

Guide on Specifications for Outcome-based Cleaning Contracts

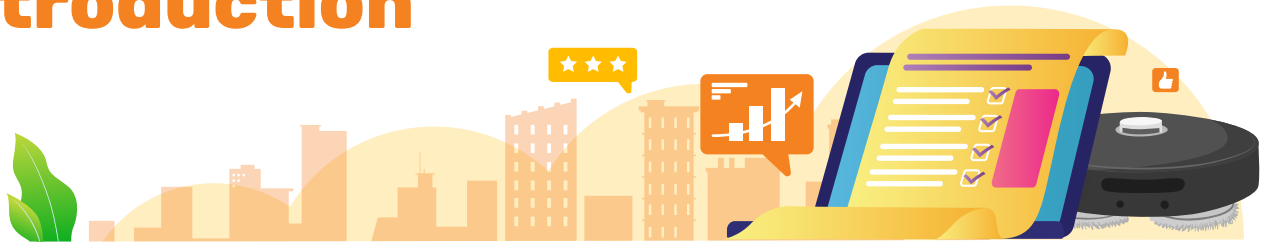


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Introduction



Outcome-based Contracting (OBC) manages cleaning services by focusing on results rather than fixed inputs such as headcount or equipment. This approach gives service providers (SPs) the flexibility to propose innovative solutions, while allowing service buyers (SBs) to assess quality through clear, measurable performance indicators.

This third edition reflects NEA's commitment to improving cleaning standards through a practical, structured approach. It covers the full contract lifecycle – from planning and drafting to execution and renewal – so SBs and SPs know what is expected at each stage.



New features

- **Dedicated sections on AI-enabled cleaning technologies.**
- **Sustainable procurement practices.**
- **Design for Maintainability (DfM) principles for upstream design and renovation to enable better downstream cleaning outcomes.**
- **Stronger emphasis on Workplace Safety and Health (WSH).**



To support both SBs and SPs, this guide:

- Includes **self-assessment checklists for SBs and SPs** to evaluate their alignment with OBC principles.
- Provides **practical advice** on assessing the **suitability of cleaning robots** for different premises.
- Includes **contract templates for general commercial and private residential premises.**



Guidelines for Outcome-based Contracting Implementation



These sections cover the full OBC lifecycle for cleaning services, from pre-tender groundwork to contract renewal. Together, they provide a structured framework for achieving desired cleaning outcomes.

*** Section 1**

Pre-Tender – Laying the Groundwork

*** Section 2**

Tender & Award – Structuring for Success

*** Section 3**

OBC Implementation – Setting Up for Delivery and Performance

*** Section 4**


Review & Renewal – Learning and Growing

Section 1:

Pre-Tender – Laying the Groundwork



Success in outcome-based cleaning contracts begins well before signing. This section outlines the key steps SBs should take to prepare for a successful tender.



“
Success starts before the contract is signed.
”

Understanding OBC Principles

OBC is built on five core principles:

- Focus on **performance outcomes**, not inputs.
- **Innovation and optimisation** of cleaning methods.
- **Measurable and quantifiable cleaning outcomes**.
- **Collaboration** between SBs and SPs to achieve shared goals.
- **Continuous improvement** in service delivery.

Conducting Site Assessments and Stakeholder Engagement

Before preparing a tender, SBs should conduct **site assessments** and engage relevant stakeholders early – including facility managers, cleaners, and end-users. This helps to identify site conditions, cleaning challenges, and user expectations, helping to set outcomes that reflect actual premises needs.

SBs should also ensure internal alignment across procurement, operations, and audit teams before embarking on OBC implementation.



Setting Clear, Outcome-based Specifications

Outcome-based specifications describe what a cleaned space should look such as after cleaning. Cleaning outcomes should follow the SMART framework – Specific, Measurable, Achievable, Relevant, and Time-bound. For example, instead of “clean the office,” a SMART outcome would be: “Ensure all floors are free from visible dirt and stains by the end of each working day.”

When setting SMART outcomes, SBs should account for budget and actual building conditions: age, layout, foot traffic, operating hours, weather exposure, and activities. Overly demanding requirements without considering these factors can drive unnecessary costs and unrealistic expectations.



The SMART Framework

- **Specific:** Clearly define what the cleaning outcomes should achieve. For example, instead of stating ‘clean the office,’ specify ‘ensure all floors are free of visible dirt and stains.’
- **Measurable:** Establish criteria for measuring cleaning outcomes. This could include metrics, for example, “rubbish bins must be emptied daily.”
- **Achievable:** Ensure that the outcomes set are attainable based on existing conditions. Consider factors such as the size of the area to be cleaned and the resources available. For example, to avoid specifying free of dust in an outdoor environment.
- **Relevant:** Align cleaning outcomes with user requirements and usage of the premises.
- **Time-bound:** Set a timeframe within which the cleaning outcomes should be achieved. For example, specify that all cleaning tasks should be completed by the end of each working day.

Methodology for Assessment of Cleaning Outcomes

Immediate assessment after cleaning is ideal. Where it is not feasible, SBs and SPs should agree on timing and expectations upfront. SPs can document their work through reports and photographs to verify completion even when some re-contamination occurs before inspection.

Visual inspection is the primary assessment method, though it can be subjective. SBs should reference the quality benchmarks in **Annex A** to guide assessments.

Acceptable Quality Limit (AQL)

To make cleaning inspections more objective and reflective of actual cleaning performance, the Acceptable Quality Limit (AQL) can be used to measure cleaning performance. **The AQL defines the maximum percentage of acceptable faults in a cleaning job – the tolerance level SBs specify in Checklist 1.** For example, an AQL of 20% means the SP must achieve satisfactory outcomes in at least 80% of inspected areas. Similarly, if the AQL for washrooms is 20%, the SP must achieve satisfactory outcomes in 8 out of 10 inspections.



REFERENCE: AQL in Practice

AQL = the tolerance threshold SBs set for each area type.

AQL of 20% ➤ SP must pass at least 80% of inspected points.

Example: AQL of 20% for washrooms ➤ pass at least 8 out of 10 inspections.

Market Engagement and Preparation

Outcomes are more effective when **early market engagement** is conducted. SBs should consult relevant stakeholders – including SPs and occupiers – to understand cleaning needs and gather input on proposed specifications.

SBs should consider **sharing draft tender documentation** with SPs before formal publication to gather feedback and improve tender quality. This builds positive SB-SP relationships and helps set realistic expectations, while ensuring all potential bidders receive equal access to information.



For SBs: Market Engagement



- Start stakeholder engagement **three to six months** before publishing the tender.
- Share draft tender documents with SPs before formal publication to gather feedback – maintain transparency by giving all potential bidders equal access.
- Consult SPs and occupiers early to understand cleaning needs and test proposed specifications against real conditions.

Considering Design for Maintainability

Where premises are being built or undergoing renovation, SBs should consider Design for Maintainability (DfM) principles to integrate cleaning needs into design decisions from the start.

Choosing materials and surfaces that are stain-resistant, self-cleaning, and easy to maintain can improve cleaning outcomes and reduce long-term costs. Refer to **Annex D** and the BCA's DfM guides for detailed recommendations.

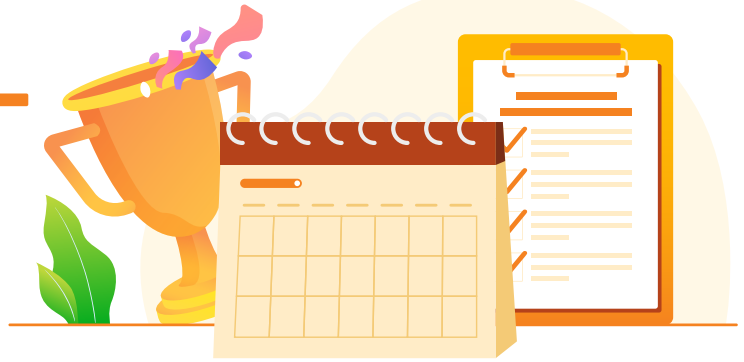


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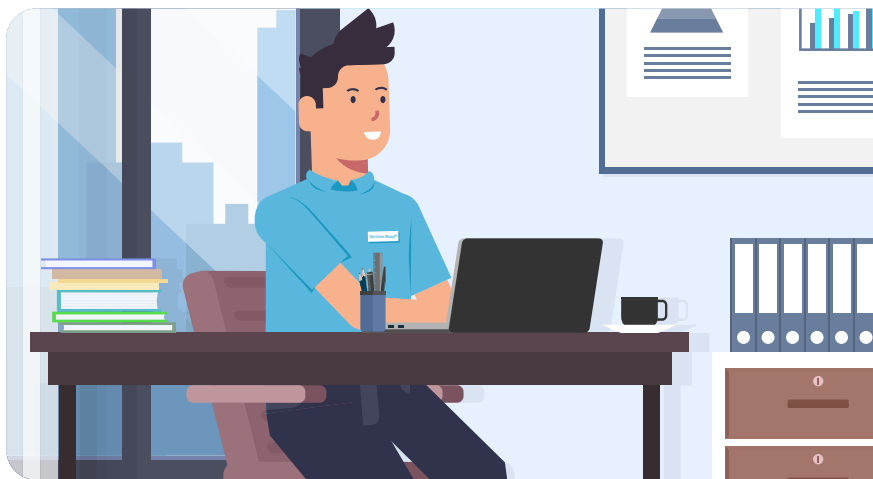
Clear planning and realistic expectations at the pre-tender stage lay the foundation for a successful OBC. By focusing on measurable results, engaging stakeholders early, and designing for maintainability, SBs set the stage for effective and efficient cleaning services.

Section 2:

Tender & Award - Structuring for Success



Designing a good tender is a critical step. This section guides SBs on how to structure the various components and evaluation criteria to assess proposals based on technology adoption, productivity, innovation, and skills and competencies.



“
Design contracts that are results-oriented and drive performance.
”

The following section outlines 10 components of an OBC contract. Key components are denoted with an asterisk (*).

* Component 1: Contract Information

Contract Period*

SBs should specify the contract start and end dates with extension options (if any). A typical cleaning contract runs for three years, with option to extend up to three additional years. For larger or more complex premises, longer contracts allow SPs adequate time to build strong working relationships and invest in technology.

Example of Tender Clauses: Contract Period

1.1 The cleaning contract for ABC Building shall run for three years, from 1 January 2026 to 31 December 2028.

(Refer to page 55)

Service Area*

SBs should also provide detailed information about the service area, including total gross floor area, layout drawings, and **a full list of elements and fixtures and their condition**.

Example of Tender Clauses: Service Area

1.2 ABC Building comprises 1,000m² of gross floor area, including a 10-storey tower block, cafeteria, and basement carpark. Refer to **Appendix 1a** for the detailed scope of works, fixture quantities, floor types, and layout drawings.

(Refer to page 55)

Service Hours

Service hours must be clearly defined, including peak and off-peak periods. Any ad-hoc cleaning service requests outside these hours should be communicated to SPs in advance and paid for accordingly. Likewise, SPs should inform their SBs when certain cleaning services (for example, washing of bin centres) have to be performed outside service hours.

Example of Tender Clauses: Service Hours

1.5 Cleaning services shall be performed from 7am to 9pm (Monday to Friday) and 7am to 1pm (Saturday). No services are typically required on Sundays and Public Holidays.

(Refer to page 56)

Manpower Deployment Plan*

A Manpower Deployment Plan is essential for delivering quality cleaning while optimising resources. SBs should provide relevant building information to help SPs tailor their deployment effectively.

Additional information such as deployment of on-site management staff (for example, operation executive) to support cleaning operations should be provided too. During the contract, SPs should regularly review their deployment plans with SBs and communicate significant changes for concurrence.



Example of Tender Clauses: Manpower Deployment Plan

1.7 The Provider shall propose and deploy an optimum number of skilled cleaners based on professional assessment of the premises. The deployment plan shall take into consideration:

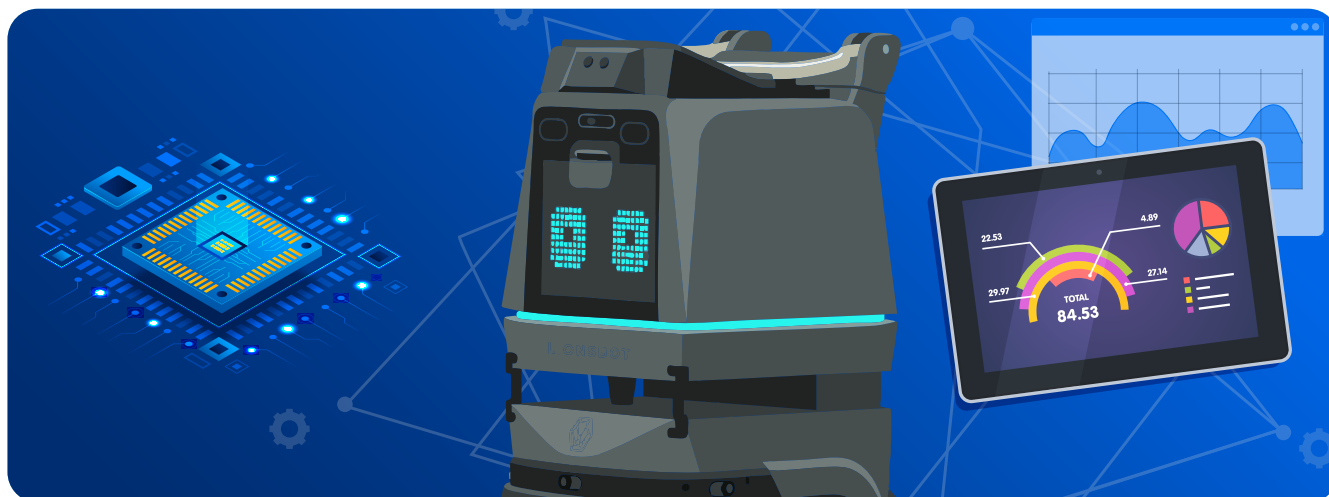
- **Building characteristics:** For example, age and condition of the building, interior and exterior surface materials, layout and accessibility of spaces, weather exposure, particularly for outdoor areas, and more.
- **Usage patterns:** For example, peak and off-peak foot traffic patterns, operating hours of different zones, seasonal variations in usage, type of activities conducted in different spaces, and more.
- **User profile:** For example, specific user demographics (for example, elderly, children, office cleaners), nature of tenants (for example, F&B establishments, retail, offices), special requirements of different user groups, volume and type of waste generated, and more.
- **Other factors:** For example, local weather conditions affecting cleaning requirements, presence of sensitive areas requiring specialised cleaning, and more.

(Refer to page 56)



Component 2: Technology and Innovation

Automation and AI-enabled cleaning technologies have become essential tools for managing rising manpower costs and shortages. When implemented appropriately, they help SPs maintain service standards while managing costs and workforce constraints.



SBs should allow SPs the **flexibility to propose innovative cleaning equipment and solutions** as part of their deployment plan. If SBs require SPs to use existing SB-owned equipment and bear the cost of equipment maintenance, this must be clearly specified in the contract.

To ensure the proposed technology are implementable and aligned to contractual needs, SBs should first **understand their operational challenges and intended outcomes** before evaluating technology proposals by SPs. SBs should require SPs to commit to deploying approved technologies within a specified timeframe (for example, 3 months from contract start).



Technology Contract Specifications: What to State Clearly

Equipment Ownership and Maintenance:

- Specify clearly if SBs expect SPs to use existing SB-owned equipment.
- State explicitly who bears maintenance costs for such equipment.
- If SBs want SPs to maintain buyer-owned equipment, this must be outlined in tender documents.

Technology Integration Costs:

- State clearly if SPs are expected to bear the costs of software or hardware integration.

SBs and SPs can potentially benefit from the use of AI-enabled cleaning technologies, including:



Autonomous and collaborative robots (cobots): Vacuum or scrub floors independently or work alongside human to maintain consistent cleaning standards.



Predictive cleaning: AI analyses past data to predict when and where cleaning is needed most.



Real-time performance monitoring: AI-powered sensors and cameras monitor performance and flag areas not meeting standards.



Informed decision-making: AI can analyse equipment and feedback data to identify trends and improve service.



