

General Guidelines



DEVELOPING THE ANNUAL PROCUREMENT PLAN



Prepared by: The Office of Procurement Regulation

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Developed in accordance with the Trinidad and Tobago Public Procurement and Disposal of Property Act Number 1 of 2015 (as amended) and the attendant Public Procurement Regulations

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1.0 Preamble

1.1 Purpose of this guideline

The purpose of this general guideline is to demonstrate to public bodies the relevance and importance of the Annual Procurement Plan to the achievement of the objectives of the Public Procurement and Disposal of Public Property Act, 2015, as amended (“the Act”).

1.2 Who should use this guideline?

This guideline should be used by Accounting Officers and officers performing an equivalent role, procurement officers and other officers and managers involved in the planning and preparation of annual budget estimates and the development of procurement and contract management strategies.

1.3 How should these guidelines be used?

These guidelines should be read in conjunction with the Act, the Public Procurement and Disposal of Public Property Regulations 2019, the Handbook of Procurement, Retention and Disposal of Public Property and the General Guidelines.

As may be applicable, a procuring entity may use these guidelines as a model for developing its own special guidelines. In such instances the public body must:

- 1) Map all changes (inclusions, edits, deletions) against this model guide
- 2) Subsequently submit a copy of its own special guidelines to the Office of Procurement Regulation (“the OPR”) for review and approval.

Listing of public bodies

- a) The Office of the President
- b) The Parliament
- c) The Judiciary
- d) A Ministry or a department or division of a Ministry
- e) The THA, or a division of the THA
- f) A Municipal Corporation
- g) A RHA
- h) A statutory body
- i) A State-controlled enterprise
- j) A Service Commission
- k) A body corporate or incorporate, established by the President, a Minister or another public authority, performing a function on behalf of the State
- l) A body corporate or incorporate that uses public money

Public bodies are to note that approval of their special guidelines will be granted in accordance with the procedures outlined in the publication entitled
“A Preparation of Special Handbooks and Guidelines for Approval by the OPR.”

1.4 The Trinidad and Tobago Public Procurement Procedure

The Trinidad and Tobago Public Procurement Procedure is derived from the objects of the Act.

Section 5 (1) The objects of the Act are to promote –

- (a) The principles of accountability, integrity, transparency and value for money;
- (b) Efficiency, fairness, equity and public confidence; and
- (c) Local industry development, sustainable procurement and sustainable development, in public procurement and the disposal of public property.

1.6 How does this guideline link to the Trinidad and Tobago Public Procurement Procedure?

The procurement procedure described in clause 1.4 above is based on achieving good governance objectives utilising a modern-day, principled approach rather than the traditional prescriptive model. Critical to the achievement of the specified objectives is the investment of resources by the public body that are required for the development of the Annual Procurement Plan. This plan will guide procurement activities during the fiscal year and support the capacity development initiatives necessary for the successful implementation of the procurement system.

2.0 Introduction

The **General Guidelines: Framework for Internal Control for Procurement** identifies the Annual Procurement Plan as one of the key control points in the internal control framework for procurement operations.

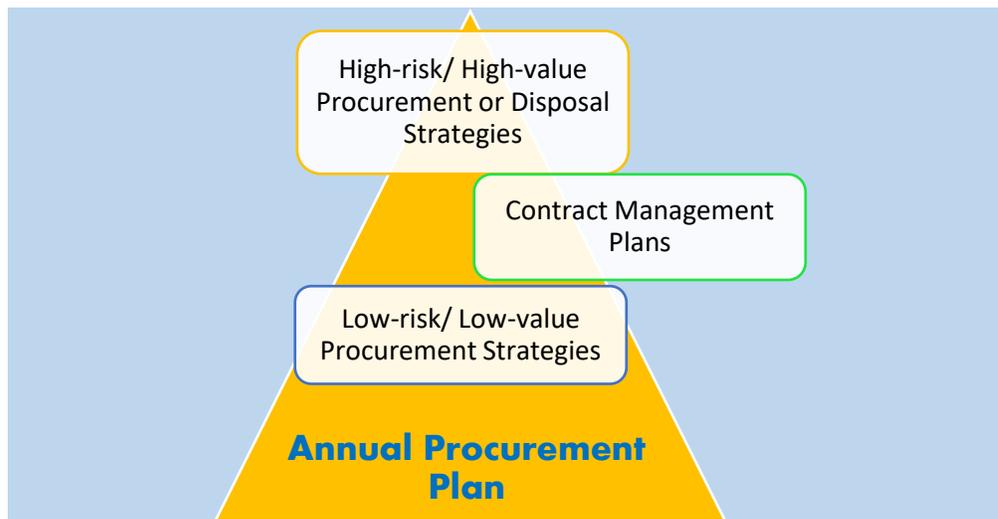


Diagram: Key Control Points for Internal Control of Procurement and Disposal Activities

The Annual Procurement Plan (“the Plan”) is therefore one of the reporting tools required by the OPR.

The Plan is to be developed by the ‘named’ Procurement Officer in collaboration with the public body’s budget holders, utilising its Annual Estimate of Capital, Recurrent and PSIP Expenditure.

The Plan will provide for the 12-month period details of the items to be procured, risk and market analyses, procurement strategies and objectives and contract management strategies for its spend categories.

