



**ENVIRONMENTAL MANAGEMENT ASSOCIATION  
OF SINGAPORE**

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12 December 2005

Mr Frank Ng  
Manager (Business Process Management)  
Republic Polytechnic  
Tanglin Campus  
1 Kay Siang Road  
Singapore 248922

Dear Mr Ng

**LETTER OF COMMENDATION**

On behalf of the Pilot Study Steering Committee, I would like to extend our gratitude to you and your team in the pilot study on Performance Based Cleaning Standards for Public Housing.

During the execution of the pilot study, the team and yourself have exhibit a high level of professionalism and dedication in assisting the consultant to complete the study. Your assistance and support had greatly contributed towards the smooth process and completion for the pilot study. The pilot study has shown a great positive result to the improvement of the cleaning standards. In enhancing the professionalism of the cleaning services in public housing estates, the Performance Based Cleaning Standards will soon be promoted to the other town councils and cleaning service provider.

Last but not the least, we would like to put on record our sincere appreciation to you and the team for the support rendered to our pilot study.

Yours Sincerely

Kevin Loh  
Chairman  
The Steering Committee of Pilot Study

cc. Professor Low Teck Seng, Principal & CEO