Automated reporting: AI collects performance data and generates accurate, transparent reports.



Refer to **Annex C** for guidance on assessing robot suitability for specific premises.

Continuous Work Improvement

SBs and SPs may undertake improvement projects during the contract period to find solutions that improve operations or identify areas for enhancement.

Some examples of improvement projects could include those that adopt innovative solutions to achieve faster incident response times based on mutually agreed timelines, or better performance. SBs can compare the “Before” and “After” outcomes to determine the success of improvement projects.

When project objectives are met, SBs can consider exercising the optional period of the contract or give favourable consideration to the SP during renewal.

Example of Tender Clauses: Work Improvement

6.1 The Provider shall implement at least one work improvement project per year and explore AI-enabled technologies where feasible. A brief proposal must be submitted for each initiative; KPIs and timelines will be set by the Buyer.

6.2 The Provider is encouraged to appoint a supervisor as a productivity champion to lead improvement initiatives.

(Refer to page 60)






Component 3: Cleaning Outcomes

To set and assess cleaning outcomes effectively, SBs can take reference from the following guidelines:



Set realistic performance indicators based on building characteristics, user demographics, and operational requirements:

- KPIs are quantifiable metrics used to evaluate SP performance.
- Define specific cleaning outcomes using SS 694: Code of practice for the measurement of cleaning performance for commercial, residential estates and retail F&B premises.
- Different premises require different outcomes – categorise areas by priority based on usage.
- Outcomes described in **Annex A** are typically achieved when cleaning inspection is carried out immediately after scheduled cleaning. If not possible, SBs should apply reasonable tolerance and flexibility when assessing cleaning outcomes.
- Apply the SMART framework to ensure expectations are clearly articulated and can be monitored.

-  Establish clear assessment methods, including documentation requirements, reporting procedures, and photographic evidence. Apply AQL for consistent, measurable compliance standards.
-  Put in place a comprehensive monitoring system enabling regular performance evaluation and continuous improvement (refer to Component 5).
-  Maintain documentation – including reports and photographs – to verify standards are met when immediate assessment is not feasible.

Component 4: Performance Metrics for Quality

SBs should establish clear performance metrics so SPs understand required quality standards and can allocate appropriate resources. Key indicators include:

- **Technical Quality:** Inspection of cleaning outcomes (that is, Measuring SPs’ performance).
- **Service Quality:** Customer feedback and response times during and after service hours.

Example of Tender Clauses: Performance Metrics – Response Times

3.4 Ad-hoc requests during service hours must be promptly addressed and documented, including actions taken and completion time.

Priority	Description	During Service Hours	Beyond Service Hours
1	Urgent	10 minutes	30 / 50 minutes
2	Routine	30 minutes	Next working day
3	Non-urgent	120 minutes	Next working day

Examples by priority:

- **Urgent:** Spillages over a large area creating safety hazards, major choke resulting in flooding of premises.
- **Routine:** Replenish of consumables/supplies, spillages affecting a small area, emptying of bin.
- **Non-urgent:** Ad-hoc high dusting.

Note: SBs should provide an estimated breakdown of work priorities where possible (for example, percentage split of Priority 1, 2, and 3 requests) to help SPs accurately assess resource requirements and submit competitive bids.

(Refer to page 58)



Component 5: Performance Management System

A Performance Management System (PMS) provides a structured approach to monitoring, evaluating, and improving cleaning services. Key elements include:



Cleaning supervisors should perform daily inspections and conduct a joint inspection with SBs at least once a month. The initial months of the contract are particularly important – both parties should work together so that cleaning outcomes can be interpreted correctly.

To complement routine cleaning inspections, SBs may also use quick-test kits or rapid test kits (see **Annex B** for an example).

Example of Tender Clauses: Performance Management System

4.1 The Provider's supervisor shall inspect cleaners' work using **Checklist 1**, referencing Singapore Standards or SS694 (go.gov.sg/singapore-standards-cleaning-performance).

4.2 The Provider's performance will be assessed monthly based on deliverables and metrics in **Template 4**. A minimum score of **85%** is required.

(Refer to page 59)



Component 6: Performance-incentivised Payment and Contract Terms

Tiered Payment with Incentive Model

Performance incentives encourage SPs to deliver beyond baseline standards. Tiered payment structures link monthly payment directly to performance scores. SPs who meet or exceed agreed performance may receive incentives, while those who underperform may face proportionate deductions.

Example of Tender Clauses: Tiered Payment Model

5.2 Monthly payments are tied to performance scores:

Monthly Score (x)	Payment
$x > 90\%$ (for 3 consecutive months*)	Full payment + 5% bonus**
$x \geq 85\%$	Full payment
$80\% \leq x < 85\%$	95% of monthly payment
$75\% \leq x < 80\%$	90% of monthly payment
$x < 75\%$	85% of monthly payment

* SBs should determine the period the Provider must maintain the minimum score before incentive payment is made.

** Monetary incentives must be proportionate to the effort and contract value.

(Refer to page 59)

SBs can also offer non-monetary rewards such as gift vouchers or appreciation luncheons for the cleaners. Below are some examples:

Example of Tender Clauses: Non-Monetary Incentives

Should the Provider maintain a monthly performance score above 85% for at least 3 months, the Buyer will provide one or more of:

- Gift vouchers or appreciation luncheons for the cleaning team.
- Recognition awards (for example, 'Best Cleaner Award').
- Testimonial for consideration in the next tender where past performance is an evaluation criterion.

Provision of Price Adjustment*

Unexpected market conditions can drive up service delivery costs, particularly in longer contracts. Examples include: significant increases in cleaning material costs due to an increase in floor area after renovation or development, supply-chain disruptions, or wage increases required by the Progressive Wage Model (PWM) for cleaners. Including price adjustment provisions prevents SPs from building excessive contingency costs into initial bids, and ensures service quality is not compromised when costs rise.

Example of Tender Clauses: Provision of Price Adjustment

1.10 The Provider shall commence cleaning based on existing site conditions. Price adjustments may be requested where substantial additional resources are required – for example, due to renovations and / or new facility developments. All requests must be supported by documentation and evidence, and are subject to the Buyer’s approval.

(Refer to page 56)

Additional Requirements for Contingencies

When contracts do not address unforeseen circumstances – such as disease outbreaks or policy changes – SPs may anticipate and add contingency costs into the base tender prices, driving up cleaning costs. Listing additional services in the Schedule of Rates (SOR), rather than in the main contract sum, allows SBs to pay for them only when needed.

Example of Tender Clauses: Additional Requirements During Contingencies

3.2 During contingencies (for example, disease outbreaks), both parties shall agree on additional cleaning resources. Related costs must be quoted in the Schedule of Rates.

3.3 Disinfection cleaning must follow current guidelines from relevant authorities (for example, Ministry of Health, National Environment Agency).

(Refer to page 58)



Payment Terms & Schedule*

Clear payment terms are the backbone of a successful cleaning partnership. Contracts should specify invoice submission timelines, required supporting documents, and dispute handling. By specifying when and how payments are made, SPs can reliably pay their cleaners and maintain service quality.

Example of Tender Clauses: Payment Terms and Schedule

1.11 The Buyer shall process and complete payment within thirty (30) calendar days of receiving a correctly submitted invoice, provided that:

- a** The invoice includes all required supporting documents (for example, service reports, contract-specified documentation).
- b** Services rendered meet agreed performance standards.
- c** Any disputes have been resolved.

1.12 If any part of an invoice is disputed, the Buyer shall notify the Provider in writing within ten (10) working days. The undisputed portion shall be paid within the original thirty (30) days period.

(Refer to page 57)

Exit Clauses

Exit clauses give both SBs and SPs the flexibility to terminate the contract under defined conditions without incurring penalties or adverse consequences. Thus promoting a balanced and transparent working relationship.

Example of Tender Clauses: Exit Clauses

1.13 Either party may terminate this contract without penalty by giving up to ninety (90) days' written notice prior to the intended termination date. Both parties may mutually agree in writing to a shorter notice period.

1.14 Upon termination, both parties shall settle outstanding payments for services rendered.

(Refer to page 57)



Component 7: Skills & Competencies

SBs should clearly outline qualification and skills requirements for the cleaning team. By focusing on skills development of supervisors and cleaners, SPs can improve the productivity of their workforce and achieve the desired cleaning outcomes. For an overview of environmental cleaning WSQ courses, refer to go.gov.sg/skills-framework-es.

Example of Tender Clauses: Requirements of Cleaning Team

8.1 The Provider shall ensure all cleaning personnel possess the necessary skills and competence to perform the contracted cleaning works.

8.2 All cleaners must be approved in writing by the Buyer before deployment. If approval is withdrawn, the Provider shall replace the cleaner within three (3) working days of written notice.

8.3 The Provider shall provide documentation confirming valid workman compensation insurance for all deployed personnel.

8.4 The Site Supervisor must be able to understand and communicate in English, have at least 2 years of relevant supervisory experience, and complete the WSQ “Supervise Service Operations” course before the contract starts.

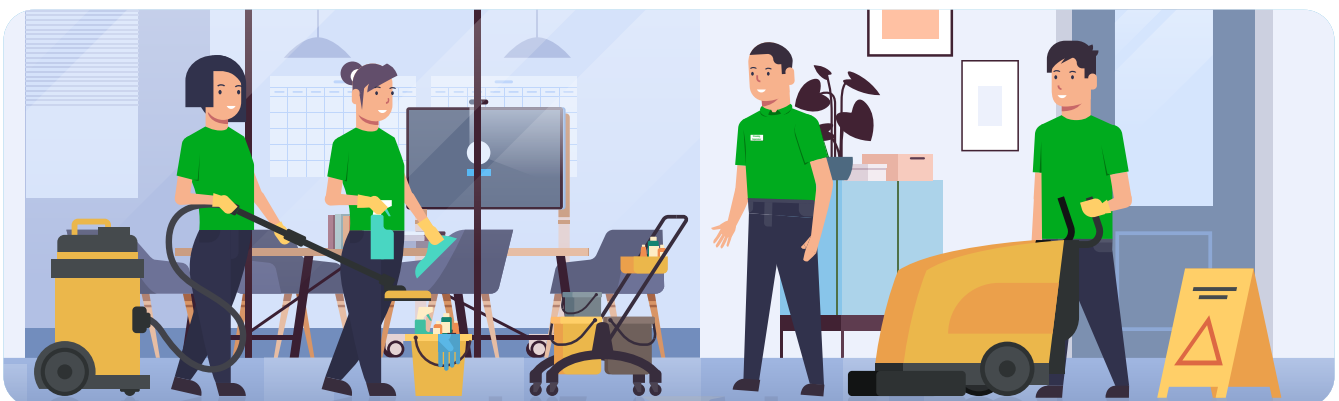
8.5 The Site Supervisor shall attend monthly performance review meetings.

8.6 All cleaners must complete the following WSQ courses within three (3) months of contract start:

- a Horizontal Surface Maintenance: Perform basic cleaning of hard floor surfaces.
- b Washroom Maintenance: Perform basic cleaning of washroom.

8.7 All faults (for example, leaking taps, blocked drains, damaged light fittings) must be reported immediately via the Buyer’s designated channels.

(Refer to page 61)



Component 8: Human Resource Management with Workplace Safety & Health

SBs should engage SPs with fair employment practices and well-structured HR management systems that prioritise workplace safety and health. SBs should encourage their SPs to follow the latest Tripartite Guidelines established by Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) (go.gov.sg/tripartite-guidelines-fair-employment-practices).

Training Plan

Staff development is essential for developing the proficiency of cleaners. SBs and SPs should work together to ensure that, in addition to basic cleaning skills and workplace safety, cleaners can also attend training on customer service and problem solving, and more, and the effective use of technologies deployed on site, so that cleaners are adequately equipped to operate current and new cleaning equipment and systems.

Workplace Safety and Health

WSH guidelines for cleaning and custodial services are available at go.gov.sg/wsh-guidelines-cleaning-custodial-services.

Uniform Guidelines

SPs should provide cleaners with adequate sets of uniforms per NEA's uniform guidelines*. SBs should reinforce the importance of maintaining a professional appearance to their SPs.

Rest Area for Cleaners

SBs should provide cleaners with dedicated rest areas at no extra cost, demonstrating their commitment to cleaners' well-being. This provision reflects positively on the image of the SB.

Example of Tender Clauses: HR Management

9.1 The Provider shall recruit cleaners in line with Tripartite Guidelines (go.gov.sg/tripartite-guidelines-fair-employment-practices) set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

Training Plan:

9.2 Cleaners shall receive continual training. The Provider shall ensure cleaning coverage is arranged during training hours.

9.3 A training plan shall be submitted detailing all courses and certifications, including WSQ, in-house, and supplier-led training.

Workplace Safety and Health:

9.4 The Provider shall follow WSH regulations and ensure staff are trained and equipped with appropriate PPE. Refer to go.gov.sg/wsh-guidelines-cleaning-custodial-services.

*For uniform guidelines, visit go.gov.sg/uniform-guide-es-industry

Example of Tender Clauses: HR Management

Uniform Guidelines:

9.5 Cleaners shall wear proper uniforms and shoes conforming to standards of neatness, cleanliness, safety, and decorum acceptable to the Buyer. The Provider shall provide sufficient sets for each workday. Refer to go.gov.sg/uniform-guide-es-industry.

(Refer to page 61)

Provision of Rest Area:

9.6 The Buyer should provide a rest area equipped with tables and chairs for cleaners. Cleaners shall keep the area clean.

(Refer to page 61)

Component 9: Sustainable Procurement

Sustainable procurement reduces environmental impact while maintaining cleaning effectiveness. SBs should encourage SPs to adopt eco-friendly products and practices. Benefits of sustainable procurement practices to SBs and SPs include:



Cost savings: Energy-efficient equipment and sustainable cleaning products can reduce energy consumption and lower utility bills.



Enhanced brand reputation: Adopting sustainable practices can enhance reputation and attract eco-conscious clients.



Access to new markets: Offering sustainable cleaning services enables SPs to tap into the growing demand for green cleaning services and attract new clients.



Improved health and safety: Sustainable cleaning products and practices can reduce exposure to harsh chemicals, creating a healthier work environment.

Recommendations on requirement specifications for sustainable practices include:



Use of Eco-Friendly Cleaning Products

Use of cleaning products that are certified green, such as those listed under the Singapore Green Labelling Scheme or overseas equivalent. For example, paper towel dispensers should feature economical single-sheet dispensing mechanisms to minimise waste and encourage responsible usage.



Equipment and Technologies

Use energy-efficient equipment and innovative cleaning technologies. Equipment should preferably be certified under recognised environmental schemes in Singapore (for example, Singapore Green Label) or international certifications (for example, EU Ecolabel, Energy Star).

Advanced technologies such as robotic scrubbers, microfibre systems, and electrolysed water cleaning systems that have obtained these certifications demonstrate commitment to environmental sustainability while maintaining high cleaning standards. Any equipment or technology proposed has to be able to meet the cleaning outcomes required.



Training and Awareness

SPs should train their cleaners on environmentally sustainable cleaning practices. For example, cleaning methodologies that minimise water usage, energy consumption, and waste generation.

Training can be delivered through various formats including on-the-job instruction, hands-on workshops, product demonstrations, and e-learning modules. These skills enable cleaners to perform their duties effectively while supporting environmental sustainability goals.

SBs are encouraged to conduct and support trials of sustainable cleaning practices, typically lasting up to three months, before full implementation. During these trials, SBs should consider providing appropriate remuneration to SPs for any additional resources or training required.

This approach allows both parties to evaluate the effectiveness of sustainable cleaning practices, refine processes, and ensure a smooth transition to environmentally conscious cleaning practices.

Example of Tender Clauses: Sustainable Procurement

10.1 The Provider should adopt eco-friendly practices, materials, and technologies while ensuring specified cleaning outcomes are met.

Eco-Friendly Cleaning Products:

10.2 The Provider should use certified green cleaning products (for example, Singapore Green Labelling Scheme or equivalent). Dispensers should feature economical single-sheet mechanisms to minimise waste. A product list must be submitted for Buyer approval before service starts.

Sustainable Cleaning Practices:

10.3 The Provider should put in place practices that reduce water, energy, and waste consumption—such as the use of microfibre cloths, water-efficient cleaning methods, and put in place recycling programmes.