Upon approval by the Accounting Officer, the Plan must be transmitted within six (6) weeks of the approval of the National Budget to the OPR for its review and noting.

Where necessary, the OPR will provide guidance to the public body to ensure that the key elements of the Plan, including proposed procurement procedures, procurement and contract management strategies, are suitable for the achievement of the objects of the Act.

3.0 The Annual Procurement Plan

The Annual Procurement Plan presents a strategy through which a public body can manage its procurement-related risks and opportunities in support of the delivery of its organisation mandate and strategy.

Framing the Annual Procurement Plan involves identifying the linkages between procurement and the public entity’s programmatic goals and objectives. It is based on review of the entity’s mandate and strategy and an analysis of its procurement portfolio, function and capacity.

Note:
An Annual Procurement Plan is NOT a schedule of anticipated procurement actions to be undertaken during a period. However, such a schedule (The Annual Schedule of Procurement Activities) flows from the Annual Procurement Plan and will be attached as an Appendix to the Plan.

The following diagram outlines the process of Annual Procurement Planning.¹

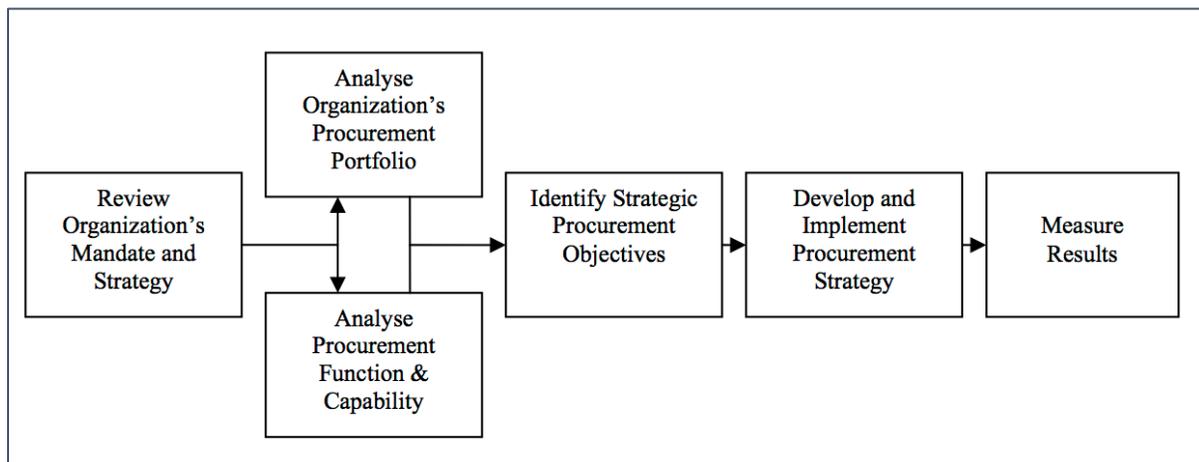


Diagram 1: The Annual Procurement Planning Process

The Annual Procurement Plan is an essential element of the Operational Internal Control Framework for Procurement, and it is important for the following reasons. It:

- 1) Focuses procurement effort on supporting achievement of programmatic or business goals and objectives;

¹ Reproduced from the UN Practitioners’ Handbook
<https://www.ungm.org/Areas/Public/pph/ch02s03.html> downloaded January 2015

- 2) Optimises procurement objectives, strategy, organisation, systems, policies and procedures and capabilities around managing the risks and opportunities inherent in the procurement portfolio;
- 3) Controls the management of the procurement effort in two aspects, namely:
 - a) by identifying, in advance, the categories of goods and services that will receive heightened attention because of the high relative risks and values involved; and
 - b) by establishing segment and category strategy with which transactional procurement strategy should be aligned;
- 4) Provides a logic for allocating scarce resources to the procurement effort; and,
- 5) Identifies the aspect of procurement effort that will be targeted for performance improvement and associated performance measures.

Notes:

- 1) The Annual Procurement Plan is drafted by the 'named' Procurement Officer for approval by the Accounting Officer, Chief Executive Officer or person occupying a similar position.
- 2) The Plan mediates the configuration of resources in the pursuit of improved procurement performance and is therefore key to the procurement accountability of the Accounting Officer or equivalent person.
- 3) The plan also frames boundaries of the management of the procurement function under the leadership of the "named' Procurement Officer, in accordance with the **General Guidelines: Framework for Internal Control for Procurement.**

4.0 Contents of the Annual Procurement Plan – Template

The following Template is provided as a guide for the development of the Annual Procurement Plan by the public body.

Annual Procurement Plan – (Year) (Entity Name)

Approved by:

Date approved:

1.0 Introduction

- a) Explains the programmatic goals and objectives of the procuring entity and explains how procurement effort supports their achievement.
- b) Sets out the main focus of the Plan for the current year, comparing and contrasting it with the previous years' Plans.
- c) Explains the main procurement related risks and opportunities faced by the procuring entity in the forthcoming period.
- d) Provides a general explanation of how the Plan addresses both general practice improvements, specific support for the achievement of programmatic/ business goals and objectives as well as the specific alignment of objectives, organisation, systems, policies, procedures and capabilities with the risks and opportunities inherent in each segment of the entity's procurement portfolio.

