

OPRTM

THE OFFICE OF
PROCUREMENT REGULATION

ACCOUNTABILITY | INTEGRITY | TRANSPARENCY | VALUE FOR MONEY

GENERAL GUIDELINES



THE STANDSTILL PERIOD

Prepared by: The Office of Procurement Regulation

2019

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

Table of Contents

1.0 Preamble	1
1.1 Purpose of this guideline	1
1.2 Who should use this guideline?	1
1.3 How should this guideline be used?	1
1.4 The Trinidad and Tobago Public Procurement Procedures	2
1.5 How does this guideline link to the Act?	2
2.0 INTRODUCTION	3
2.1 What is the Standstill Period?	3
2.2 Why is the standstill period used?	4
2.3 When to use the Standstill Period?	4
2.4 Exceptions to the applicability of the Standstill Period	4
3.0 Procedures For The Standstill Period	6
3.1 Standstill Period with No Delays from Debriefing	7
3.2 Standstill Period with Debriefing	7
3.3 Details to be provided during a Debriefing Session	8
3.4 Conclusion of the standstill period	8
Glossary	10
List of Acronyms	18

1.0 Preamble

1.1 Purpose of this guideline

The Public Procurement and Disposal of Public Property Act 2015, as amended (“the Act”), introduces a new paradigm for procurement, retention and disposal of public property in Trinidad and Tobago. The Act provides for the implementation of a standstill period to allow suppliers/contractors the opportunity to be debriefed by the procuring entity prior to the award of contract.

The purpose of this general guideline is to provide public bodies involved in the procurement process with an understanding of the way the standstill period is to be integrated into their procurement process.

1.2 Who should use this guideline?

This guideline should be used by procurement officers or other professionals within the public body with the responsibility for planning and executing the procurement function.

1.3 How should this guideline be used?

This guideline should be read in conjunction with the Act, the Procurement Regulations, the Handbook for Procurement, Retention and Disposal of Public Property and the related Guidelines.

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

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

Public bodies are to note that approval of their special guidelines will be granted in accordance with the procedures outlined in the publication entitled

“Preparation of Special Guidelines and Handbooks for Approval by the OPR”

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) An 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

1.4 The Trinidad and Tobago Public Procurement Procedures

The Trinidad and Tobago Public Procurement Procedures are derived from the objects of the Act, as amended.

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.

1.5 How does this guideline link to the Act?

The adoption of the standstill period into the procurement cycle will facilitate the achievement of a number of key principles codified in the Act, including transparency, accountability, fairness, equity and public confidence.

DRAFT

2.0 INTRODUCTION

Sections 35(2), (3), (4), (5) and (6) of the Act provide for the introduction of a standstill period into the procurement proceedings. The “standstill period” is the period from the dispatch of a Notice of Decision to Award a contract as required by Section 35(2) of the Act, during which a procuring entity cannot accept the successful submission and suppliers, or contractors can challenge the decision.

2.1 What is the Standstill Period?

The standstill period can be described as a short pause of at least ten (10) to fifteen (15) working days which begins when the Notice of Decision to Award is issued to participating suppliers/contractors. In the procurement cycle, the standstill period occurs before issuing the Notice of Acceptance to the successful bidder. See procurement cycle below:

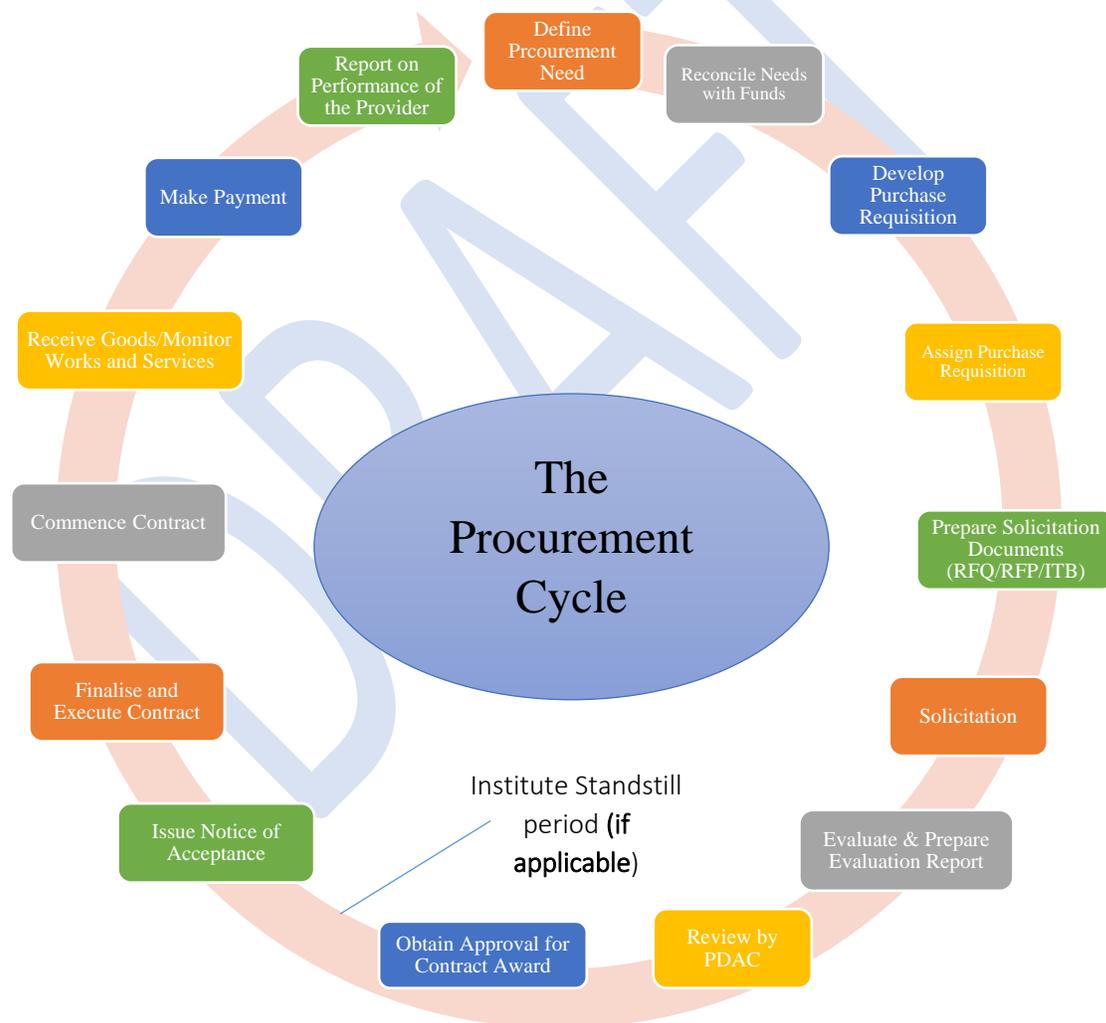


Figure 1: The Public Procurement Cycle

The standstill period provides the unsuccessful supplier/contractor with the opportunity to gather relevant information from the procuring entity on the decision to award a contract.

Based on the findings on the decision, a supplier/contractor can take the appropriate action to challenge the procuring entity's decision in accordance with Section 49 of the Act. Detailed information on challenge proceedings are provided in the [General Guidelines: Challenge Proceedings](#).

It should be noted that the procuring entity is not allowed to award the contract before the end of the standstill period as this may render the contract void and illegal.

2.2 Why is the standstill period used?

The effective application of the standstill period will contribute towards the achievement of the principles cited in the objects of the Act, as follows:

- a. Increased **efficiency** by mitigating the risk that a project may be halted or may suffer a long delay after the contract has been awarded because of bidding-related complaints.
- b. **Value for money** achieved by reducing the risk of project delays or failure and expensive re-work, due to bid challenges.
- c. Improved **fairness** and **equity** by ensuring that all suppliers/contractors are given the same opportunities and equal access to information on the procurement process.
- d. Improved **transparency** by providing a credible mechanism for addressing bidding-related complaints.
- e. Improved **public confidence** that leads to greater levels of competition by suppliers/contractors in the procurement process.

2.3 When to use the Standstill Period?

The standstill period is to be used during open and limited procurement procedures (see details in the [General Guidelines: Procurement Methods and Procedures](#)) for contracts and framework agreements.

2.4 Exceptions to the applicability of the Standstill Period

Exceptions of the inclusion of the standstill period in the procurement proceedings include the following:

- a. During the first stage of a two-stage bidding process;
- b. During the technical evaluation of a two-envelope bidding process;
- c. For a pre-qualification process;

- d. Where the procuring entity determines that the award of contract is of “*urgent public interest*”;
- e. Where single or sole source procurement is used;
- f. When only one supplier/contractor submits a bid in response to an open or limited invitation to bid.

Urgent public interest

Urgent public interest considerations refer to issues that can negatively affect the rights of the citizens of Trinidad and Tobago, e.g. the collapse of a bridge which will hinder the free movement of citizens to and from their homes. In that regard, urgent public interest considerations can be applied to the procurement of a short-term solution such as the installation of a temporary bridge, while the details of a long-term solution are being worked out.