Cleaning Equipment and Technologies:

10.4 The Provider should use energy-efficient equipment with valid certifications and maintain all equipment regularly.

Training and Awareness:

10.5 The Provider should ensure supervisors and cleaners are briefed on green products and sustainable practices through suitable means (for example, in-person training, online modules, or printed materials). Basic documentation of completion shall be maintained.

(Refer to page 62)



Component 10: Tender Evaluation Criteria

When evaluating tender proposals, SBs should look beyond price and assess the capability and innovation of SPs. For a comprehensive understanding on tender evaluation process, SBs can refer to the “Guide on Tender Evaluation for Outcome-based Cleaning Contracts (go.gov.sg/tender-evaluation-obc-cleaning)”.

REFERENCE: Recommended Quality Criteria

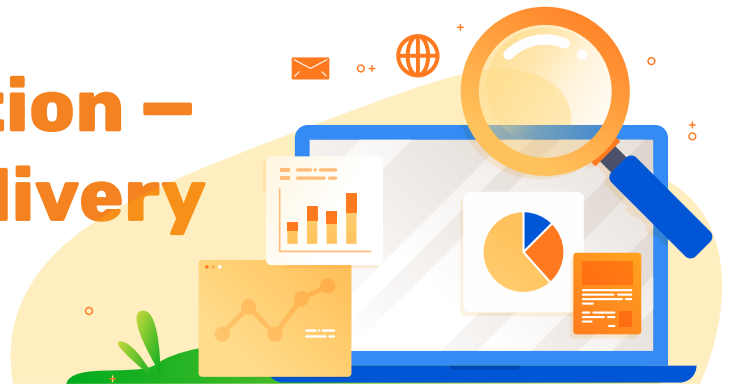
- **Operations Plan:** Manpower deployment, equipment, materials, cleaning methods.
- **Human Resource Management:** Wages, training plans, staff welfare.
- **Quality Management & Business Continuity:** Quality systems, crisis management plans.
- **Technology & Innovation:** Automation, AI-enabled solutions, job redesign, productivity improvements.
- **Track Record:** Past performance, key personnel experience, certifications.

REFERENCE: Recommended Price-Quality (PQ) Weightage

Quality-focused weightage places an equal or greater weightage on quality in the PQ ratio, for instance, 50:50 or 40:60. A higher-weighted Quality component would encourage SPs to propose better solutions to meet the SB’s requirements.

Price : Quality Ratio	When to Apply
40:60	Quality is an important requirement
30:70	Quality is a critical requirement

Section 3: OBC Implementation – Setting Up for Delivery & Performance



The mobilisation phase sets the tone for collaboration, performance, and long-term outcomes. The first few weeks are critical: SBs and SPs must align expectations, establish communication routines, and prepare for service delivery.



Onboarding, Expectation Alignment & Joint Planning

Kick-off meetings should review contract details, clarify roles, and confirm performance expectations. These meetings help SBs and SPs agree on how performance will be measured. **Joint planning and site walkthroughs** help to identify any site-specific challenges, clarify expectations and ensure cleaning teams are familiar with the layout and requirements of the premises.

Establishing Communication

Weekly or fortnightly check-ins allow both parties to review performance, discuss operational challenges, identify and resolve issues early, and stay updated on developments. Feedback mechanisms should be in place from both parties, fostering a culture of learning and adaptation.

Training

Cleaners should receive **on-the-job training** covering safety protocols and the use of specialised equipment or technologies. SPs are encouraged to appoint **productivity champions** – experienced team members who lead improvement efforts and serve as points of contact with SBs.

Regular Reviews, Joint Inspections & Performance Scorecards

Cleaning supervisors should perform daily inspections to maintain standards between formal reviews. Scheduled **monthly performance reviews** allow both parties to evaluate progress, discuss challenges, and agree on improvements. **Joint inspections** confirm that cleaning outcomes are being met and provide opportunities for open communication.

The **performance scorecard** covers metrics on inspection results, service delivery, and satisfaction holistically. Periodic reviews to the scorecard identify gaps and enable timely rectification. Refer to **Template 4** for a sample scorecard.

Leveraging Digital Tools & Smart Systems

Digital tools and smart systems automate the monitoring and tracking of cleaning activities to provide real-time status on operations. Digital dashboards offer visual summaries of key metrics, making it easier to assess service quality and identify areas for improvement.



“

Measure what matters. Improve what is measured.

”



RECAP

Successful OBC implementation requires a collaborative relationship built on clear communication, regular performance reviews, and joint inspections. Digital tools provide real-time operational insights; ongoing communication ensures service delivery and contract alignment throughout.

Section 4: Review & Renewal – Learning & Growing



Every contract provides an opportunity to reflect on performance and identify improvements. SBs should continuously refine their specifications to reflect the evolving cleaning requirements of their premises.



End-of-Term Performance Reviews & Lessons Learned

End-of-term performance reviews go beyond routine monthly assessments to evaluate the entire contract period comprehensively. The reviews use agreed KPIs to assess overall cleaning outcomes and contract effectiveness, and allow for deeper analysis of trends, patterns, and systemic issues that may not be apparent in regular monthly reviews.

Structured lessons-learned sessions at contract conclusion enable both parties to share substantive feedback, evaluate the partnership's success, and develop insights for future contracts. Based on these reviews, SBs may adjust the scope of work or revise KPIs to better reflect current needs.

Deciding on Renewal or Re-tender

Renewal is appropriate when the SP has consistently met expectations and the working relationship is strong. If re-tendering is preferred, lessons learned from the current contract should be incorporated into the new tender documents.



Renewal Considerations

- Assess overall SP performance and relationship quality to determine whether renewal serves the best interests of both parties.
- If re-tendering, embed lessons learned from the current contract into new tender specifications.
- Share success stories with industry peers and associations to promote best practices across the sector.

Key Information on Roles & Responsibilities of Service Buyers & Providers



Introduction

The transition from headcount-based to outcome-based contracting requires more than changing contract terms. It requires **SBs and SPs to understand their respective roles and work collaboratively** toward shared cleaning outcomes.

Rather than viewing the SB-SP relationship as purely transactional, there is room to build it into a **partnership committed to service quality, technology adoption, and productivity**. Such partnerships produce **clearer contractual specifications, reduced risk of misaligned expectations, and improved service delivery quality**.

Section 1: Roles of Service Buyers* – Enabling Success from the Start



Tender Preparation

Comprehensive Site Assessments

SBs should understand and document their building's physical conditions: age, layout, traffic patterns, and areas or fixtures requiring specialised cleaning or posing challenges to operations.

* Include Premises/Building Owners, Facility Management Companies and Managing Agents



For SBs: Site Assessment – Information to Gather

- Building infrastructure and maintenance history.
- High-traffic zones and peak usage periods.
- Sensitive areas requiring specialised cleaning protocols.
- Existing technology infrastructure supporting automated cleaning.
- Environmental factors affecting cleaning requirements.
- Safety hazards and workplace health considerations.

All of the above must be provided in tender documents and briefings to SPs before tenders close.

Start stakeholder engagement three to six months before publishing the tender.

Stakeholder Engagement

SBs should gather service expectations and priorities from internal departments (procurement, facilities management) and external users (tenants, occupants, patrons). When transitioning to OBC for the first time, SBs should explain key changes to allay concerns about service disruption and secure user support.

Clear Outcome Definition

SBs must define realistic and measurable cleaning outcomes based on actual building conditions, including the wear-and-tear of fixtures and surfaces. Review current cleaning requirements and outcomes to ensure they remain relevant.

Design for Maintainability and Safety

SBs should consider DfM recommendations when planning design and minor renovation works, including upgrading facilities and infrastructure to support cleaning technology deployment. SBs are also responsible for ensuring a safe environment for their SPs.

Tender Drafting

Outcome-based Specifications

Tender specifications should focus on desired outcomes rather than prescribed methods or resources. SBs should avoid prescriptive requirements for manpower, cleaning methods, and equipment and refer to SS 694 for guidelines on performance measurement.

Flexible Contract Clauses

Contract flexibility enables adaptation to changing circumstances and encourages innovation. An example is the provision of price adjustments due to unexpected market conditions (for example, regulatory changes to licensing), technology upgrades, and other requirements beyond SPs' control.

SBs should request SPs to quote separately for ad-hoc services under Schedule of Rates provisions (SOR). This prevents unnecessary inflation of monthly cleaning fees while ensuring service continuity for sudden or urgent cleaning requests.

Trust and Driving Excellence for Performance Outcomes

SBs can consider adopting a merit system (as opposed to penalty system) to incentivise good service delivery and motivate their SPs.

After Tender Award

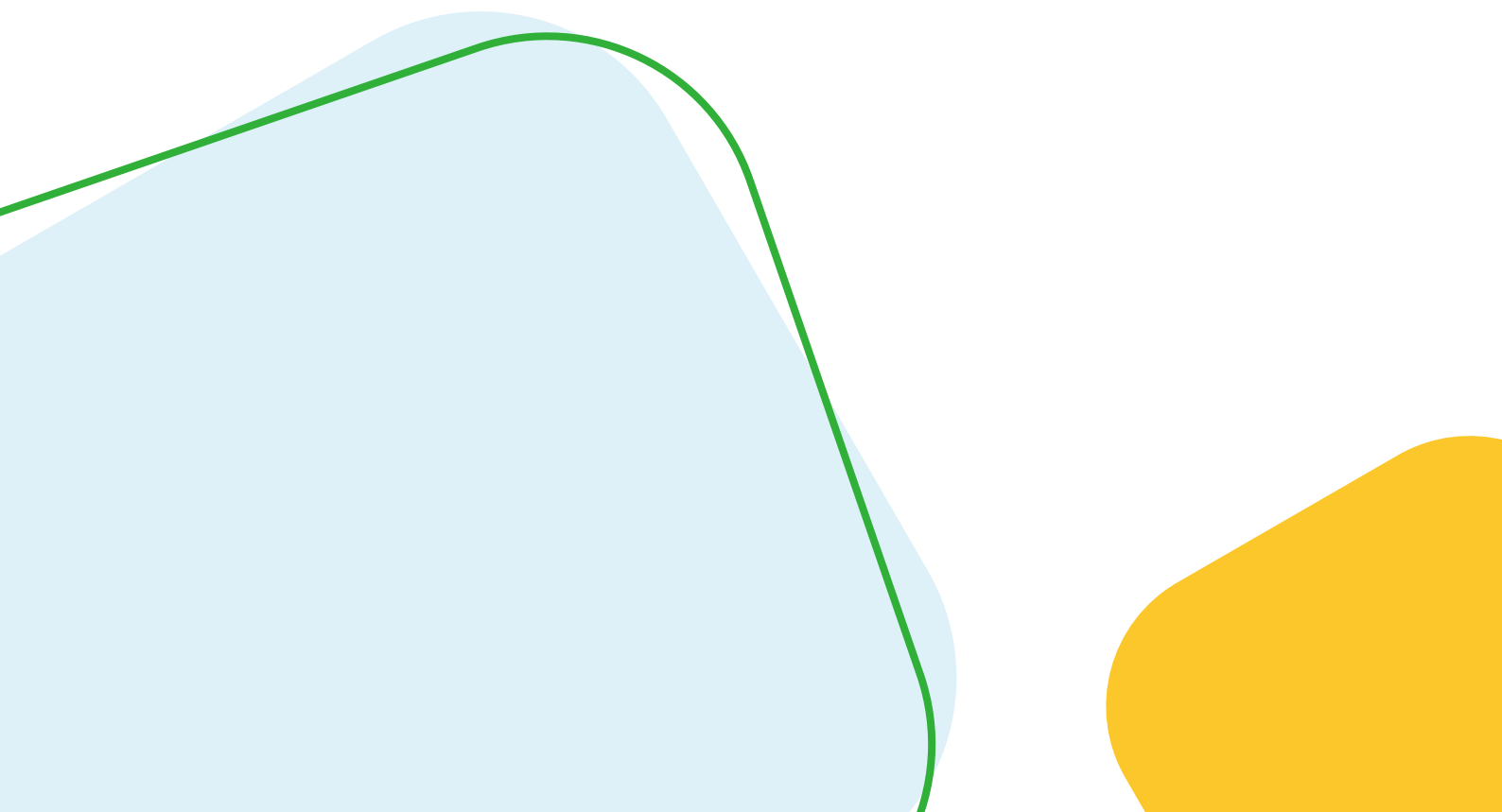
Performance Review and Alignment of Expectations

After awarding the tender, SBs should meet with newly appointed SPs to align service expectations and cleaning programme details. For integrated facility management tenders, SBs and their Facility Management Companies should establish communication channels and hold regular dialogues on performance, Workplace Safety and Health matters, and service delivery feedback with cleaning SPs.

For the first three months, SBs should work closely with SPs to clarify differences in cleaning outcome interpretation, reducing misunderstandings.

Encourage Innovation

SBs should encourage and incentivise SPs to innovate and improve work processes through new technology trials and skill training. To ensure smooth technology deployment and automation, SBs may consider DfM recommendations when upgrading infrastructure.



Section 2: Roles of Service Providers – Delivering Excellence



Tender Preparation

SPs should conduct thorough site surveys and develop proposals that go beyond a generic response. A strong proposal includes:

- A detailed manpower deployment plan based on building characteristics, usage patterns, and user profiles.
- Skills and competencies of the cleaning crew.
- An equipment and technology list that improves productivity and supports service delivery.
- Unique solutions that address the SB's specific premises conditions or cleaning challenges.

SPs partnering with Facilities Management Companies (FMCs) to prepare tender proposals should establish clear understanding of tender pricing and the risk-sharing framework for penalties imposed by SBs.

Award of Tender

Digitalisation of Cleaning Operations

SPs should adopt digital tools to ease quality monitoring, improve productivity, and reduce manual work tracking. Examples include autonomous cleaning robots, IoT sensors for demand-responsive cleaning, and online dashboards for real-time performance monitoring.

Comprehensive Training

Cleaners' skill levels directly affect cleaning outcomes and service consistency. SPs should ensure their supervisors and cleaners continually receive training throughout the contract period.



For SPs: Training

Training can cover equipment and chemical safety, customer service, data analytics, and critical thinking. Regular refresher training builds staff motivation and retention.

Performance Monitoring

SPs should use digital systems to analyse inspection results and implement timely corrective measures. Daily inspections verify that cleaning works are meeting SBs' expectations; monthly joint inspections provide opportunities for open feedback on issues faced to their SBs.



For SPs: Performance Reviews

Do not wait for SBs to call for performance review meetings. Proactively follow up on inspection findings and initiate management reviews to explore new initiatives. This demonstrates commitment to service excellence rather than minimum compliance.



Section 3: Shared Responsibilities – Making OBC Work Together

Collaborative Relationship Building

Successful OBC implementation requires collaborative planning. Strong SB-SP partnerships are characterised by mutual respect, accountability, and shared commitment to continuous improvement. Both parties benefit: SBs receive better service quality; SPs demonstrate value and secure contract renewals.

Risk Management and Contingency Planning

SBs and SPs should regularly identify and review risks that could affect service delivery. These include:

- ▶ Regular assessment of the current operational setup.
- ▶ Development of contingency plans for various scenarios.
- ▶ Clear protocols for managing service disruptions.
- ▶ Shared responsibility for workplace safety and regulatory compliance.

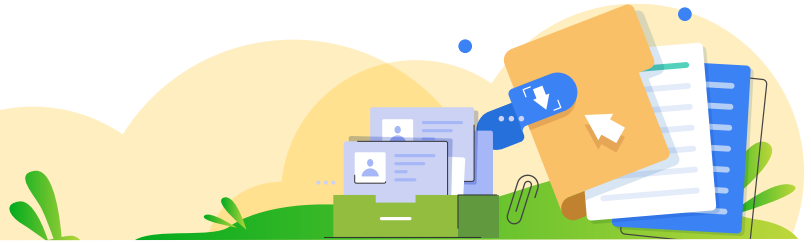
Conclusion

Successful OBC implementation requires collaboration between SBs and SPs. Both parties must understand their roles and responsibilities, and take steps that prioritise safety, transparency, and collaborative problem-solving.