2.0 Current status of entity procurement management

2.1 Background

Provides an overview of the inputs to the Plan:

- Analysis of the programmatic/ business goals and objectives of the entity and the procurement related challenges that these pose
- Analysis of the entity's procurement portfolio
- Analysis of key issues in prior year's performance
- Analysis of the procurement function and associated capacity assessment.

2.2 Progress

- Provides an overview of progress made during the last period in improving procurement performance.
- Highlights how learnings during the previous period will impact on planned progress to be made in the ensuing period(s).

2.3 Issues arising from prior year performance

Explains the results of baseline measurement, or of prior period performance measurement, and how these will inform future procurement management strategy.

3.0 Purpose and nature of the Annual Procurement Plan

Explains how the procurement function of the entity will be improved and managed during the ensuing period in three aspects:

- general strategy for improved procurement capacity,
- strategy to address procurement management in support of programme/ business effectiveness, and
- strategy for managing the risks and opportunities in the procurement portfolio.

3.1 General strategy for improvement of procurement capacity

Sets out how progress will be made in developing procurement capacity. (Refer to the **General Guidelines: Procurement Capacity Development**).

Procurement enabler	Baseline period observed practices	Planned improvements for most recent period/ Results for most recent period	Forthcoming year planned
Procurement leadership and governance			

Procurement enabler	Baseline period observed practices	Planned improvements for most recent period/ Results for most recent period	Forthcoming year planned
People			
Significant procurement planning			
Managing supply			

3.2 Enhancing programme/business effectiveness through better procurement management

Sets out how procurement strategy will support the achievement of programmatic/ business goals and objectives during the forthcoming period with particular reference to entity’s priorities/ major projects.

3.3 Strategy to manage the procurement portfolio

In this Section information is provided about the procurement portfolio management approach....

3.3.1 Managing risk and opportunity in procurement: a portfolio management approach

Refer to **General Guidelines: Procurement Portfolio Management.**
(Below, shaded in light blue, is a general introduction to this section that may be customised to the public body to suit its unique circumstances.)

The portfolio approach to procurement involves the assessment and management of risk and opportunities associated with each of the categories of goods and services which the entity acquires. In making this assessment, risks and opportunities inherent in the demand of the organisation, complexity in relationships, and supply market related risks are considered. This assessment produces a four-segment representation of the entity’s procurement portfolio. It provides a basis for optimising procurement effort in each segment, including the general procurement objectives, strategy, organisation, systems,

policies and procedures and skills to be applied. The implications of such optimisation include the following:

- Identification of categories of goods and services that are classified as low risk and low relative expenditure as candidates for simplified procurement processes that reduce transaction costs.
- Categories that are classified as low risk and high relative spend are candidates for aggregation of demand to reduce cost and transaction costs.
- Identification of high risk and/or high relative expenditure categories or projects as significant, and therefore requiring further analysis, as a basis to category/project/transaction level procurement strategy.
- Formulation of an organisation-level procurement plan based on the analysis of the procurement portfolio which addresses objectives, strategies and performance measurement.

Figure 1 depicts the framework for differentiating the treatment of each of the four quadrants in the portfolio of goods and services to be acquired. This figure includes norms in terms of percentage of procurement related expenditure usual in each segment which have been derived from the experience in many public sector organisations. The percentages for this procuring entity are slightly different because of ... [Specific information related to each entity's portfolio can be provided using the sample data presented in Figure 2.]

There is a different overall approach indicated for categories/ projects included in each of the four segments of the portfolio. The treatment is differentiated between segments according to objectives, strategy, organisation, policy and procedures, systems and skills required to address the challenges of each segment. By optimising effort around each of these dimensions, effective trade-offs are made between the effort (resources applied) and the procurement outcomes achieved.

