included bowling, online gaming, soccer, badminton, table tennis, and a telematch cum family day. Points were awarded to individual staff for active participation.

Following on the success of the first i-Lympics, FUN@IDA launched i-Lympics 2008, with more activities lined up to appeal to more staff. The new events include paintball, scrabble, a jigsaw puzzle competition, table soccer and pool. The i-Lympics 2008 season will culminate in IDA's Family Day 2008 in August.

Promoting a healthy lifestyle

Fun@IDA also continued to support and subsidise programmes which promote health and fitness. The Running/Cross Country Special Interest Group took part in events such as the JPMorgan Chase Run, Passion Run, Singapore Bay Run and marathons. The more musically-inclined amongst IDA staff came together to perform as IDA's Jam Band.



RADM(NS) Ronnie Tay, Chief Executive Officer of IDA, leading staff in the fifth annual JPMorgan Chase Corporate Challenge in Singapore.

Fun@IDA continues to subsidise classes on Yoga, Aikido and TBT (Tummy Buttocks Thighs), and to organise talks on financial planning and health together with HR. Topics covered included stress management and family bonding. Roadshows were also held to bring shopping bargains right to the doorstep of IDA staff.

Cementing ties

The IDA Family Day was held at Sentosa in August 2007, and was attended by 1,100 IDA staff and family members. The theme was Kampong-Kampong and brought back memories with its kampong food, games, prizes and stage shows.

With the theme "Back to School", IDA Dinner and Dance (DnD) 2007 was a hilarious affair with most of the 1,000 staff turning up in school uniforms. The event in November 2007 was one of IDA's most successful DnDs. Fun@IDA also

took the opportunity to collect donations for IDA's adopted charity, Cheshire Home.

Fun@IDA also organised a one-day Kidz@Work programme that gave the children of staff the opportunity to observe their parents at work. The children were divided by age groups and were entertained with mini-games, performances, balloon sculpting, and handicraft sessions.

Building social responsibility

Following up on the previous year's care programme "I Do Actually Care", IDA continued to support its adopted charity, Cheshire Home. IDA also continued to support the monthly IDA-Singapore Association for the Visually Handicapped Massage and collected funds for the Singapore Society for the Prevention of Cruelty to Animals, Community Chest and the Handicaps Welfare Association.

Infocomm Investments Pte Ltd

Set up in June 2000 as a fully-owned subsidiary of IDA, the Infocomm Investments Private Limited (IIPL) administers strategic equity investments to support the development of Singapore's infocomm industry .

Under a S\$200 million equity financing programme, IIPL co-invests with venture capitalists (VCs) to help accelerate the expansion of Singapore infocomm enterprises in their growth stage of development. For FY2007, equity investments were committed into three infocomm enterprises.

IIPL's strategic equity investments are guided by a four-member Strategic Investment Committee chaired by Mr Lee Kheng Nam, a member of the IIPL Board and Chairman of Vertex Management (II) Pte Ltd. The other three members are Mr Ong Peng Tsin, Chairman of the IIPL Board and Board member of IDA, Mr Chua Kee Lock, President of Biosensors Limited, and Ms Tham Ai Chyn, Director of IT & Facilities Management for Singapore Institute of Management.

To grow the pool of strong local infocomm enterprises, IIPL also works with both foreign and local VCs to promote the investee companies and to help them establish engineering centres and expand their operations in Singapore. In line with this, IIPL has developed a network of more than 30 reputable VCs worldwide.

IIPL Board of Directors



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Chairman
Infocomm Investments Pte Ltd



Director
LEE Kheng Nam
Chairman
Vertex Management (II) Pte Ltd



Director
SAW Ken Wye
Vice President, Sales & Marketing,
Asia-Pacific Region
Microsoft Operations Pte Ltd



Director
RADM(NS) Ronnie TAY
Chief Executive Officer
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of Singapore



Director
THAM Ai Chyn
Director
IT & Facilities Management
Singapore Institute of Management

CHAN Yeng Kit (Until 30 November 2007)

Permanent Secretary
Ministry of Information, Communications
and the Arts

Rupert G. KEELEY (Until 30 November 2007)

President & Chief Executive Officer
VISA International Asia Pacific

KOH Lin-Net (Until 15 May 2008)

Deputy Secretary (ICM & the Arts)
Ministry of Information,
Communication and the Arts

TAN Kian Chew (Until 30 November 2007)

Chief Executive Officer
NTUC Fairprice Co-operative Ltd

Singapore Network Information Centre Pte Ltd

Set up in October 1995 as a fully-owned subsidiary of IDA, the Singapore Network Information Centre (SGNIC) Pte Ltd administers the Internet domain name space in Singapore.

As the national registry for ".sg" domain names, SGNIC formulates policies pertaining to ".sg" domain name registrations. It also administers the registration of second-level and third-level domain names through its accredited registrars. These include categories like ".com.sg", ".net.sg", ".org.sg", ".gov.sg", ".edu.sg" and ".per.sg".

Externally, SGNIC collaborates with both regional and international organisations to ensure the stable and efficient operation of Internet domain name systems in support of Internet applications.

Seamless SGNIC-ACRA link

In December 2007, SGNIC linked its domain name registry system with the company registry system of the Accounting and Corporate Regulatory Authority (ACRA). This allows startups to register their company names and domain names at the same time. The one-stop registration system encourages and speeds up the process for businesses to go online.

Infocomm@SME collaboration

Under a MOU signed by SGNIC, IDA and ACRA, an initiative was launched to encourage companies, in particular Small and Medium Enterprises (SMEs), to create an online presence for their businesses. As part of Infocomm@SME, a seamless system was introduced to allow SMEs to reserve domain names for their company when they register their businesses. Under this programme, which runs from December 2007 till December 2010, SGNIC will waive the first-year registration fee for SMEs.

Numeric domain names

In line with Singapore's aim to become a regional infocomm hub and as part of continued efforts to offer more choices to end users, SGNIC launched fully numeric domain names in October 2007. The numeric domain names offer another convenient avenue for businesses and individuals to reach out to their target audiences using numeric representations such as their telephone numbers or short-digit codes.

Categories	Total Domain Names		% Change
	As at 31 Mar 2007	As at 31 Mar 2008	
.sg	23,350	30,050	29%
.com.sg	48,776	57,348	18%
.org.sg	2,150	2,309	7%
.net.sg	174	208	20%
.edu.sg	483	559	16%
.gov.sg	432	461	7%
.per.sg	851	748	-12%
Total	76,396	91,683	20%

SGNIC Board of Directors



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Deputy Chief Executive &
Director-General
Telecoms & Post



Director
Andrew HAIRE
Deputy Director-General
Telecoms & Post



Director
TAN Geok Leng
Chief Technology Officer &
Senior Director
Technology & Planning Group



The Infocomm Development Authority of Singapore (IDA) is committed to growing Singapore into a dynamic global infocomm hub. IDA uses an integrated approach to developing info-communications in Singapore. This involves nurturing a competitive telecoms market as well as a conducive business environment with programmes and schemes for both local and international companies.

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