SBs and SPs can refer to **Annex F** for detailed stakeholder roles and a “Do’s and Don’ts” guide, and to **Annex G** for case studies demonstrating effective SB - SP partnerships in practice.

The transition to OBC is a journey, and NEA remains committed to supporting SBs and SPs at every step. For assistance or clarifications, contact: NEA_Cleaning_OBC_Helpdesk@nea.gov.sg.

Annexes



Annex A: Assessment of Cleaning Outcomes

SBs should set realistic cleaning outcomes based on the existing conditions of their premises. Examples of elements and their cleaning outcomes are as follows:

Area	Element	Description of Outcomes*
Location: Entrance and Lobby		
1	Lighting/ Ceiling	Free of dust, stains and cobwebs
2	Wall/Door/ Window	Free of dust, stains and fingerprint marks
3	Fixture	Free of dust and stains
4	Signage/ Display	Free of dust and stains
5	Furniture/ Planter	Free of dust, stains, spillage and litter
6	Litter Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
7	Floor/ Entrance Mat	Free of dust, stains, spillage and litter
Location: Toilets		
1	Lighting/ Ceiling	Free of dust, stains and cobwebs
2	Cubicle Walls/ Doors	Free of dust, stains and fingerprint marks
3	Floors	Dry and free of stains and litter
4	Taps and Sinks	All taps and sinks are free of stains and debris. The sink tops are dry
5	Drains	Free of litter, dirt and stains
6	Fittings/ Fixtures	Free of dust and stains
7	Urinals/ Toilet Bowls	Free of dirt, stains, spillage, litter and odour
8	Rubbish Bin/ Sanitary Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
9	Consumables	Jumbo rolls, M-fold towels and hand soap are more than $\frac{3}{4}$ full

Area	Element	Description of Outcomes*
Location: Office Area, Pantry and Meeting Rooms		
1	Lighting/ Ceiling	Free of dust, stains and cobwebs
2	Fixtures/ Fittings (includes Taps/ Wash Basins)	Free of dust, stains and fingerprint marks
3	Blinds/ Curtains	Free of dust and stains
4	Carpeted/ Vinyl Flooring	Free of dust, stains, litter and spillage
5	Rubbish Bins (Office/ Meeting Room/ Pantry)	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full
6	Common Facilities (Counter Tops/ Water Dispenser)	Free of dust, stains and cobwebs at inspection unit
7	Consumables	Paper towels and hand soap are available

*Note: Outcomes described are typically achieved immediately after scheduled cleaning. If a cleaning inspection cannot be carried out immediately after scheduled cleaning, contamination from users may be expected. Therefore, SBs should apply a certain level of tolerance and flexibility (for example, in-between cleaning outcomes) when assessing cleaning outcomes.



Annex B: Various Inspection/ Test Methods to Evaluate Cleanliness Outcomes

A Comparison

Elements	Visual Inspection	Culture Method	Adenosine Triphosphate (ATP) Method
Quick Indication of Results	✓		✓
Quantitative Measurement		✓	✓
Ease of Usage	✓		✓

Source: Singapore Standards 694

Application of Adenosine Triphosphate (ATP) in Determination of Cleaning Outcomes

While the primary mode of determining cleanliness has been visual inspection, there is an alternate way to complement the visual determination of cleaning quality – using the ATP bioluminescence method. It can give a quick and real-time estimate of surface cleanliness that includes organic and microbial contaminations and has been commonly used in hospitals and the food industry. Additionally, it can also be used to evaluate effectiveness of cleaning methods (for example, chemicals, ozone, probiotic).

Where possible, it is recommended to use the ATP method alongside the guidelines to assess the cleaning outcomes visually listed in this Guide. The ATP method can be considered as a follow-up assessment on the effectiveness of remediation cleaning.

The procedures for application of ATP are as follows:

- a Identify the location to be sampled. For example, washrooms, offices or pantries. High-touch surfaces within the location should be identified for sampling as the risk of contamination spreading is high. Examples of high-touch surfaces in washrooms include vanity tops and toilet seats; for offices and pantries, high-touch surfaces include door handles and tabletops.
- b Swab an area of 100cm² for each surface using the ATP test kit to measure the ATP levels in terms of relative light units (RLU) prior to cleaning. Repeat the measurement of the same area after cleaning. It is recommended to set the acceptable RLU reading at 500 RLU.

C Fill in the RLU readings using the sample template below:

Location: Male Washroom (Level 4)				
No.	Elements	RLU Reading (Before cleaning) #	RLU Reading (After cleaning)	Acceptable RLU Reading
1	Toilet Seat			
2	Vanity Top			
3	Urinal			
Location: Pantry (Level 4)				
No.	Elements	RLU Reading (Before cleaning) #	RLU Reading (After cleaning)	Acceptable RLU Reading
1	Tabletop			

Applicable for determining effectiveness of cleaning.

When using the ATP method to evaluate cleanliness of surfaces, users may wish to take note of the following:

- **Non-specific organic matter detection:** The method cannot differentiate living organisms as presence of ATP is found in all living organisms, the test cannot differentiate harmful and harmless organisms.
- **Inability to assess disinfection efficacy:** While the test provides good indication on cleaning effectiveness, it is unable to indicate whether removal of pathogens has been successful via disinfection.
- **Cost:** The initial cost of the ATP device including the single-use swabs can be expensive. Device also requires routine calibration to ensure accuracy of reading.
- **Sampling limitation:** As each single-use swab can only cover a small area (about 100cm²), a swab may not be representative of the cleanliness of an entire or large surface or area.


Annex C: Guidance for Use of Robots for Cleaning


This Annex provides guidance for SBs to consider when integrating robots for cleaning into their operations.

Assessing Suitability of Premises for Robots


SBs may evaluate the physical layout and infrastructure of their premises to support the autonomous operation of robots, such as clear pathways and access to power sources for charging.

Types of floor space that enable the deployment of autonomous robots:






Type I (High Suitability): Areas such as large atriums, corridors, and indoor sports halls with minimal obstructions that require frequent cleaning.

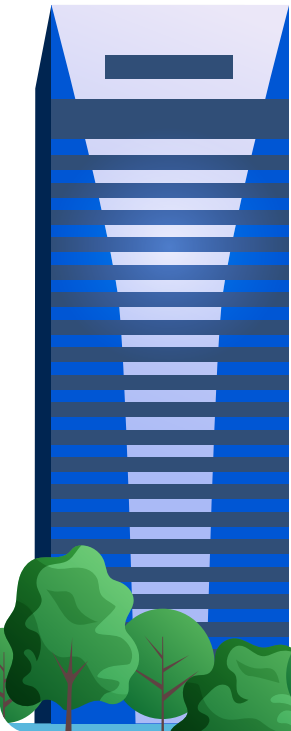



Type II (Moderate Suitability): Office spaces that may have some clutter but can accommodate robotic cleaning with adjustments to office layout.




Type III (Low Suitability): Spaces such as auditoriums and classrooms with significant obstacles (for example, steps and stairs, benches, chairs, small and tight spaces, high human traffic, and more) that may hinder robot operation.

Types of infrastructure that support the use of autonomous robots:







Access and Navigation: Lifts and doors that can be remotely operated to allow robots to use them without manual assistance. There should be sufficient space within the lift for the robot to manoeuvre.



Communication: Stable Wi-Fi in service areas to allow communication between the robot and systems, sensors, and/ or mobile devices.



Auto-Charging System: Wireless charging docks (if feasible) for autonomous docking and charging of the robots without human intervention.



Auto-Water Exchange System: Automated water dispenser / drainage for dirty water at charging dock for robots that have this feature.

Specifications for Robots

When drafting procurement specifications, SBs should consider the following:



Robot Capabilities: Ensure that the robots can effectively clean various floor surfaces and are equipped with features such as obstacle detection, navigation systems, and data collection capabilities.



Maintenance and Support: Unless SBs prefer to maintain the robots themselves, it is recommended to include tender requirements for regular maintenance and support services to ensure optimal performance and minimal disruption to cleaning operations.

Data Analysis & Reporting

Where possible, SBs may consider utilising data to evaluate the performance of robots, identify trends, optimise cleaning schedules, and improve overall cleaning strategies. SBs could also request that their SPs to submit regular reports detailing the performance of robots, including metrics on efficiency and effectiveness.

The adoption of cleaning robots presents opportunities for enhancing cleaning efficiency and service quality. By following these guidelines, SBs can effectively assess, procure, and implement robots, leading to improved cleaning outcomes and operational efficiencies.



Annex D: Design for Maintainability

SBs overseeing minor alterations or renovation works to their premises can incorporate DfM principles to enhance cleaning efficiency and reduce long-term maintenance costs. Drawing from the DfM Guides, here are the key design considerations:

Design for Maintainability – Cleaning Provisions for SBs

Design Consideration	Design Strategy / Solution	Intent
Design Strategy & Collaboration	Engage cleaning/FM teams early	Ensure cleaning needs are integrated into design decisions from the start
	Design washrooms for cleaning robots	Ensure layouts accommodate cleaning equipment and peak usage
	Provide janitor closets	Include sinks, drainage, and storage on every level
	Include rest areas for cleaners	Designate rest spaces in large developments
	Enable autonomous cleaning robots	Minimise level changes and provide navigation access
Access for Maintenance	Modular/reversible windows	Allow internal façade cleaning without external access
	Wide entrances and service lifts	Facilitate movement of cleaning machines
	Doorless washroom entry	Improve accessibility and hygiene
	Avoid inaccessible corners	Ensure all areas are reachable by cleaning tools
	Water/power points within 15m	Support cleaning equipment use
	Safe access to aquatic features	Design for safe cleaning of water elements
Materials and Finishes	Anti-stain/self-cleaning paint	Reduce cleaning frequency and effort
	Durable roof finishes	Withstand algae removal and weathering
	Stain-resistant flooring and signage	Use easy-to-clean materials in public areas
	Rust-proof and darker-toned materials	Minimise visible stains and corrosion
	Anti-odour and waterproof finishes	Improve hygiene in wet areas

Design Consideration	Design Strategy / Solution	Intent
Design and Detailing	Graded surfaces	Prevent water ponding and staining
	Debris traps and overflow spouts	Facilitate roof cleaning and drainage
	Modular ceilings and removable panels	Enable easy access to concealed services
	Avoid recessed floor lights	Prevent water accumulation unless drained
	Washroom fixtures for easy cleaning	Use suspended partitions and accessible fittings
	Waterproofing membranes and kerbs	Protect against water ingress and ease cleaning
	Cleaners' storerooms with drainage	Include splash-proof sockets and floor traps
	Provide Effective Cooling tower water treatment	Prevent algae growth and reduce manual cleaning
Technology Integration	Smart bins with sensors	Enable on-demand waste collection
	Smart washroom systems	Monitor hygiene and optimise cleaning schedules
	Support for cleaning robots	Provide power, Wi-Fi, and navigation access
	Use mobile apps for incident reporting	Enable fast response to cleaning issues

Note: SBs can refer to the 'Design for Maintainability Guides' and / or Green Mark (GM) 2021 Maintainability Section for a more comprehensive list of design considerations, which are available at go.gov.sg/design-for-maintainability-guide and go.gov.sg/bca-green-mark-2021.



Annex E: Setting Penalties & Liquidated Damages

Liquidated Damages (LD), also known as “liquidated and ascertained damages,” are pre-agreed compensation amounts that SBs can claim when specific contract breaches occur. **These amounts should fairly reflect the actual damage and loss experienced by SBs and must not be punitive in nature.** For cleaning services, LD could be tied to unmet outcomes or unfulfilled service delivery. SBs should not set unlimited liquidated damages as this creates unfair contract terms which may discourage SPs from bidding. Instead, LD amounts should be proportionate to genuine losses resulting from poor/unmet performance by SPs.



SBs must separate performance lapses and non-performance lapses under tiered payment and schedule of LD respectively. This prevents SPs from being penalised twice for the same lapse.

While LDs address underperformance through penalties, SBs may also consider exploring alternative **merit- or point-based systems / approaches that reward SPs for achieving desired outcomes instead of penalising for underperformance.**

Points are given for areas such as cleaning quality, responsiveness, and customer satisfaction. Higher scores unlock incentives such as performance bonuses, favourable consideration for subsequent contracts, and more.

Monthly inspections and scorecards track performance, encouraging continuous improvement beyond the baseline standards set by LDs. This approach incentivises exceptional service delivery and encourages the building of mutual trust for both parties.

Transitioning from Traditional Contracts

When moving to OBC, SBs must reassess existing LD terms to ensure they remain relevant and appropriate. While certain LD terms on safety and adherence to company policies still apply, SBs should review their existing LD terms and remove those that are no longer applicable or assessable.

LD Clauses in Typical Headcount-based Contracts that Require Re-examination and Their Corresponding Positive Examples:

Headcount-based Contracts	Outcome-based Contracts
<p>Manpower-focused: Failure to provide the required number of cleaners regardless of completion of work listed in the Contract.</p>	<p>Result-focused: Failure to meet required monthly inspection score.</p>
<p>Resource-focused: Failure to provide cleaning equipment.</p>	<p>Service delivery-focused: Failure to ensure smooth delivery of services in accordance with the cleaning schedule.</p>



Annex F: Stakeholder Roles & Implementation Guidance for Outcome-based Contracts

Annex F1: Roles and Responsibilities of Stakeholders in Outcome-based Contracts

This annex seeks to clarify the roles and responsibilities of stakeholders in OBC contracts. It promotes accountability, transparency, and collaboration, ensuring that cleaning services meet stakeholder expectations while adhering to OBC principles and maintaining workplace safety and health standards.

Stakeholders and Responsibilities:



Service Buyers (Premises/Building Owners, Facility Management Companies, Managing Agents, and more):

- Familiarise themselves with the building's physical condition, layout, and specific cleaning requirements.
- Gather input from users (for example, tenants, occupants) on their expectations for cleaning services.
- For Facility Management Companies, consult with sub-contractors on contract pricing and establish a clear risk-sharing framework based on oversight areas.
- Develop an OBC contract that meets user needs while considering realistic outcomes, including the building's condition, expected cleaning results, and budget constraints to ensure effective service delivery.
- Provide a safe workplace and communicate safety requirements to SPs.
- Consider Design for Maintainability recommendations during designing and minor alterations/renovation works, including updating facilities and infrastructure to support the deployment of cleaning technologies and automated systems by SPs.





Service Providers (Cleaning Companies, Integrated Facility Management Companies):

- Assess the building's physical condition, layout, and specific cleaning requirements to tailor their services.
- Evaluate the necessary resources (manpower, equipment, and materials) to achieve the specified cleaning outcomes.
- Adopt technology and innovative practices to improve cleaning efficiency and effectiveness.
- Prepare and submit a comprehensive OBC proposal that aligns with contract owners' expectations and user needs.
- Ensure staff safety through proper training, equipment, and compliance with safety regulations.
- Perform Risk Assessment (RA) based on the scope of work.

By clearly defining these roles, stakeholders can better understand their responsibilities within the OBC framework, fostering a cooperative environment that leads to successful contract execution and satisfaction for all parties involved.

Annex F2: Tips - Do's & Don'ts

This annex provides guidance for SBs and SPs to ensure smooth implementation of OBC contracts that prioritises safety, transparency, and collaborative problem-solving throughout the contract duration.

Type	Service Buyer	Service Provider
 Dos	Take ownership of WSH responsibilities by providing a safe workplace and clearly communicating safety requirements.	Fulfil WSH responsibilities through training, equipment, and regulatory compliance.
	Conduct site assessments to gather information about premises and other special requirements (for example, high-traffic zones, and sensitive areas) when preparing a cleaning tender.	Conduct site surveys to assess site conditions and estimate resources.
	Disclose conditions of the building such as age, defects, layout, and more. during tender briefing.	Develop manpower plans considering building characteristics, user profiles, and peak periods.
	Set realistic cleaning expectations taking reference from the date of the last renovation (if any).	Implement quality assurance systems to monitor and improve outcomes.
	Establish regular dialogues and clear communication channels between SBs and SPs, including Facility Management Companies/ Managing Agents.	Keep SBs informed about challenges and any changes faced during cleaning operations.
 Don'ts	Withhold information about defects, hazards, or difficult areas.	Wait for SBs to highlight defects, hazards, or challenging areas; take initiative to identify them early.
	Set punitive and excessive penalties for not meeting cleaning outcomes.	Compromise on safety standards or cut corners to reduce costs.
	Set unrealistic expectations without considering building conditions and limitations.	Submit generic proposals without a site assessment.
	Neglect WSH obligations by assuming SPs will manage all safety risks without guidance.	Determine contract price without considering building-specific factors such as traffic patterns, sensitive areas, or environmental conditions.