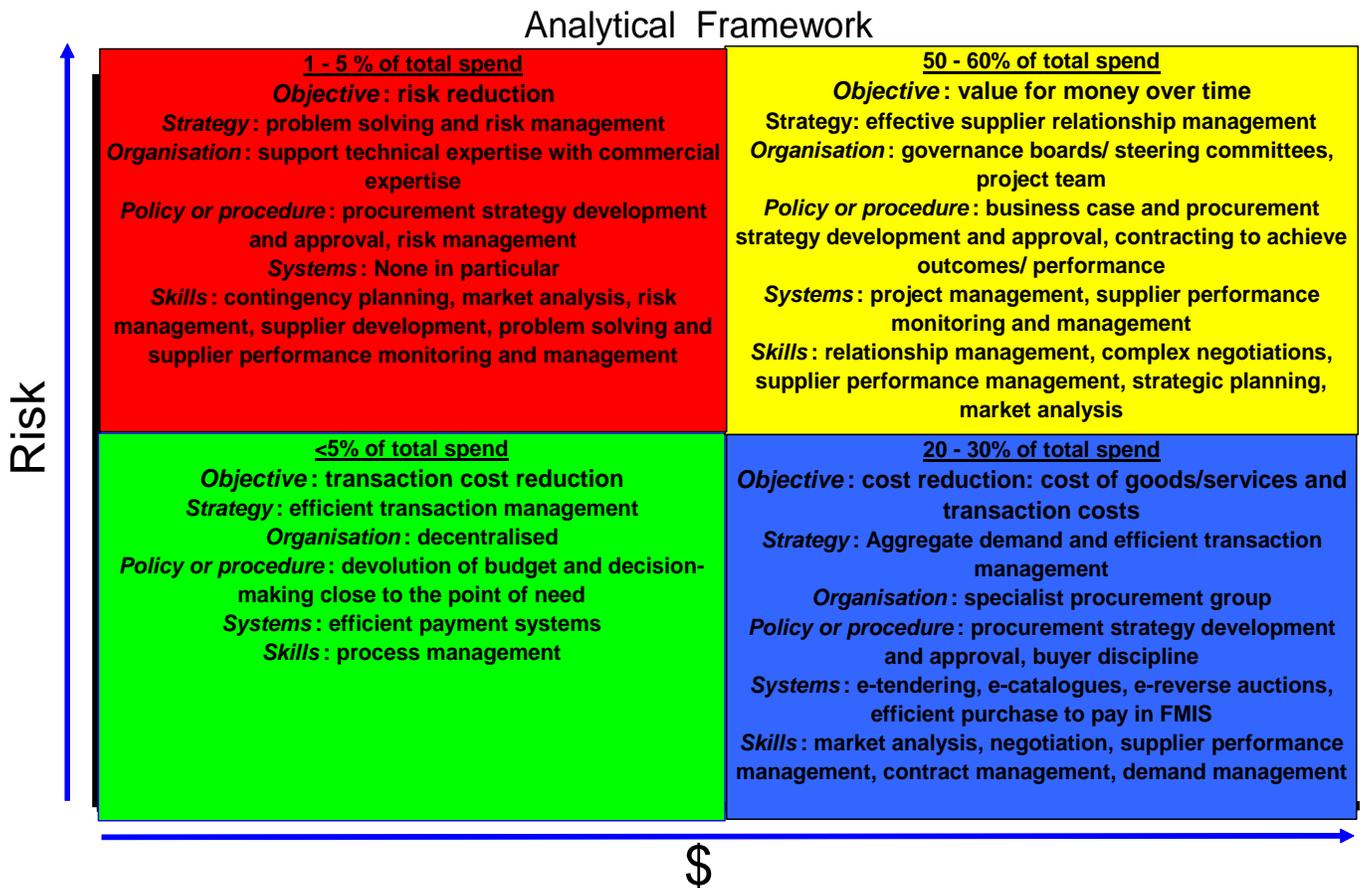


Figure 1. Procurement portfolio analysis

There is increased efficiency and effectiveness in the management of procurement effort resulting from this approach. Specifically, there is scope for potential savings and benefits in two aspects:

- a. The optimal level and nature of resources are applied to each segment of the procurement portfolio
- b. Categories of goods, works and services to be acquired in each of the four segments of the portfolio receive the correct treatment for achieving potential savings and benefits including:
 - transaction cost reductions, (low risk/low value),
 - cost reductions through demand aggregation plus transaction cost reductions, (low risk/high value),
 - value for money through risk and opportunity management, (high risk/low value), and,
 - value for money through effective supplier relationship management, (high risk /high value).

3.3.2 The procurement portfolio of this entity

[INSERT DIAGRAM SHOWING PROCUREMENT PORTFOLIO OF THE ENTITY HERE]

Distribution by quadrant						
	Expenditure	Vendors	Purchase Orders	Transactions	Categories	
Routine		%	%	%	%	%
Volume		%	%	%	%	%
Specialised		%	%	%	%	%
Critical		%	%	%	%	%
Total						

Figure 2. Procurement profile (expenditure in \$TT)

The treatment of each segment, including the specific actions being undertaken, is outlined as follows.

Low risk/low value – \$TT or % of the entity's procurement related expenditure

Objective: Minimise transaction costs

Explain the procurement management objective relative to the categories in this segment

Strategy: Efficient transaction processing

Explain how transaction costs are being reduced

Organisation:

Explain how the management of categories in this segment is organised

Systems:

Identify any systems that are used to improved transaction processing efficiency in this segment

Policies and procedures:

Identify the policies and procedures that are in place to support procurement of goods and services categories in this segment.

Skills:

Identify training that is in place to support those undertaking the procurement of goods and services categories in this segment.

Performance monitoring and management

- Baseline transaction cost measures as calculated...and improvements measured.... when, how?
- Other measures...end user satisfaction with procurement in these categories???

Anticipated procurement actions in this segment during the next twelve months (Refer to the Act. Section 27)

Low risk/high value – \$TT or % of the entity’s procurement related expenditure

Objective: Minimise transaction costs AND costs by leveraging the entity’s volume in the market

Explain the objective relative to the categories in this segment

Strategy: Aggregate demand and ensure efficient transaction processing

Explain the costs and transaction costs will be reduced in the procurement of categories in this segment....

Organisation:

Explain how procurement of categories in this segment is organised.

Systems:

Identify any systems that are used to improve procurement outcomes in this segment

Policies and procedures:

Identify the policies and procedures that are in place to support procurement of goods and services categories in this segment.

Skills:

Identify training that is in place to support those undertaking the procurement of goods and services categories in this segment.

Performance monitoring and management

- Baseline assessment of costs and transaction costs associated with each category????
- Improvement targets????