Annex G: Case Studies & Learning Points on OBC

This annex presents a practical quick guide designed to support SBs in navigating their own transition to OBC, as well as case studies from leading organisations that have successfully implemented OBC for cleaning services. These examples demonstrate how strategic planning, stakeholder engagement, and leveraging available resources can overcome common implementation challenges whilst delivering superior cleaning outcomes.

Annex G1: Pain Points & Mitigation Strategies

OBC guides SBs to focus on results, not resources. While the shift from headcount-based contracts may seem daunting, many SBs have successfully made the transition by addressing common concerns with practical strategies.

Common Pain Points & How to Address Them

Pain Point	Service Buyers' Concerns	How to Address It
Drop in service quality	SPs might 'drastically' reduce the cleaning resources (for example, cleaners), leading to poor cleaning outcomes and response times.	<ul style="list-style-type: none"> ✓ Engage end-users (for example, tenants, residents, and more.) early (at least 3 months) to identify cleaning expectations.
		<ul style="list-style-type: none"> ✓ Work with procurement, cleaning SPs, and stakeholders to define requirement specifications.
Difficulty in specifying and measuring outcomes	Uncertainty in writing and measuring cleaning standards.	<ul style="list-style-type: none"> ✓ Refer to Singapore Standards SS 694 and NEA's OBC Guide for performance measurement.
		<ul style="list-style-type: none"> ✓ Set up regular meetings with SPs to review performance, align expectations, and highlight challenges faced.
Increased workload to manage contract	More effort needed to monitor and document performance.	<ul style="list-style-type: none"> ✓ Use digital dashboards and sensors to evaluate SPs' performance and service delivery, with SPs able to provide photographic evidence of completed work when immediate assessment is not feasible.



Tips

Helpful Learning Points from Successful Buyers

- **Start early:** Begin internal discussions at least 6 months before tender preparation.
- **Engage stakeholders:** Include procurement, facilities, and end-users in planning.
- **Leverage technology:** Use IoT sensors, autonomous cleaning machines, and E-Systems to reduce manual oversight.
- **Build partnerships:** Foster open communication with SPs to co-create solutions.
- **Use NEA resources:** Tap into guides, workshops, and one-to-one consultations.

Annex G2: Case Studies on Outcome-based Contracting



Case Study 1: Educational Institute A – Early Buy-in, Lasting Impact



Background

'Educational Institute A' embarked on a 7-year cleaning contract covering more than 300,000 sq m, transitioning from a headcount model to OBC.



What They Did

They secured early buy-in from internal stakeholders and re-evaluated campus cleaning needs. They consulted NEA, explored emerging technologies, and worked closely with their service provider to test-bed innovative solutions.



What Changed



Productivity: Area cleaned with technology and equipment support increased by approximately 20% per cleaner.



Technology: Introduced autonomous cleaning robots and digital dashboards for real-time scheduling.



User Satisfaction: Achieved improved service delivery due to faster response times by cleaning service provider.



Case Study 2: Commercial Premises A – Data-Driven Cleaning Excellence



Background

'Commercial Premises A' implemented a 5-year OBC cleaning contract across their premises, aiming to digitalise operations.



What They Did

They adopted IoT-enabled sensors in toilets and bins, coupled with data analytics to monitor cleaning demand and service provider performance.



What Changed



Productivity: Area cleaned improved by about 10% per cleaner due to increased use of mechanisation for cleaning.



Technology: Introduced autonomous robots and predictive analytics.



User Satisfaction: Improved user satisfaction through responsive cleaning and smarter resource deployment.





Annex H: Best Practices on Sub-Contracting of Cleaning Services under IFM

As Integrated Facility Management (IFM) contracting becomes increasingly common, organisations are bundling cleaning services with other facility management services such as pest management, security, and landscaping under a single contract. In this model, fostering collaborative partnerships between the main facility management contractor and their sub-contractors is crucial for delivering service excellence, improving productivity, and encouraging innovation.

The following table provides sub-contracting best practices aligned with OBC Guidelines for SBs who are incorporating cleaning services within an IFM contract structure.

Transparency & Collaboration

Accountability & Performance Management

Sub-contracting Best Practices

Formal subcontractor inclusion in tender & KPI discussions

- Reinforce transparency by including explicit cleaning OBC outcome definitions in contracts for all tiers (main contractor, subcontractors).
- Require clear disclosure of performance targets and measurement KPIs aligned with NEA OBC Guidelines for cleaning services also for cleaning subcontractors.
- Encourage cleaning subcontractors' participation in all tender-related discussions through formal clauses to promote early alignment on cleaning outcome metrics and technology adoption possibilities.
- Specify that cleaning subcontractors' outcomes and contributions to overall performance be integrated into the collaborative KPI system, including mechanisms for monthly score updates, shared incentives, and transparent reporting.

Sub-contracting Best Practices

Align KPI systems; joint reviews; accountability mechanisms.

- Align and integrate where possible, IFM tender's KPI system for areas specific to cleaning services to NEA OBC / SS 694 scorecards to ensure performance management is consistent.
- Require main contractors to include subcontractors formally in joint performance review meetings with SBs.
- Document findings and corrective actions transparently to promote continuous improvement.
- Include periodic joint safety, quality, and workforce capability reviews in tandem with performance assessments, consistent with NEA-OBC's performance approach.



**Fairness –
Payment &
Incentives**

Sub-contracting Best Practices

Timely subcontractor payments; performance-linked bonuses

- Include explicit performance-based incentives tied to OBC cleaning outcomes, such as bonuses for exceeding KPIs (for example, cleanliness level), avoiding overlapping penalties that dilute accountability.



**Sustainability –
Technology
Adoption**

Sub-contracting Best Practices

Require technology use at all contractor tiers; real-time monitoring.

- Promote technology adoption not only at the main contractor level but also mandate technology use among subcontractors to achieve shared OBC cleaning outcomes (for example, IoT monitoring sensors for cleaning). Include relevant KPIs tied to technology deployment and effectiveness.
- Include requirements for digital tools that enable real-time performance tracking, shared dashboards, and transparent communication between FMCs, subcontractors, and SB.
- Where significant investment is required for equipment and/or technology adoption, SBs and/or FMC can explore co-funding options with their SPs.



Checklists & Templates



Checklist 1: Performance Inspection Checklist

SBs can customise the checklist according to their premises cleaning requirements.

It is recommended to conduct inspections immediately after cleaning where possible. SB should consider the time elapsed between inspections and last cleaning by adopting a reasonable cleaning outcome during inspection.

Example: Acceptance Quality Level Approach

Area	Element	Description of Outcomes	AQL (%)	Meet Outcomes (that is Pass)	Did Not Meet Outcomes (that is Fail)	Observation of Non-compliance (if any)
1. Entrance and Lobby						
1	Lighting/ Ceiling	Free of dust, stains and cobwebs. In-between cleaning: Presence of some light dust is acceptable.				
2	Wall/ Door/ Window Fixture	Free of dust, stains, spillage and litter. In-between cleaning: Presence of some light dust is acceptable.				
3	Signage/ Display	Free of dust, stains, spillage and litter. In-between cleaning: Presence of some light dust is acceptable.				
4	Furniture	Free of dust and stains. In-between cleaning: Presence of some light dust is acceptable.				
5	Litter Bin	Bin is free from dust, stains, smells, insects and is less than $\frac{3}{4}$ full.				

Area	Element	Description of Outcomes	AQL (%)	Meet Outcomes (that is Pass)	Did Not Meet Outcomes (that is Fail)	Observation of Non-compliance (if any)
6	Floor/ Entrance Mat	Free of litter and spillage. In-between cleaning: Presence of some scattered litter acceptable (no more than estimated 25% of visible area).				
% passes for Entrance and Lobby						

Definitions

Area	Description	Definition	Examples
1	Visible Area	Area easily seen by the eyes in an upright and usual motion or position.	Tabletop, floor and wall.
2	Non-visible Area	Areas that are hidden or concealed and not easily seen by the eyes.	Behind the pillar and under the table.
3	Element	Items to be cleaned.	Door, floor, wall and fixture.
4	Fixture	Object or item that is securely and usually attached to the wall or ceiling.	Gantry, card access reader, fire extinguisher, fire alarm bell, Automated External Defibrillator (AED), water tap, soap dispenser, switch, power point and Lan/ telephone line.
5	Dust	Light dust that cannot be seen by the eyes.	Thin layer of dust particles.
6	Dirt	Accumulated dust that can be seen by the eyes.	Heavy black dust.
7	Stain	Dried form of spillage.	Beverage stain or other liquid/ fluid stain.
8	Spillage	Accumulated liquid or fluid.	Beverage spillage or any pool of liquid.
9	Litter	Object/ item that is left behind or dropped deliberately/ accidentally by human activities.	Man-made materials (for example, paper, wrapper and waste).
10	Finger mark	Finger marks are imprints made by hands or fingers.	Finger marks on a glass panel.

Checklist 2: OBC Self-Assessment Checklists for SBs & SPs

These checklists help both SBs and SPs perform a self-assessment to evaluate their alignment and readiness for OBC principles in cleaning services. For SBs, it helps to ensure their contract components adhere to OBC principles whilst allowing SPs to prepare their tender proposals in line with OBC principles.

Checklist 2a: OBC Self-Assessment Checklist for SBs

This checklist serves as a self-assessment for SBs to ensure that the key components of their cleaning contracts are aligned with OBC principles.

Please select (✓) the appropriate response and provide justification in the Remarks column if 'No' is selected. Items with an asterisk (*) within yellow boxes are essential items.

	Item	Yes	No	NA	Remarks
COMPONENT A: CONTRACT INFORMATION					
	Contract Period				
A1*	At least a base period of 3 years (estimated annual contract value < S\$1M) ^; OR At least a base period of 3 years plus an option to extend up to 2 years (estimated annual contract value >= S\$1M). ^Note: SBs should ensure contract terms align with their organisation’s procurement policies and prevailing regulations.				
	Site information & Manpower Deployment Plan				
A2*	Premises information specifying the total gross floor area with their elements/fixtures and cleaning frequencies. For example, site drawing or floor plan, and more.				
A3*	Provide additional information on building characteristics, usage patterns, user profile, and more. (To enable the SP to estimate the resources needed as part of the Manpower Deployment Plan).				
	Service hours				
A4	Indicate service hours including peak and off-peak periods if any.				
	Provision to cater for contract variation and/ or price adjustment				
A5*	States or identify the conditions where contract variation and/or price adjustment can take place.				

	Item	Yes	No	NA	Remarks
	Payment Terms and Schedule				
A6	Specify a clear set of payment terms & conditions, schedule and dispute resolution.				
	Exit Clauses				
A7	Includes Exit Clauses with up to 90-day notice, and/or based on mutual agreement.				
COMPONENT B: TECHNOLOGY & EQUIPMENT					
	Technology adoption				
B1*	Clause(s) to allow SPs to propose, provide or utilise suitable equipment and introduce technologies that improve productivity and service delivery.				
	Equipment & consumables				
B2	List of equipment and consumables (non-exhaustive). List of automation, IT applications and other innovative cleaning solutions (non-exhaustive) where applicable.				
COMPONENT C: OUTCOMES					
	Resource requirements				
C1*	Requirements should be outcome-based without prescribing the number of manpower/headcounts needed.				
	Cleaning outcome requirements				
C2*	Cleaning outcomes set based on Singapore Standards 694.				
	Additional / Other requirements				
C3	If applicable, list requirements for additional services such as contingencies and special events, and to provide a Schedule of Rates (SOR) for these additional services.				

	Item	Yes	No	NA	Remarks
	Performance Metrics for Quality				
C4	Include clauses to allow SPs to understand the quality of services required such as: <ul style="list-style-type: none"> - Response times for different work priorities (that is urgent, non-urgent). - Customer/user satisfaction on SP's performance. 				
COMPONENT D: PERFORMANCE MEASUREMENT SYSTEM					
	System/mechanism to measure SP's performance				
D1*	Specify KPIs to evaluate SP's performance. Some examples of the KPIs are: <ul style="list-style-type: none"> - Scores from Inspection result. - Response time. - Number of positive/negative feedback. 				
D2*	Specify quantifiable metrics# to assess SP's performance. Specify other metrics to assess performance, if any (for example, bioluminescent marker, adenosine triphosphate or ATP, bacterial counts). #Refer to 'Singapore Standards 694' for more information on cleaning performance measurement and its measuring matrix. go.gov.sg/singapore-standards-cleaning-performance .				
	Frequency and mode of inspection/assessment				
D3*	Outlines inspection frequency. (For example, daily/weekly/monthly) Mode of inspection. (For example, joint inspection between client and SP, random, external 3rd party)				
COMPONENT E: PERFORMANCE INCENTIVES					
	Payment model				
E1	Outlines and indicate incentive model.				
COMPONENT F: WORK IMPROVEMENT					
	Work improvement requirements				
F1	Contracts allow for work improvement initiatives/projects.				

	Item	Yes	No	NA	Remarks
COMPONENT G: LIQUIDATED DAMAGES (LDs)					
	Liquidated Damages				
G1	LD specified should be non-punitive and proportionate to the actual damages/loses. The LD items and amounts are still relevant and applicable. LD should not overlap with tier payment structures to avoid double penalty.				
G2	The deduction in tiered payment and LD imposed in any calendar month shall not exceed XX% of the monthly contract sum.				
COMPONENT H: SKILLS & COMPETENCIES					
	Training requirements				
H1	Qualification and skillset [1] requirements for supervisor(s) and/or team leader, including years of experience. Qualification and skillset requirements for cleaner(s). [1] WSQ courses for supervisor, team leader and cleaner to complete within the first X months upon commencement of contract.				
COMPONENT I: HUMAN RESOURCE MANAGEMENT (HRM)					
	HR requirements				
I1	Outlines the requirements on uniform, staff benefits and welfare, and 'work safety and health' for SP to follow.				
	Others				
I2	Provision of rest area for cleaning crew at no additional cost to SP.				
COMPONENT J: SUSTAINABLE PROCUREMENT					
	Sustainable procurement requirements				
J1	Includes the use of eco-friendly cleaning products, energy-efficient equipment and technologies, and cleaner training and awareness on sustainable cleaning practices.				
J2	Contract allow for trials of sustainable cleaning practices.				

	Item	Yes	No	NA	Remarks
COMPONENT K: TENDER EVALUATION CRITERIA					
Critical criteria					
K1*	List critical criteria. (For example, cleaning business licence and compulsory attendance to tender briefing)				
Quality criteria under the Price Quality (PQ) Method					
K2*	Weightage for “Quality” in the PQ ratio is assigned equal or greater than “Price”.				
K3*	List quality criterion on ‘Technology & Innovation’.				
K4	List other quality criteria. (For example, operations plan, HR management, quality management & business continuity, productivity and track record, sustainable procurement plan)				

Checklist 2b: OBC Readiness Self-Assessment Checklist for SPs

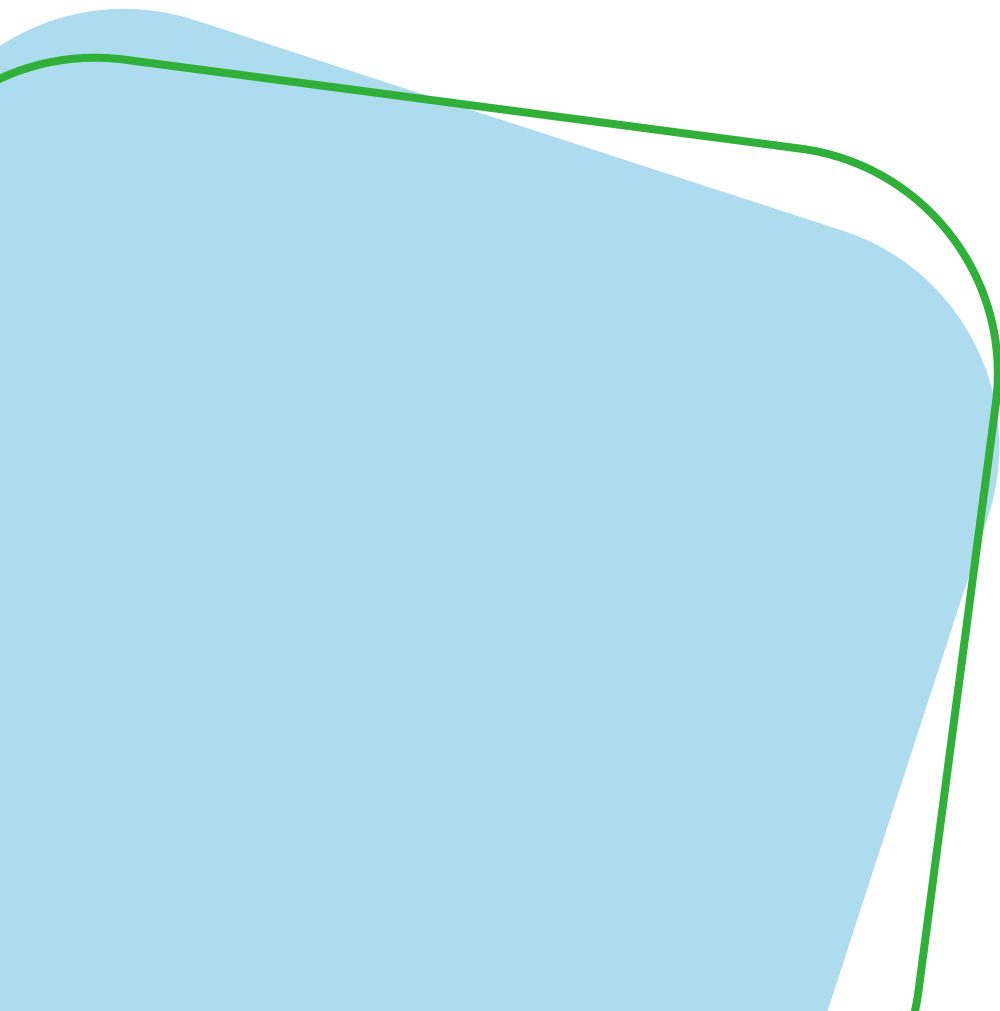
This checklist serves as a self-assessment for SPs to assess their readiness for OBC contracts. SPs can refer to the checklist when preparing their proposals for tender submission.

Please select (✓) the appropriate response and provide justification in the Remarks column if 'No' is selected. Items with an asterisk (*) within yellow boxes are essential items.

	Item	Yes	No	NA	Remarks
COMPONENT A: CONTRACT INFORMATION					
	Site Assessment & Manpower Deployment Planning				
A1*	With SB's permission, conduct site survey to understand building characteristics, usage patterns, and user profiles, then develop an optimal manpower deployment plan on resource deployment (for example, cleaners and technology) to achieve cleaning outcomes.				
A2	Establish protocols to manage service disruptions (for example, staff absenteeism) while maintaining service standards.				
COMPONENT B: TECHNOLOGY & EQUIPMENT					
	Innovation & Efficiency Focus				
B1	Propose suitable equipment and innovative technologies (including AI-enabled solutions where feasible) that demonstrate how technology will improve productivity and service delivery.				
	Digital Performance Systems				
B2	Propose systems with features such as electronic inspection checklist, real-time performance tracking, data analytics, and more.				
COMPONENT C: OUTCOMES					
	Performance Metrics for Quality				
C1*	Propose quality management systems that meet SBs' expected response times and cleaning outcomes.				

	Item	Yes	No	NA	Remarks
COMPONENT D: PERFORMANCE MEASUREMENT SYSTEM					
	KPI Framework & Inspection Protocol				
D1*	Develop quantifiable performance metrics aligned with contract outcomes and establish quality control framework to monitor performance and service delivery.				
	Performance Documentation & Reporting				
D2*	Propose performance tracking systems that can generate reports, identify gaps for improvement, and provide reports for performance reviews.				
COMPONENT E: WORKFORCE PERFORMANCE					
	Performance Management				
E1	Establish initiatives and efforts to maintain good performance that include motivation programs to reward deserving staff.				
COMPONENT F: WORK IMPROVEMENT					
	Commitment to Productivity Improvement				
F1	Present past projects demonstrating successful implementation of productivity improvement with measurable outcomes.				
COMPONENT G: SKILLS & COMPETENCIES					
	Training & Qualification Plan				
G1	Ensure all cleaning personnel complete required WSQ courses within specified timeframes and supervisors meet experience and communication requirements, with proper documentation of training completion.				
G2	Outline training commitment such as in-house training, and refresher training to ensure that staff skills remain updated.				
COMPONENT H: HUMAN RESOURCE MANAGEMENT (HRM)					
	Staff Welfare & Retention				
H1	Demonstrate a HR system for staff welfare and retention, for example, staff benefits.				

	Item	Yes	No	NA	Remarks
COMPONENT I: SUSTAINABLE PROCUREMENT					
	Eco-Friendly Practices Integration				
11	Submit comprehensive list of certified green products (Singapore Green Labelling Scheme or equivalent) and energy-efficient equipment with valid certifications.				
12	Demonstrate that supervisor and cleaners are trained to be environmentally conscious in their works.				
	Environmental Impact Reduction				
13	Demonstrate efforts / initiatives to minimise water usage, energy consumption, and waste generation while maintaining cleaning effectiveness, including participation in sustainability trials where applicable.				





Template 3: Outcome-based Cleaning Contracts

Two sample contracts below contain the **requirement specifications for General Commercial Premises** (for example, Office buildings, shopping malls) and **Private Residential Premises** (Condominiums). These contracts, developed from various industry examples, serve as starting reference point to guide SBs in developing their own outcome-based cleaning contracts. SBs should carefully review all clauses according to their specific requirements, premises type, and operational needs. **The clauses provided herein are not exhaustive and SBs may need to modify, customise or supplement it to ensure alignment with their procurement policies and cleaning service needs.** The sample contracts can also be used by Facility Management Companies (FMC) to draft their cleaning OBC contracts.

Use of “shall”, “should”, “may” and “can”

In the sample contracts, the following verbal forms are used: “shall” indicates that the requirement is strictly to be followed in order to conform to the contract and from which no deviation is permitted; “should” indicates a recommendation; “may” indicates a permission; and “can” indicates a possibility or a capacity. Understanding these distinctions is essential for proper performance and compliance with the contract’s provisions.

Template 3a: Contract for General Commercial Premises

Service buyers (hereby referred to as “Buyer”). Service providers (hereby referred to as “Provider”) will deliver the contracted services as specified in the agreement.

Requirement Specifications

1. Contract Information

Contract Period

- 1.1 The cleaning contract for ABC Building shall run for three years, from 1 January 2026 to 31 December 2028.

Service Area

- 1.2 ABC Building comprises 1,000m² of gross floor area, including a 10-storey tower block, cafeteria, and basement carpark. Refer to **Appendix 1a** for detailed scope of works, fixture quantities, floor types, and layout drawings.

[Note to Buyers: To customise **Appendix 1a** based on their premises requirements. A sample Appendix 1a is included for reference]

- 1.3 The scope of works in **Appendix 1a** forms an integral part of this agreement.
- 1.4 The Provider and Buyer shall jointly assess and document the Premises’ pre-existing conditions before commencement to avoid attributing such issues to the Provider.

Service Hours

- 1.5 Cleaning services shall be performed from 7am to 9pm (Monday–Friday) and 7am to 1pm (Saturday). No services are typically required on Sundays and Public Holidays.
- 1.6 To manage long working hours, cleaning should be done in two weekday shifts:
- a Shift 1:** 7am – 4pm.
 - b Shift 2:** 4pm – 9pm.
- Peak:** Monday – Friday 8.30am – 6pm
Off-peak: Monday – Saturday 7am – 8.30am and 6pm – 9pm

Manpower Deployment Plan

- 1.7 The Provider shall propose and deploy an optimum number of skilled cleaners based on their professional assessment of the premises. This manpower deployment plan shall be developed taking into consideration:
- a Building characteristics:** For example, age and condition of the building, interior and exterior surface materials, layout and accessibility of spaces, weather exposure, particularly for outdoor areas, and more.
 - b Usage patterns:** For example, peak and off-peak foot traffic patterns, operating hours of different zones, seasonal variations in usage, type of activities conducted in different spaces, and more.
 - c User profile:** For example, specific user demographics (for example, elderly, children, office cleaners), nature of tenants (for example, F&B establishments, retail, offices), special requirements of different user groups, volume and type of waste generated, and more.
 - d Other factors:** For example, local weather conditions affecting cleaning requirements, presence of sensitive areas requiring specialised cleaning, and more.
- 1.8 In the event of staff absence due to medical leave, annual leave, or other reasons, the Provider shall assess the impact on service delivery. Relief staff deployment may be required if the absence results in service disruption or if the remaining cleaners cannot reasonably maintain the service standards.
- 1.9 The Provider should regularly review and adjust the deployment plan to ensure it remains optimal for achieving the specified KPIs. Any adjustments to the deployment plan shall be communicated to and agreed upon with the Buyer.

Provision of Price Adjustment

- 1.10 The Provider shall commence cleaning based on existing site conditions. Price adjustments may be requested where substantial additional resources are required – for example, due to renovations and / or new facility developments. All requests must be supported by documentation and evidence and are subject to the Buyer’s approval.

Payment Terms and Schedule

- 1.11 The Buyer shall process and complete payment within thirty (30) calendar days of receiving a correctly submitted invoice, provided that:
- a** The invoice includes all required supporting documents (for example, service reports, contract-specified documentation).
 - b** Services rendered meet agreed performance standards.
 - c** Any disputes have been resolved.
- 1.12 If any part of the invoice is disputed, the Buyer shall notify the Provider in writing within ten (10) working days. The undisputed portion shall be paid within the original thirty (30) day period.

Exit Clauses

- 1.13 Either party (the Buyer or Provider) may terminate this contract without penalty by giving up to ninety (90) days' written notice prior to the intended termination date. Both parties may mutually agree in writing to a shorter notice period.
- 1.14 Upon termination, both parties shall settle outstanding payments for services rendered.

Variations to Agreement

- 1.15 Any changes to this contract must be made in writing and signed by both the Provider and the Buyer's authorised representative.

Subcontracting Restrictions

- 1.16 The Provider shall not assign or transfer any part of this contract without prior written consent from the Buyer.

Compliance

- 1.17 The Provider shall comply with the latest relevant authority standards, including the National Environment Agency's Environmental Public Health (Cleaning Business) Regulations under the Environmental Public Health Act, and make reference to industry standards such as Singapore Standards SS 694 (Code of Practice for the measurement of cleaning performance for commercial, residential estates and retail F&B premises) and other approved equivalents as may be specified by the relevant authorities.

2. Technology and Equipment

- 2.1 The Provider shall propose and use effective equipment and tools to meet the cleaning KPIs.
- 2.2 Within two weeks of award, the provider shall submit a list of equipment and tools for Buyer's approval. Any changes to the list must be notified to the Buyer at least one week in advance.
- 2.3 All equipment must be well-maintained and suitable for wet works, with waterproof sockets and approved power ratings.
- 2.4 All tools and equipment must use approved plug-in circuit breakers to prevent power disruptions and be low noise to avoid disturbance.

- 2.5 All materials and chemicals must be approved, within expiry, and used according to manufacturer and regulatory guidelines. Materials and chemicals used shall be of good quality and free from strong or unpleasant odours.
- 2.6 The Buyer may request replacement of any tools, equipment, or materials deemed unsuitable.
- 2.7 Storage space for cleaning tools / equipment/ materials/ chemicals may be provided by the Buyer, subject to availability and suitability.
- 2.8 The Buyer and provider shall conduct joint inspections to assess cleanliness levels. To streamline this process, the provider is encouraged to implement an electronic audit system that automates the recording, submission, and documentation of inspection results.
- 2.9 The Provider shall provide an editable electronic inspection checklist compatible with mobile devices (for example, tablets or smartphones). The checklist must support handwritten input, allowing the Buyer to record observations and comments directly on the device.
- 2.10 The electronic system shall automatically calculate inspection scores and upload them to a database that tracks performance throughout the contract period.
- 2.11 As inspection scores determine payment, the electronic system shall include security features to prevent unauthorised edits after Buyer sign-off. It must also record the date and time of each sign-off.
- 2.12 Additional consideration will be given if the electronic system can:
 - a Provide basic analytics to identify consistently high- or low-scoring areas.
 - b Link cleanliness scores to individual cleaners, enabling recognition of high performers and targeted training for underperformers.
- 2.13 Where feasible, the Provider shall integrate AI-enabled technologies (for example, autonomous robots, sensors, analytics) into operations. Details must be included in the proposal.
- 2.14 The Provider shall implement all approved technologies and equipment within [X] months from the contract start date to ensure proposed innovations are realised.

3. Cleaning Outcomes

- 3.1 The Provider shall meet the specified cleaning outcomes. If an outcome is not listed, reasonable effort must be made to show visible cleaning has been done.

[Note to Buyers: Refer to **Checklist 1: Performance Inspection Checklist**. Cleaning outcomes can be referenced from **Annex A: Assessment of Cleaning Outcomes** and/or referenced from Singapore Standards 694 for cleaning services].

Additional Requirements During Contingencies

- 3.2 During contingencies (for example, disease outbreaks), both parties shall agree on additional cleaning resources. Related costs must be quoted in the Schedule of Rates.
- 3.3 Disinfection cleaning must follow current guidelines from relevant authorities (for example, Ministry of Health, National Environment Agency).

Service Quality

- 3.4 Ad-hoc requests during service hours must be promptly addressed and documented, including actions taken and completion time.

During service hours – Response time by cleaning team

Work Priority	Description	Response Time
1	Urgent	10 mins
2	Routine	30 mins
3	Non-urgent	120 mins

Beyond service hours – Response time by cleaning team

Work Priority	Description	Response Time
1	Urgent	30/50 mins
2	Routine	The next working day
3	Non-urgent	

Definition of Work Priority:

- i. Requests which are of an urgent nature such as leakages, spillages, breakages and more that require immediate attention.
- ii. Requests which are of a routine nature, such as to perform additional cleaning for areas specified in the contract.
- iii. Requests which are of a non-urgent nature, such as cleaning of additional areas not specified in the contract.

4. Performance Measurement System

- 4.1 The Provider's supervisor shall inspect cleaners' work using Checklist 1, referencing Singapore Standards or SS694 (go.gov.sg/singapore-standards-cleaning-performance).
- 4.2 The Provider's performance will be assessed monthly based on deliverables and metrics in **Template 4**. A minimum score of **85%** is required.

5. Performance Incentives

- 5.1 Monthly payments are tied to performance scores under this outcome-based contract.
- 5.2 Monthly payments are tied to performance scores:

Monthly Score (x)	Payment
$x > 90\%$ (for 3 consecutive months*)	Full payment of corresponding monthly payment only + 5% of monthly payment**
$x \geq 85\%$	Full payment of corresponding monthly payment
$80\% \leq x < 85\%$	95% of corresponding monthly payment only
$75\% \leq x < 80\%$	90% of corresponding monthly payment only
$x < 75\%$	85% of corresponding monthly payment only

* Buyers should determine the period in which the Provider must maintain the minimum required score before the incentive payment is given out (for example, maintain a score above 90% for 3 consecutive months).

** The monetary incentives must be consistent with the effort and the contract value.

- 5.3 Incentive eligibility resets after each payout. For example, if scores exceed 90% in January–March, the bonus is paid in April. A new 3-month cycle begins from April.
- 5.4 At least 80% of incentive payouts must go to deployed cleaners. The Provider shall provide proof and submit a sharing plan to the Buyer.
- 5.5 For the first 3 months, full payment will be made if the Provider scores at least 75%. This grace period applies only to the initial 3 months to ensure that the Provider has sufficient time for familiarisation.