Anticipated procurement actions in this segment during the next twelve months (Refer to the Act, Section 27).

Low Value/high risk – \$TT or % of the entity's procurement related expenditure

Objective: Reduce risk

Explain objective relative to categories in this segment

Strategy: Problem identification, solution and risk management

Explain how the strategy will be implemented relative to the categories in this segment

Organisation:

Explain how procurement of categories in this segment is organised.

Systems:

Identify any systems that are used to improve outcomes in this segment

Policies and procedures:

Identify the policies and procedures that are in place to support procurement of goods and services categories in this segment.

Skills:

Identify training that is in place to support those undertaking the procurement of goods and services categories in this segment.

Performance monitoring and management:

- Identify how reductions in risk will be monitored and measured???

Anticipated procurement actions in this segment during the next twelve months (Refer to the Act, Section 27).

High value/high risk – \$TT or % of the entity's procurement related expenditure

Objective: Achieve best value for money over time

Explain how this objective will be addressed relative to the categories in this segment.

Strategy: Effective supplier relationship management

Explain how this strategy will be implemented relative to the categories in this segment.

Organisation:

Explain how procurement of categories in this segment is organised.

Systems:

Identify any systems that are used to improve outcomes in this segment

Policies and procedures:

Identify the policies and procedures that are in place to support procurement of goods and services categories in this segment.

Skills:

Identify training that is in place to support those undertaking the procurement of goods and services categories in this segment.

Performance monitoring and management:

- Performance expectations of suppliers are anticipated in the procurement planning process and are implemented during execution of any subsequent contract....identify methods for monitoring and measuring outcomes relative to the categories in this segment.

Anticipated procurement actions in this segment during the next twelve months (Refer to the Act, Section 27).

Identify any general strategies flowing from portfolio management

For example: Client focus, staff training and development; Client capacity development.

5.0 Annual Schedule of Planned Procurement Activities

Section 27 of the *Act* mandates each procuring entity to publish on its website, or in any other electronic format, information regarding all planned procurement activities for the following twelve (12) months after approval of the National Budget.

This information must be published no later than six (6) weeks after approval of the National Budget and any changes to the plan must be updated during the period of the activities.

Public bodies shall publish their planned procurement activities in the format provided in the Annual Schedule of Procurement Activities provided in the table below.

The completed schedule shall be submitted to the OPR as an insert or an Appendix to the Annual Procurement Plan.

In instances where the public body finds it necessary to update the schedule from time to time during the fiscal year, a copy of the updated schedule shall be published on its website and submitted to the OPR within three (3) working days of the approval of the revised schedule by its management.

Table 1: Template for the Annual Schedule of Planned Procurement Activities

No.	Project Number	Project Name	UNSPSC Code Lvl 3	Brief Description	Proposed date for Issue of Bidding Documents	Expected Delivery/ Completion Date	Estimated Project Duration (for works and services)	Procurement Method	Standstill period (if applicable) – No. of days	Contract Type
1	RFP# 003/2019-2020	Supply and Delivery of Computer Equipment	43211500	Supply and Delivery of 80 Laptops and Desktops	Nov-19	Sep-20	N/A	Open Bidding	10	Fixed term contract

The public body shall provide a printed copy of the Annual Schedule of Planned Procurement Activities upon request from any potential contractor or any member of the public, upon payment of a reasonable fee. The fee shall be in alignment with the cost of reproducing and transmitting (where necessary) the printed Schedule to the requestor.

Glossary of Terms

Terms	Meaning
Accountability	allows an interested party to ensure that the objectives are being achieved.
Accounting Officer	a person responsible for ensuring that the financial business of the State for which he/she is responsible is properly conducted and that public funds entrusted to his/her care are properly safe guarded.
Act	the Public Procurement and Disposal of Public Property Act, 2015, as amended
Agreement	a negotiated and typically legally binding arrangement between parties as to a course of action.
Annual Procurement Performance Report	a monitoring mechanism performed on contract delivery progress and close-out.
Annual Procurement Plan	the requisite document that the procuring entity must prepare to reflect the necessary information on the entire procurement activities for goods and services and infrastructure to be procured that it plans to undertake within the financial fiscal year.
as-built'	as-built drawing is a revised set of drawings submitted by a contractor upon completion of a construction project. As-built drawings show the dimensions, geometry, and location of all components of the project.
Asset Management	<u>the process of ensuring that a company's tangible and intangible assets are maintained, accounted for, and put to their highest and best use</u>
Buyer	a person that is responsible for identifying and procuring the goods and services that an organization requires.
Codified	the arrangement of laws or rules into a systematic code.

Terms	Meaning
Commissioning	Project commissioning is the process of assuring that all systems and components of a building or industrial plant are designed, installed, tested, operated, and maintained according to the operational requirements of the owner or final client
Competitive Dialogue	a procedure where an organisation is able to conduct dialogue with suppliers/contractors with the goal of developing suitable alternative solutions.
Confidentiality	the state of keeping or being kept secret or private.
Contract Award	The process of officially notifying a tenderer that they have been selected as the preferred provider for a specific contract.
Contract Management	to ensure that all parties to the contract fully meet their respective obligations as efficiently as possible, delivering the business and operational outputs required from the contract and providing value for money.
Contract Price	The contract price is the price for the goods or services to be received in the contract. The contract price helps to determine whether a contract may exist.
Control Activities	actions established through policies, procedures, guidelines and directives.
Control Environment	set of standards, process and structures.
Defects liability Period	A defects liability period is a set period of time after a construction project has been completed during which a contractor has the right to return to the site to remedy defects
Direct Contracting	a procuring entity may also opt to purchase directly from one, or where feasible, more than one supplier or contractor without competition where circumstances dictate.

Terms	Meaning
Director of Public Prosecutions	the office or official charged with the prosecution of criminal offences.
Disposal of Public Property	includes the transfer without value, sale, lease, concession, or other alienation of property that is owned by a public body.
Efficiency	achieving procurement objectives within reasonable time and cost.
Emergency Procurement	to consider an urgent and unexpected requirement where the conservation of public resources is at risk. Where an emergency exists, procuring entity may pursue procurement contracts without complying with formal competitive bidding requirements.
E-purchasing	Electronic purchasing (e-purchasing), automates and extends manual buying and selling processes, from the creation of the requisition through to payment of the suppliers. The term e-purchasing encompasses back-office ordering systems, e-marketplaces and supplier websites.
Equity	all suppliers/contractors have a fair chance of winning the contract.
Evaluation	the opening and assessing of bids to identify the preferred provider for the project.
Expression of Interest	a serious interest from a buyer that their company would be interested to pay a certain valuation and acquire the seller's company through a formal offer.
Fairness	an even playing field, where all suppliers/contractors are treated equally.
Fixed price	the price of a good or a service is not subject to bargaining. The term commonly indicates that an external agent, such as a merchant or the government, has set a price level, which may not be changed for individual sales.
Framework Agreement	an agreement or other arrangement between one or more procuring entities and one or more contractors or suppliers which establishes the terms, in particular the terms as to price and, where appropriate, quantity, under which the contractor or supplier will enter into one or

Terms	Meaning
	more contracts with the procuring entity during the period in which the framework agreement or arrangement applies.
Goods	items you purchase such as furniture, laptops et cetera.
Ineligibility List	the removal of a supplier/contractor from the procurement database.
Integrity	avoiding corruption and conflicts of interest.
Internal Control Framework	a process, effected by the public body's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting and compliance.
Invitation to Bid	a request from the procuring entity inviting providers to submit a proposal on a project for a specific goods, works or services.
Junior Procurement Officer	a person whose job involves buying low value, low risk goods, works and services.
Legally Binding	Common legal phrase indicating that an agreement has been consciously made, and certain actions are now either required or prohibited. For example, a lease for an apartment is legally binding, because upon signing the document, the lessor and the lessee are agreeing to a number of conditions.
Letter of Acceptance	a formal indication of a successful offer for the project.
Limited Bidding	to enable a procuring entity to engage a limited number of suppliers or contractors.
Local Industry Development	activities that serve to enhance local capacity and competitiveness by involvement and participation of local persons, firms and capital market and knowledge transfer during the conduct of the programme of goods, works or services that are being procured.
Long term contract	a contract of more than five years in duration. A long-term contract is a contract to perform work for another over an extended period of time

Terms	Meaning
Market Analysis	to understand how the supply market works, the direction in which the market is going, the competitiveness and the key suppliers within the market.
Mean Time Between Failures (MTBF)	is the predicted elapsed time between inherent failures of a system, during normal system
Mean Time to Repair (MTTR)	is a basic measure of the maintainability of repairable item. It represents the average time required to repair a failed component or device
Mobilization	Mobilisation refers to the activities carried out after the client has appointed the trade contractors, but before the trade contractors commence work on site. It is a preparatory stage during which the majority of activities are managed by the construction manager
Named Procurement Officer	a person that leads an organisation's procurement department and oversees the acquisitions of goods, works and services made by the organisation.
Non-Governmental Organization	any non-state, non-profit, voluntary organisation.
Open Bidding	an invitation to bid that is advertised either nationally, regionally or internationally.
Parliament	is the arm of the State entrusted with the responsibility of making laws for good governance, and providing oversight of the Government or Executive.
Payment terms	Payment terms are the conditions under which a vendor completes a sale. The payment terms cover. When payment is expected. Any conditions on that payment. Any discounts the buyer will receive
Performance Bonds	A performance bond, also known as a contract bond, is a surety bond issued by an insurance company or a bank to guarantee satisfactory completion of a project by a contractor. The term is also used to denote a collateral deposit of good faith money, intended to secure a futures contract, commonly known as margin.
Procurement	the acquisition of goods, works and services.

Terms	Meaning
Procurement and Disposal Advisory Committee	to ensure procurement activities including the disposal of public property are conducted in line with accepted professional purchasing practices and appropriate rules and regulations.
Procurement Proceedings	in relation to public procurement, includes the process of procurement from the planning stage, soliciting of tenders, awarding of contracts, and contract management to the formal acknowledgement of completion of the contract.
Procuring Entity	a public body engaged in procurement proceedings.
Public Body	ranging from Ministries to the Tobago House of Assembly (THA), Municipal Corporations, Regional Health Authorities, Statutory Bodies, State Enterprises, Service Commissions, Parliament, State-owned Enterprises, Non-Governmental Organizations, the Judiciary and the Office of the President.
Public Confidence	trust bestowed by citizens based on expectations.
Public Money	money that is received or receivable by a public body.
Public Private Partnership Arrangement	an arrangement between a public body and a private party under which the private party undertakes to perform a public function or provide a service on behalf of the public body.
Public Procurement Review Board	a Board to review decisions made by The Office of Procurement Regulation.
Request for Information	to obtain general information about goods, services or providers and is often used prior to specific requisitions for items.
Request for Proposals	the Request for Proposals to be prepared by the Procuring Entity for the selection of Consultants.
Request for Quotation	to invite suppliers into a bidding process to bid on specific products or services.