6. Work Improvement

- 6.1 The Provider shall implement at least one work improvement project per year and explore AI-enabled technologies where feasible. A brief proposal must be submitted for each initiative, and KPIs with timelines will be set by the Buyer.
- 6.2 The Provider is encouraged to appoint a supervisor as a productivity champion to lead improvement initiatives.

7. Schedule of Liquidated Damages

- 7.1 The Buyer reserves the right to impose liquidated damages for the Provider’s non-compliance with service requirements as specified in this clause.
- 7.2 These liquidated damages represent a genuine pre-estimate of the losses that may be incurred by the Buyer due to the Provider’s non-compliance and are not intended to be punitive.
- 7.3 The Buyer may deduct liquidated damages from any monies due or becoming due to the Provider, attributed to OBC contractual requirements calculated according to the following schedule:

Description	Deduction Rates
(a) Failure to provide and/or use any equipment/ machine proposed by the Provider	\$100 per day per machine
(b) Failure to meet training requirements as per Clause 8	\$80 per working day

- 7.4 The deduction in tiered payment (clause 5) and liquidated damages imposed in any calendar month shall not exceed [XX]% of the monthly contract sum.
- 7.5 Before imposing any liquidated damages, the Buyer shall:
 - a** Notify the Provider in writing of the non-compliance.
 - b** Provide relevant evidence of the non-compliance.
 - c** Allow the Provider to respond/ acknowledge within three (3) working days.
- 7.6 The Provider may propose an alternative performance management system based on merit or points for the Buyer’s consideration. Any such proposal must clearly define performance criteria, measurement methods, scoring methodology, and associated incentives or rewards. The Buyer reserves the right to accept, reject, or request modifications to the proposal.

8. Requirements of Cleaning Team

- 8.1 The Provider shall ensure all cleaning personnel possess the necessary skills and competence to perform the contracted cleaning works.
- 8.2 All cleaners must be approved in writing by the Buyer before deployment. If approval is withdrawn, the Provider shall replace the cleaner within three (3) working days of written notice.
- 8.3 The Provider shall provide documentation confirming valid workman compensation insurance for all deployed personnel.
- 8.4 The Site Supervisor must be able to understand and communicate in English, have at least 2 years of relevant supervisory experience, and complete the WSQ “Supervise Service Operations” course before contract starts.
- 8.5 The Site Supervisor shall attend monthly performance review meetings.
- 8.6 All cleaners must complete the following WSQ courses within 3 months of contract start:
 - a Horizontal Surface Maintenance – Perform basic cleaning of hard floor surfaces.
 - b Washroom Maintenance – Perform basic cleaning of washroom.
- 8.7 All faults (for example, leaking taps, blocked drains, damaged light fittings, and more) must be reported immediately via the Buyer’s designated channels.

9. Human Resource Management

- 9.1 The Provider shall recruit cleaners in line with Tripartite Guidelines ([go.gov.sg/tripartite-guidelines-fair-employment-practices](https://www.go.gov.sg/tripartite-guidelines-fair-employment-practices)) set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

Training Plan

- 9.2 Cleaners should receive continual training. The Provider shall ensure cleaning coverage is arranged during training hours.
- 9.3 A training plan shall be submitted, detailing courses and certifications. Includes WSQ, in-house, and supplier-led training.

Workplace Safety and Health Guidelines

- 9.4 The Provider shall follow WSH regulations and ensure staff are trained and equipped with appropriate PPE. Refer to [go.gov.sg/wsh-guidelines-cleaning-custodial-services](https://www.go.gov.sg/wsh-guidelines-cleaning-custodial-services).

Uniform Guidelines

- 9.5 Cleaners shall wear proper uniforms and shoes that conform to the standard of neatness, cleanliness, safety and decorum acceptable to the Buyer. The Provider shall provide sufficient sets for each workday. Refer to [go.gov.sg/uniform-guide-es-industry](https://www.go.gov.sg/uniform-guide-es-industry).

Provision of Rest Area

- 9.6 The Buyer should provide a rest area equipped with tables and chairs for cleaners. Cleaners shall keep the area clean.

10. Sustainable procurement

10.1 The Provider should adopt eco-friendly practices, materials, and technologies in cleaning services while ensuring specified cleaning outcomes are met.

Eco-Friendly Cleaning Products

10.2 The Provider should use certified green cleaning products (for example, Singapore Green Labelling Scheme or equivalent). Dispensers should feature economical singlesheet mechanisms to minimise waste. A product list must be submitted for Buyer approval before service starts.

Sustainable Cleaning Practices

10.3 The Provider should put in place practices that reduce water, energy, and waste consumption—such as the use of microfibre cloths, water-efficient cleaning methods, and put in place recycling programmes.

Cleaning Equipment and Technologies

10.4 The Provider should use energy-efficient equipment with valid certifications and maintain all equipment regularly.

Training and Awareness

10.5 The Provider should ensure supervisors and cleaners are briefed on green products and sustainable practices through suitable means (for example, in-person training, online modules, or printed materials). Basic documentation of completion shall be maintained.

Template 3B: Contract for Private Residential Premises

Service buyers (hereby referred to as “Buyer”) may adopt and modify these sample clauses to suit their needs when drafting outcome-based cleaning contracts. Service Providers (hereby referred to as “Provider”) will deliver the contracted services as specified in the agreement.

Requirement Specifications

1. Contract Information

Contract Period

- 1.1 The Buyer seeks a Provider to provide general cleaning services for ABCD Condominium MCST XXXX (“The Condominium”) over a base period of 3 years from 1 January 2026 to 31 December 2028.

Service Area

- 1.2 The Provider shall deliver general cleaning services as outlined in the table below, covering all areas specified in clauses 1.4 to 1.6.

Site	Estimated Floor Area (m2)	Working Days	Working Hours
<Insert address of The Condominium>	<Insert GFA>	Monday to Saturday	8am – 5pm 5pm – 8pm
		Sunday & Public Holiday	8am – 5pm 5pm – 8pm

[Note to Buyers: To customise **Appendix 1b** based on their premises requirements. A sample **Appendix 1b** is included for reference]

- 1.3 The scope of works in **Appendix 1b** forms an integral part of this agreement.
- 1.4 The Provider shall provide general cleaning services across the following areas:
- a Common Areas and Facilities:** Includes main lobby, reception, lift lobbies and lifts (cars, doors, tracks), corridors, staircases, function rooms, management office, mail room, bin centres, guardhouse, and common toilets, and more.
 - b Recreational Facilities:** Includes swimming pool deck, BBQ pits, gym, changing rooms, playgrounds, courts, gardens, walking paths, residents’ lounge, library, and games room, and more.
 - c External Areas and Building Exterior:** Includes basement and surface car parks, drop-off points, driveways, gates, façade, external windows (up to accessible height), fencing, loading bays, lighting fixtures, outdoor seating, and footpaths, and more.
- 1.5 A non-exhaustive list of cleaning tasks is provided in **Appendix 1b**. The Provider shall refer to this list for task assignments. Any updates by the Buyer shall be implemented without additional cost.
- 1.6 The Provider and Buyer shall jointly assess and document the Condominium’s pre-existing conditions before commencement to avoid attributing such issues to the Provider.

Manpower Deployment Plan

- 1.7 The Provider shall propose and deploy an optimum number of skilled cleaners based on their professional assessment of the premises. This manpower deployment plan shall be developed taking into consideration:
- a Building characteristics:** for example, Age and condition of the building, interior and exterior surface materials, layout and accessibility of spaces, weather exposure, particularly for outdoor areas, and more.
 - b Usage patterns:** for example, Peak and off-peak foot traffic patterns, operating hours of different zones, seasonal variations in usage, type of activities conducted in different spaces, and more.
 - c User profile:** for example, Specific user demographics (for example, elderly, children, office cleaners), nature of tenants (for example, F&B establishments, retail, offices), special requirements of different user groups, volume and type of waste generated, and more.
 - d Other factors:** for example, Local weather conditions affecting cleaning requirements, presence of sensitive areas requiring specialised cleaning, and more.
- 1.8 In the event of staff absence due to medical leave, annual leave, or other reasons, the Provider shall assess the impact on service delivery. Relief staff deployment may be required if the absence results in service disruption or if the remaining cleaners cannot reasonably maintain the service standards.
- 1.9 The Provider should regularly review and adjust the deployment plan to ensure it remains optimal for achieving the specified KPIs. Any adjustments to the deployment plan shall be communicated to and agreed upon with the Buyer.

Provision of Price Adjustment

- 1.10 The Provider shall commence cleaning based on existing site conditions, including any renovations or repairs. Price adjustments are only allowed if substantial additional resources are needed, with supporting evidence. Price adjustments may be requested by the Provider, for example, substantial additional resources are required due to renovations. All requests must be supported by documentation and evidence and are subject to the Buyer's approval.

Payment Terms and Schedule

- 1.11 Payment shall be made monthly via e-invoice, subject to satisfactory service delivery verified by the Buyer.
- 1.12 If any part of the invoice is disputed, the Buyer shall notify the Provider in writing within ten (10) working days. The undisputed portion shall be paid within the original thirty (30) day period.

Exit Clauses

- 1.13 Either party (the Buyer or Provider) may terminate this contract without penalty by giving up to ninety (90) days' written notice prior to the intended termination date. Notwithstanding, both parties may mutually agree in writing to a shorter notice period.
- 1.14 Upon termination, both parties shall settle outstanding payments for services rendered.

Variations to Agreement

1.15 Any changes to this contract must be made in writing and signed by both the Provider and the Buyer's authorised representative.

Subcontracting Restrictions

1.16 The Provider shall not assign or transfer any part of this contract without prior written consent from the Buyer.

Compliance

1.17 The Provider shall comply with the latest relevant authority standards, including the National Environment Agency's Environmental Public Health (Cleaning Business) Regulations under the Environmental Public Health Act, and make reference to industry standards such as Singapore Standards SS 694 (Code of Practice for the measurement of cleaning performance for commercial, residential estates and retail F&B premises) and other approved equivalents as may be specified by the relevant authorities.

2. Technology and Equipment

- 2.1 The Provider shall supply all necessary cleaning tools, equipment, materials, and chemicals in sufficient quantity to ensure efficient service delivery.
- 2.2 Within two weeks of award, the Provider shall submit a list of equipment and tools for Buyer's approval. Any changes to the list must be notified to the Buyer at least one week in advance.
- 2.3 The Provider shall maintain all tools and equipment in good working condition at their own cost and promptly replace any faulty items.
- 2.4 All tools and equipment must use approved plug-in circuit breakers to prevent power disruptions and be low noise to avoid disturbance.
- 2.5 All materials and chemicals must be approved, within expiry, and used according to manufacturer and regulatory guidelines. Materials and chemicals used shall be of good quality and free from strong or unpleasant odours.
- 2.6 The Buyer may request replacement of any tools, equipment, or materials deemed unsuitable.
- 2.7 Storage space for cleaning tools / equipment/ materials/ chemicals may be provided by the Buyer, subject to availability and suitability.
- 2.8 The Buyer and Provider shall conduct joint inspections to assess cleanliness levels. To streamline this process, the Provider is encouraged to implement an electronic audit system that automates the recording, submission, and documentation of inspection results.
- 2.9 The Provider should provide an editable electronic inspection checklist compatible with mobile devices (for example, tablets or smartphones). The checklist must support handwritten input, allowing the Buyer to record observations and comments directly on the device.
- 2.10 The electronic system shall automatically calculate inspection scores and upload them to a database that tracks performance throughout the contract period.
- 2.11 As inspection scores determine payment, the electronic system shall include security features to prevent unauthorised edits after Buyer sign-off. It must also record the date and time of each sign-off.

2.12 Additional consideration will be given if the electronic system can:

- a Provide basic analytics to identify consistently high- or low-scoring areas.
- b Link cleanliness scores to individual cleaners, enabling recognition of high performers and targeted training for underperformers.

2.13 Where feasible, the Provider should explore AI-enabled technologies (for example, autonomous robots, sensors, analytics) into operations. Details should be included in the proposal.

2.14 The Provider shall implement all approved technologies and equipment within [X] months from the contract start date to ensure proposed innovations are realised.

3. Cleaning Outcomes

3.1 The cleaning supervisor shall conduct daily inspections, using a pre-agreed performance checklist.

[Note to Buyers: Refer to **Checklist 1: Performance Inspection Checklist**. Cleaning outcomes can be referenced from **Annex A: Assessment of Cleaning Outcomes** and/ or referenced from Singapore Standards 694 for cleaning services].

Additional Requirements During Contingencies

3.2 During contingencies (for example, disease outbreaks), both parties shall agree on additional cleaning resources. Related costs must be quoted in the Schedule of Rates.

3.3 Disinfection cleaning must follow current guidelines from relevant authorities (for example, Ministry of Health, National Environment Agency).

Service Quality

3.4 Ad-hoc requests during service hours must be promptly addressed and documented, including actions taken and completion time.

During service hours – Response time by cleaning team

Work Priority	Description	Response Time
1	Urgent	10 mins
2	Routine	30 mins
3	Non-urgent	120 mins

Definition of Work Priority:

- i. Requests which are of an urgent nature such as leakages, spillages, breakages and more that require immediate attention.
- ii. Requests which are of a routine nature, such as to perform additional cleaning for areas specified in the contract.
- iii. Requests which are of a non-urgent nature, such as cleaning of additional areas not specified in the contract.

4. Performance Measurement System

- 4.1 The Provider shall implement a comprehensive cleaning management system to monitor and evaluate service delivery. Monthly performance assessment shall be conducted using the Cleaning Performance Inspection checklist in **Checklist 1**, which aligns with the Singapore Standards for Cleaning Performance. This standards provides the baseline requirements and assessment criteria that will guide the evaluation process. The resulting performance score will determine the monthly payment amount.
- 4.2 As part of the cleaning management system, the Provider’s supervisor shall conduct regular inspections using the framework provided in **Checklist 1**. The Provider is encouraged to utilise digital tools and systematic documentation methods to enhance the inspection process and maintain clear performance records. While the Buyer’s decision shall be final in cases of disputed inspection results, both parties are encouraged to engage in constructive dialogue to align understanding of performance standards and assessment criteria. For detailed specifications of cleaning performance requirements, refer to the Singapore Standards at go.gov.sg/singapore-standards-cleaning-performance.

5. Performance Incentives

- 5.1 Monthly payments to the Provider shall be based on the Buyer’s performance assessment, as outlined in the payment tier table below.
- 5.2 Payment tiers are based on monthly performance scores as follows:

Monthly Score (x)	Payment
$85\% \leq x \leq 100\%$	100% of corresponding monthly payment only
$75\% \leq x < 85\%$	90% of corresponding monthly payment only
$65\% \leq x < 75\%$	80% of corresponding monthly payment only
$x < 65\%$	70% of corresponding monthly payment only

- 5.3 Incentive eligibility resets after each payout. For example, if scores exceed 90% in January–March, the bonus is paid in April. A new 3-month cycle begins from April.
- 5.4 At least 80% of incentive payouts must go to deployed cleaners. The Provider shall provide proof and submit a sharing plan to the Buyer.
- 5.5 For the first 3 months, full payment will be made if the Provider scores at least 75%. This grace period applies only to the initial 3 months to ensure that the Provider has sufficient time for familiarisation.

6. Work Improvement

- 6.1 The Provider shall implement at least one work improvement project per year and explore and adopt AI-enabled technologies where feasible. A brief proposal must be submitted for each initiative, and KPIs with timelines will be set by the Buyer.
- 6.2 The Provider is encouraged to appoint a supervisor as a productivity champion to lead improvement initiatives.