Terms	Meaning
Retention (public property)	the continued possession, use or control of goods.
Retention (works)	is a percentage of the amount certified as due to the contractor on an interim certificate, that is deducted from the amount due and retained by the client. The purpose of retention is to ensure that the contractor properly completes the activities required of them under the contract
Risk	the potential for failures of a procurement process designed to purchase services, products or resources.
Risk Assessment	a dynamic and iterative process of identifying, analysing and assessing risks.
Scope of Works	the detailed communication of requirements for civil or building design and/or construction works.
Senior Procurement Officer	a person whose job involves buying high value, high risk goods, works and services.
Service Level Agreements (SLA)	A service-level agreement is a commitment between a service provider and a client. Particular aspects of the service – quality, availability, responsibilities – are agreed between the service provider and the service user
Services	the work to be performed by the Consultant/Contractor pursuant to the Contract.
Short-term contract	Temporary contracts. Similar to fixed-term, temporary contracts are offered when a contract is not expected to become permanent.
Socio-Economic Policies	environmental, social, economic and other policies of Trinidad and Tobago authorised or required by the Regulations or other provisions of the laws of Trinidad and Tobago to be taken into account by a procuring entity in procurement proceedings.
Solicitation	seeking information from supply market participants including in the case of pre-qualifications. A solicitation more usually involves seeking bids to supply goods, services or works.

Terms	Meaning
Specifications	a clear, complete and accurate statement of the description and technical requirements of a material/item/service.
Stand-Still Period	the period from the dispatch of a notice as required by the Act, during which a procuring entity cannot accept the successful submission and suppliers, or Consultants can challenge the decision so notified.
State-Owned Enterprises	a business enterprise where the government or state has significant control through full, majority, or significant minority ownership.
Supplier Performance Management	a business practice that is used to measure, analyse, and manage the supplier's performance to cut costs, alleviate risks, and drive continuous improvement.
Supplier Registration	the first step in our process of building and enhancing a global supplier community. The information you provide about your company will be used to source potential opportunities so be sure to enter as much detail about your capabilities as possible.
Supplier Relationship Management	the systematic approach of assessing suppliers' contributions and influence on success, determining tactics to maximise suppliers' performance and developing the strategic approach for executing on these determinations.
Sustainable Development	the developmental projects that meet the needs of the present without compromising the ability of future generations to meet their own needs.
Sustainable Procurement	a process whereby public bodies meet their needs for goods, works or services in a way that achieves value for money on a long-term basis in terms of generating benefits not only to the public body, but also to the economy and wider society, whilst minimising damage to the environment.
Terms of Reference	the Terms of Reference that explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Entity and the Consultant, and expected results and deliverables of the assignment.
The Office of Procurement Regulation	a body corporate established pursuant to an Act of Parliament, namely the Public Procurement and Disposal of Public Property Act, 2015.

Terms	Meaning
Transparency	appropriate information is placed in the public domain.
Treaty	a formally concluded and ratified agreement between countries.
Two-Stage Bidding	a procurement method where submission of proposals takes place in two (2) stages, where the technical and financial proposals are submitted separately.
Value for Money	the value derived from the optimal balance of outcomes and input costs on the basis of the total cost of supply, maintenance and sustainable use.
Warranty Claims	Customer's claim for repair or replacement of, or compensation for non-performance or under-performance of an item as provided for in its warranty document
Works	the construction and engineering works of all kinds.

List of Acronyms

<i>ABBREVIATION</i>	<i>EXPLANATION</i>
<i>ACI</i>	American Concrete Institute
<i>AO</i>	Accounting Officer
<i>APETT</i>	Association of Professional Engineers of Trinidad and Tobago
<i>APP</i>	Annual Procurement Plan
<i>APPR</i>	Annual Procurement Performance Report
<i>ASPA</i>	Annual Schedule of Procurement Activities
<i>ASTM</i>	American Society for Testing and Materials
<i>BATNA</i>	Best Alternative to a Negotiated Agreement
<i>BOATT</i>	Board of Architecture of Trinidad and Tobago
<i>BOETT</i>	Board of Engineering of Trinidad and Tobago
<i>BOQ</i>	Bills of Quantities
<i>BS</i>	British Standards
<i>CAP</i>	Contract Administration Plan
<i>CBTT</i>	Central Bank of Trinidad and Tobago
<i>CEO</i>	Chief Executive Officer
<i>CFR</i>	Code of Federal Regulations
<i>CIMS</i>	The Cleaning Industry Management Standards
<i>CIPS</i>	Chartered Institute in Procurement & Supply
<i>CM</i>	Contract Management
<i>COSO</i>	Committee of Sponsoring Organisations of the Treadway Commission
<i>CPAF</i>	Cost Plus Award Fee
<i>CPFF</i>	Cost Plus Fixed Price
<i>CPIF</i>	Cost Plus Incentive Fee
<i>CPM</i>	Contract Management Plan
<i>CQS</i>	Selection based on Consultants' Qualifications
<i>CSR</i>	Corporate Social Responsibility
<i>CTB</i>	Central Tenders Board
<i>CV</i>	Curriculum Vitae
<i>DBR</i>	Design Brief Report
<i>DN</i>	Delivery Note
<i>DPP</i>	Director of Public Prosecution
<i>DSR</i>	Design Standards Report
<i>ECCE</i>	Early Childhood Care and Education
<i>EMA</i>	Environmental Management Agency
<i>EN</i>	European Standards
<i>EOI</i>	Expression of Interest

<i>EU</i>	European Union
<i>FBS</i>	Selection under Fixed Budget
<i>FFP</i>	Firm Fixed Price
<i>FIDIC</i>	Fédération Internationale Des Ingénieurs-Conseils
<i>FPEPA</i>	Fixed Price with Economic Price Adjustment
<i>FPPI</i>	Fixed Price Plus Incentive
<i>GPS</i>	Global Positioning System
<i>HP</i>	Hewlett Packard
<i>HSSEQ</i>	Health Safety Security Environment and Quality
<i>IAS</i>	Institute of Advanced Study
<i>ICT</i>	Information and Communication Technology
<i>IDS</i>	Intrusion Detection System
<i>IFB</i>	Invitation for Bid
<i>IFRS</i>	International Finance Reporting Standards
<i>IGRF</i>	Internal Goods Received Form
<i>ILO</i>	International Labour Organisation
<i>IR</i>	Inception Report
<i>ISO</i>	The International Organization for Standardization
<i>IT</i>	Information Technology
<i>ITB</i>	Invitation to Bid
<i>JPO</i>	Junior Procurement Officer
<i>JV</i>	Joint Venture
<i>KPI</i>	Key Performance Index
<i>LCS</i>	Least Cost Selection
<i>LHA</i>	Local Health Authority
<i>LTA</i>	Long Term Agreement
<i>MOWI</i>	Ministry of Works and Infrastructure
<i>MS</i>	Microsoft
<i>MTBF</i>	Mean Time Between Failure
<i>MTTR</i>	Mean Time to Repair
<i>NASPO</i>	National Association of State Procurement Officials
<i>NATT</i>	National Archive of Trinidad and Tobago
<i>NGO</i>	Non-Governmental Organization
<i>NGOs</i>	Non-governmental Organisations
<i>NIB</i>	National Insurance Board
<i>OECD</i>	Organisation for Economic Co-operation and Development
<i>OPR</i>	The Office of Procurement Regulation
<i>OSH</i>	Trinidad and Tobago Occupational Safety and Health
<i>OSH</i>	Occupational Safety and Health
<i>OSHA</i>	Occupational Safety and Health Administration
<i>P&DAC</i>	Procurement and Disposal Advisory Committee

<i>PMBOK</i>	Project Management Book of Knowledge - Guide Sixth Edition
<i>PO</i>	Procurement Officer
<i>PP&DPP</i>	Public Procurement and Disposal of Public Property ACT 2015, as amended
<i>PPC</i>	Public Procurement Cycle
<i>PPDPPA</i>	Public Procurement and Disposal of Public Property Act
<i>PPPA</i>	Public Private Partnership Arrangement
<i>PPRB</i>	Public Procurement Review Board
<i>PR</i>	Preliminary Report
<i>QBS</i>	Quality Based Selection
<i>QCBS</i>	Quality and Cost-Based Selection
<i>RFI</i>	Request for Information
<i>RFO</i>	Request for Offer
<i>RFP</i>	Request for Proposal
<i>RFQ</i>	Request for Quotation
<i>RH</i>	Relative Humidity
<i>SAMF</i>	Strategic Asset Management Framework
<i>SCP</i>	Sustainable Consumption & Production
<i>SDGs</i>	Sustainable Development Goals
<i>SLA</i>	Service Level Agreements
<i>SOE</i>	State-Owned Enterprises
<i>SOR</i>	Statement of Requirements
<i>SOW</i>	Scope/Statement of Works
<i>SP</i>	Sustainable Procurement
<i>SPM</i>	Supplier Performance Management
<i>SPO</i>	Senior Procurement Officer
<i>SRM</i>	Supplier Relationship Management
<i>SSID</i>	Service Set Identifier
<i>STOW</i>	Safe to Work
<i>SWOT</i>	Strengths, Weaknesses, Opportunities and Threats
<i>TCPD</i>	Town and Country Planning Division
<i>TOR</i>	Terms of Reference
<i>TTD</i>	Trinidad and Tobago Dollars
<i>TTFS</i>	Trinidad and Tobago Fire Service
<i>UPS</i>	Uninterrupted Power Supply
<i>VAT</i>	Value Added Tax
<i>Vfm</i>	Value for Money
<i>VPN</i>	Virtual Private Network
<i>WASA</i>	Water and Sewerage Authority of Trinidad and Tobago
<i>WHO</i>	World Health Organisation