7. Schedule of Liquidated Damages

- 7.1 The Buyer reserves the right to impose liquidated damages for the Provider’s non-compliance with service requirements as specified in this clause.
- 7.2 These liquidated damages represent a genuine pre-estimate of the losses that may be incurred by the Buyer due to the Provider’s non-compliance and are not intended to be punitive.
- 7.3 The Buyer may deduct liquidated damages from any monies due or becoming due to the Provider, attributed to OBC contractual requirements calculated according to the following schedule:

Non-Compliance Event	Liquidated Damages
(a) Failure to provide and/or use any equipment/ machine proposed by the Provider	\$100 per day per machine
(b) Failure to meet training requirements as per Clause 8	\$80 per working day

- 7.4 The deduction in tiered payment (clause 5) and liquidated damages imposed in any calendar month shall not exceed [XX]% of the monthly contract sum.
- 7.5 Before imposing any liquidated damages, the Buyer shall:
 - a** Notify the Provider in writing of the non-compliance.
 - b** Provide relevant evidence of the non-compliance.
 - c** Allow the Provider to respond/ acknowledge within three (3) working days.
- 7.6 The Provider may propose an alternative performance management system based on merit or points for the Buyer’s consideration. Any such proposal must clearly define performance criteria, measurement methods, scoring methodology, and associated incentives or rewards. The Buyer reserves the right to accept, reject, or request modifications to the proposal.

8. Requirements of Cleaning Team

- 8.1 The Provider shall ensure all cleaning personnel possess the necessary skills and competence to perform the contracted cleaning works.
- 8.2 All cleaners must be approved in writing by the Buyer before deployment. If approval is withdrawn, the Provider shall replace the cleaner within three (3) working days upon written notice.
- 8.3 The Provider shall provide documentation confirming valid workman compensation insurance for all deployed personnel.
- 8.4 The Team Leader must be able to understand and communicate in English, have been trained for at least 2 years, and complete the WSQ “Customer Management” course before contract start.
- 8.5 The Site Supervisor or Team Leader shall attend monthly performance review meetings.
- 8.6 The Provider shall ensure all cleaners are properly trained in the safe and effective use of cleaning tools, equipment, chemicals, and materials. Chemicals include detergents, soaps, and similar products used for cleaning surfaces such as floors, tabletops, walls, glass, and cutlery.

8.7 All faults (for example, leaking taps, blocked drains, damaged light fittings, and more.) must be reported immediately via the Buyer's designated channels.

9. Human Resource Management

9.1 The Provider shall recruit cleaners in line with Tripartite Guidelines ([go.gov.sg/tripartite-guidelines-fair-employment-practices](https://www.go.gov.sg/tripartite-guidelines-fair-employment-practices)) set out by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP).

9.2 Cleaners should receive continual training. The Provider shall ensure coverage of cleaning works are arranged during training hours.

9.3 A training plan shall be submitted, detailing courses and certifications. Include WSQ, in-house, and supplier-led training.

Workplace Safety and Health Guidelines

9.4 The Provider shall follow WSH regulations and ensure staff are trained and equipped with personal protective equipment. Refer to WSH Council guidelines ([go.gov.sg/wsh-guidelines-cleaning-custodial-services](https://www.go.gov.sg/wsh-guidelines-cleaning-custodial-services)).

Uniform Guidelines

9.5 The Provider shall ensure all cleaners wear a proper work uniform that clearly displays the Provider's name. Cleaners must wear covered shoes for safety and maintain a neat appearance, including a tidy haircut. The Provider may refer to NEA's Uniform Guidelines for the Environmental Services Industry, available at [go.gov.sg/uniform-guide-es-industry](https://www.go.gov.sg/uniform-guide-es-industry).

Provision of Rest Area

9.6 If suitable space is available, the Buyer should provide a rest area for the Provider's employees. The Provider is responsible for ensuring their employees keep the area clean and tidy.

10. Sustainable procurement

10.1 The Provider should adopt eco-friendly practices, materials, and technologies in cleaning services while ensuring specified cleaning outcomes are met.

Eco-Friendly Cleaning Products

10.2 The Provider should use certified green cleaning products (for example, Singapore Green Labelling Scheme, recognised environmental standards). Dispensers should feature economical single-sheet dispensing mechanisms to minimise waste and encourage responsible usage. The Provider should submit the product list for Buyer's approval before service starts.

Sustainable Cleaning Practices

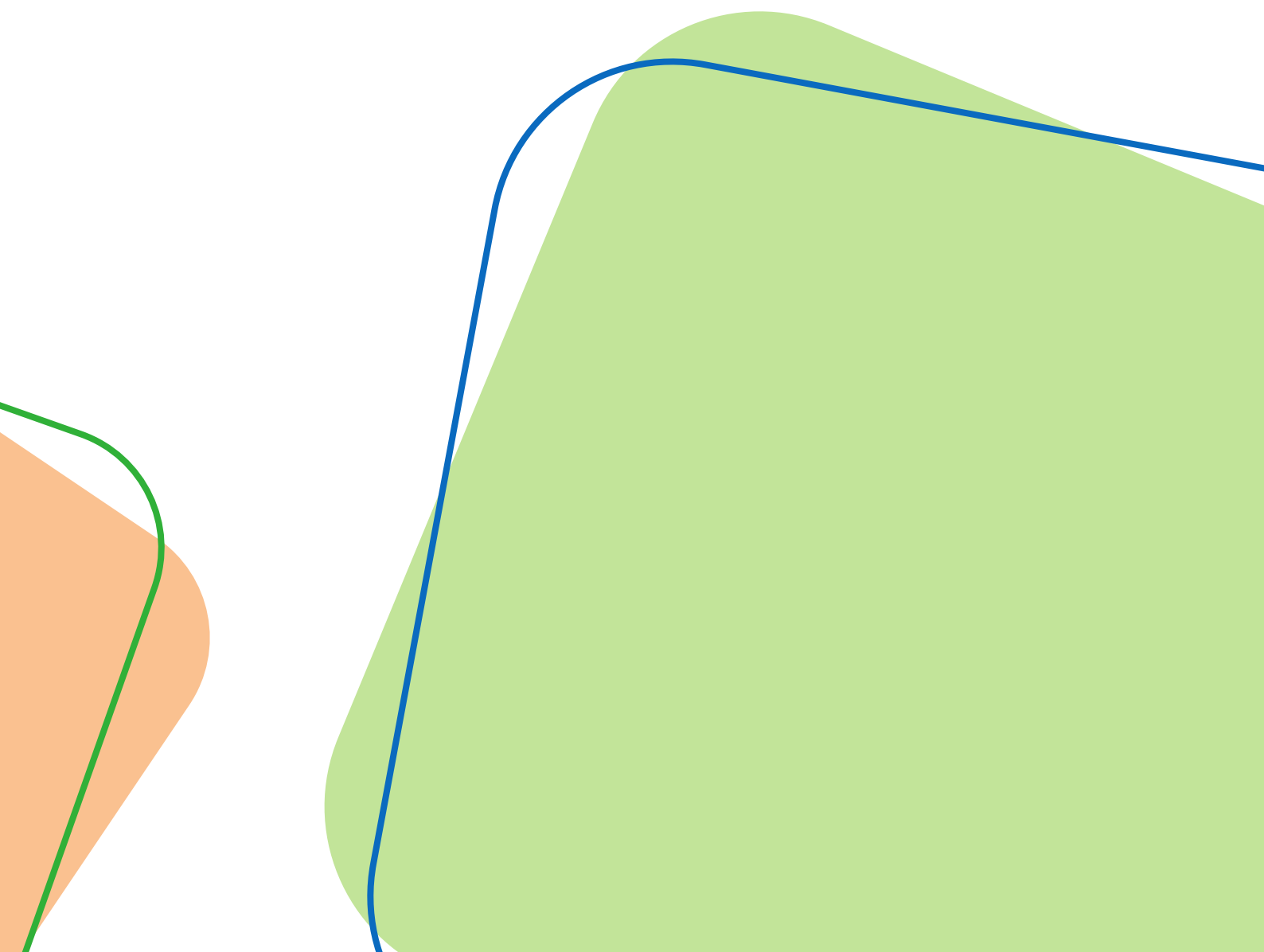
10.3 The Provider should adopt cleaning practices that reduce water, energy, and waste consumption, including the use of microfibre cloths, water-efficient cleaning methods, and recycling programmes.

Cleaning Equipment and Technologies

10.4 The Provider should use energy-efficient cleaning equipment with valid certifications and maintain all equipment regularly to ensure optimal performance and minimise service downtime.

Training and Awareness

10.5 The Provider should ensure supervisors and cleaners are briefed on green products and sustainable practices through suitable means (for example, in-person training, online modules, or printed materials). Basic documentation of completion shall be maintained.





Template 4: Performance Scorecard

The performance scorecard should include the inspection results, SP's response to ad-hoc requests, number of complaints received and more. SB should list down all relevant performance metrics that are stated in the requirement specifications so that expectations are set right from the start.

An example is shown below, please customise the table for your needs:

No.	Performance Metric	Unit	Target	Result	Weightage (%)	Score (%)
1	Overall performance rating based on inspection results	%	85	80	70	66
2	% of ad-hoc services meeting target response time	%	90	100	20	20
3	No. of negative feedback exceeding	No.	1	2	10	5
	Total Score	%			100	91

 **Template 5: Detailed Scope of Works**

Template 5a: Detailed Scope of Works Template for General Commercial Premises

SBs can customise the template according to their requirements.

S/N	AREA	DESCRIPTION	Daily	Weekly	Monthly	Ad Hoc	
a)	Entrance and Lobby	1 Wipe display cabinets, reception counter and coffee tables.	✓				
		2 Wipe sofa seats and television.					
		3 Empty rubbish bins <u>twice</u> a day.					
		4 Wipe posters and display items.		✓			
		5 Dry clean feature wall panel with a clean, soft cloth to remove dust and finger marks.				✓	
		6 Replace large water bottles for water dispenser, and top up disposable cups.					✓
b)	Meeting Rooms	1 Clear and wipe tables, whiteboards, cabinets, door handles and windows ledge.					
		2 Empty rubbish bins <u>twice</u> a day.	✓				
		3 Maintain cleanliness and tidiness of meeting rooms by pushing in chairs and topping up water after meetings.					
		4 Clean and wipe glass panel.					
		5 Wipe telephones in all meeting rooms with an approved telephone spray disinfectant.				✓	
		6 Wipe the wall clocks.					✓

Note: All collected rubbish should be disposed of properly.

S/N	AREA	DESCRIPTION	FREQUENCY
c)	High Dusting of Ceilings (with appropriate cleaning tools)	Dusting of ceiling in the respective areas mentioned above, or where necessary, using appropriate tools <u>2 times a year</u> .	2 times a year
d)	Carpet Cleaning and Shampooing	<p>Carpet cleaning and shampooing required <u>2 times a year</u>.</p> <p>This is usually done on weekends, typically Saturdays.</p> <p>Generally, twice yearly means once every six months (typically in January and July), subject to the Buyer's confirmation.</p>	2 times a year

Template 5b: Detailed Scope of Works Template for Private Residential Premises

SBs can customise the template according to their requirements.

S/N	AREA	DESCRIPTION	Daily	Weekly	Monthly	Ad Hoc
a)	Lift Lobbies and Lift Landings (Residential estates)	1 Clean the floor. 2 Wipe the gully gratings. 3 Clean the landing door jambs. 4 Empty and clean litter bins. 5 Wipe lift buttons and switches. 6 Clean the noticeboard.	✓			
		7 Wipe lighting fixtures. 8 Clean signage. 9 Wipe walls.		✓		
		10 Clean ceilings.			✓	
b)	Lift Cars	1 Clean the floor. 2 Wipe the doors. 3 Wipe door guide rails. 4 Clean wall panels.	✓			
		5 Wipe lighting fixtures.		✓		
		6 Clean ceilings. 7 Clean ventilation fans.			✓	
c)	Common Corridors	1 Clean the floor. 2 Wipe gully gratings. 3 Clean central refuse chute footpad and hopper.	✓			
		4 Wipe lighting fixtures. 5 Clean piping. 6 Clean scupper drains.		✓		
		7 Clean ceilings. 8 Wipe walls. 9 Clean dry/wet risers.			✓	
d)	Management Office (including Club House)	1 Clean door surfaces, frames, and closers. 2 Clean floors, skirting, and tiles. 3 Wipe fittings, furniture, and office machines. 4 Empty wastepaper baskets. 5 Clean pantry area.	✓			
		6 Wipe walls and partitions. 7 Clean ceilings, aircon diffusers, and light diffusers. 8 Wipe glass windows. 9 Clean workstation surfaces and telephones.		✓		
		10 Wipe skirting. 11 Clean switches. 12 Inspect and clean fire extinguishers.			✓	

Note: All collected rubbish should be disposed of properly.

S/N	AREA	DESCRIPTION	FREQUENCY
e)	High Dusting of Ceilings (with appropriate cleaning tools)	Dusting of ceiling in the respective areas mentioned above, or where necessary, using appropriate tools <u>2 times a year</u> .	2 times a year
f)	Carpet Cleaning and Shampooing	<p>Carpet cleaning and shampooing required <u>2 times a year</u>.</p> <p>This is usually done on weekends, typically Saturdays.</p> <p>Generally, twice yearly means once every six months (typically in January and July), subject to the Buyer's confirmation.</p>	2 times a year



Template 6: Price Schedule Template

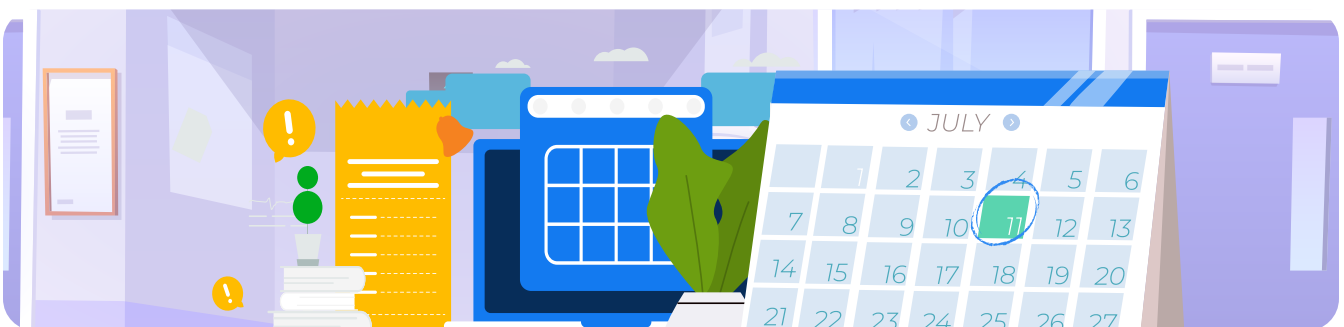
SBs can customise the template according to their requirements, for example, perform further breakdown according to additional manpower, consumables, and more.

All costs quoted should exclude GST

S/N	DESCRIPTION	Unit of Measure (UOM)	Unit Cost (\$)	Total Cost (\$)
Base Contract Period				
1	Cleaning services for <u>Year 1</u> based on the Scope of Works indicated in the Contract.	Per month		
2	Carpet cleaning and shampooing (2 times a year) for <u>Year 1</u> .	Per service		
a) Total Cost for Year 1				
3	Cleaning services for <u>Year 2</u> based on the Scope of Works indicated in the Contract.	Per month		
4	Carpet cleaning and shampooing (2 times a year) for <u>Year 2</u> .	Per service		
b) Total Cost for Year 2				
5	Cleaning services for <u>Year 3</u> based on the Scope of Works indicated in the Contract.	Per month		
6	Carpet cleaning and shampooing (2 times a year) for <u>Year 3</u> .	Per service		
c) Total Cost for Year 3				
Total Cost for Year 1 + 2 + 3				

Note:

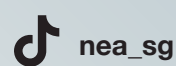
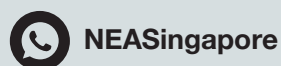
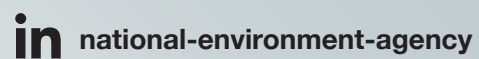
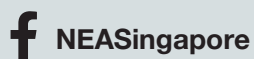
- (i) Total Cost = Unit Cost x 12 months.
- (ii) Total Cost = Unit Cost x 2 times a year.



This guide was developed in close consultation with industry experts and associations including:

- The Environmental Management Association of Singapore (EMAS)
- Association of Property and Facility Managers (APFM)
- Association of Strata Managers (ASM)
- Temasek Polytechnic (Enviro Tech Innovation Hub @ TP)

We thank them for their valuable contributions.



Disclaimer: While every effort has been made to ensure the accuracy of the information in this Guide, all details are intended for guidance only.