DRAFT

3.0 Procedures For The Standstill Period

Upon the procuring entity's approval of the evaluation committee's recommendation to award the contract to, or to enter into a framework agreement with, the successful supplier/contractor, the procuring entity shall inform all suppliers/contractors (**both successful and unsuccessful**) in writing of its decision to award a contract to the successful supplier/contractor by issuing a Notice of Decision to Award.

Under Section 35, notices are dispatched when they are promptly and properly addressed or otherwise directed and transmitted to the supplier or contractor or conveyed to an appropriate authority for transmission to the supplier or contractor by any reliable means specified in accordance with the Regulations.

The Notice of Decision to Award provides suppliers/contractors with a statement of reasons for the award decision, and shall include, but may not be limited to, the following:

- a. The name and address of the supplier/contractor to which the contract will be awarded;
- b. The contract price;
- c. The duration of the standstill period;
- d. The expiry date of the standstill period;
- e. The evaluation criteria and scoring system published in the solicitation;
- f. The score achieved for each criterion and the total score achieved by the successful supplier/contractor;
- g. The score achieved for each criterion, and the total score, achieved BY THE SPECIFIC BIDDER TO WHOM THE NOTICE OF DECISION OF AWARD IS BEING ISSUED.

The duration of the standstill period is calculated based on the form of communication the procuring entity intends to use to transmit the standstill notice to the supplier/contractors. A ten (10) day standstill period is to be used if the notice is to be dispatched via email, and fifteen (15) days where the notice will be sent via letter mail or reliable courier.

The standstill period begins the day after dispatch of the Notification of Decision to Award, and the last day of the period ends either on the tenth (10th) working day after the notice is communicated electronically or on the fifteenth (15th) working day from the date of sending the notice via letter mail or a reliable courier.

The standstill period is fixed, and the procuring entity will have no duty to respond to queries received after the end of the period.

3.1 Standstill Period with No Delays from Debriefing

Figure 2 below illustrates the procedures to be followed during the standstill period where the award of contract is not delayed by the procuring entity’s inability to address debriefing requests or queries within the stipulated timeframe.

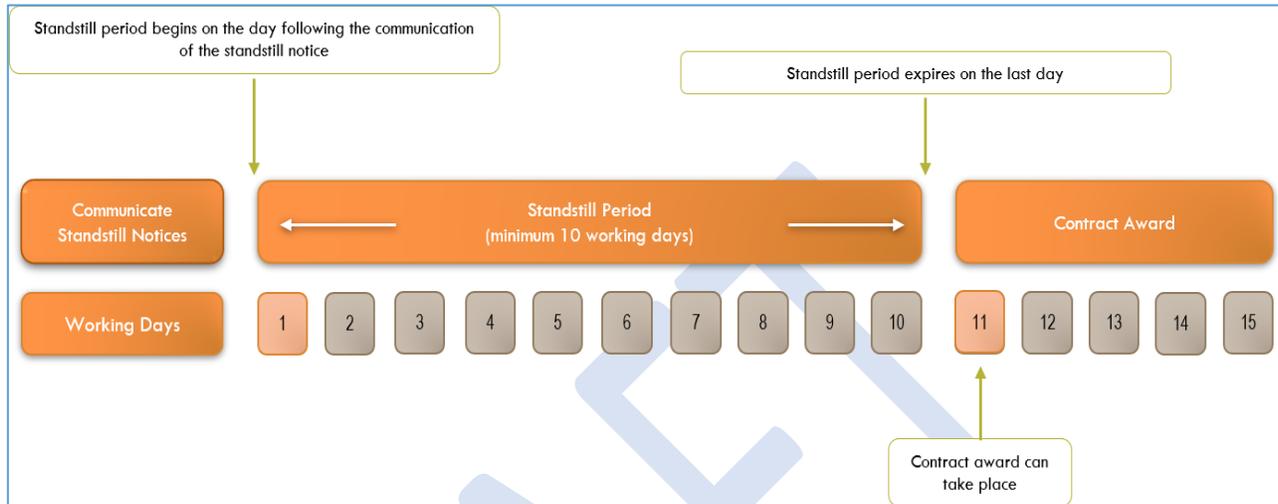


Figure 2: Standstill Period with No Delays from Debriefing or Queries

3.2 Standstill Period with Debriefing

Following the issuance of the Notice of Decision to Award, an unsuccessful supplier/contractor may request from the procuring entity additional debriefing on the procurement process and outcome.

Where the supplier/contractor determines that it wishes to have further debriefing, its written request must be made to the procuring entity within three (3) working days from dispatch of the Notice of Decision to Award the contract to the successful supplier/contractor.

Figure 3 below illustrates the standstill period to request debriefing and file complaints.

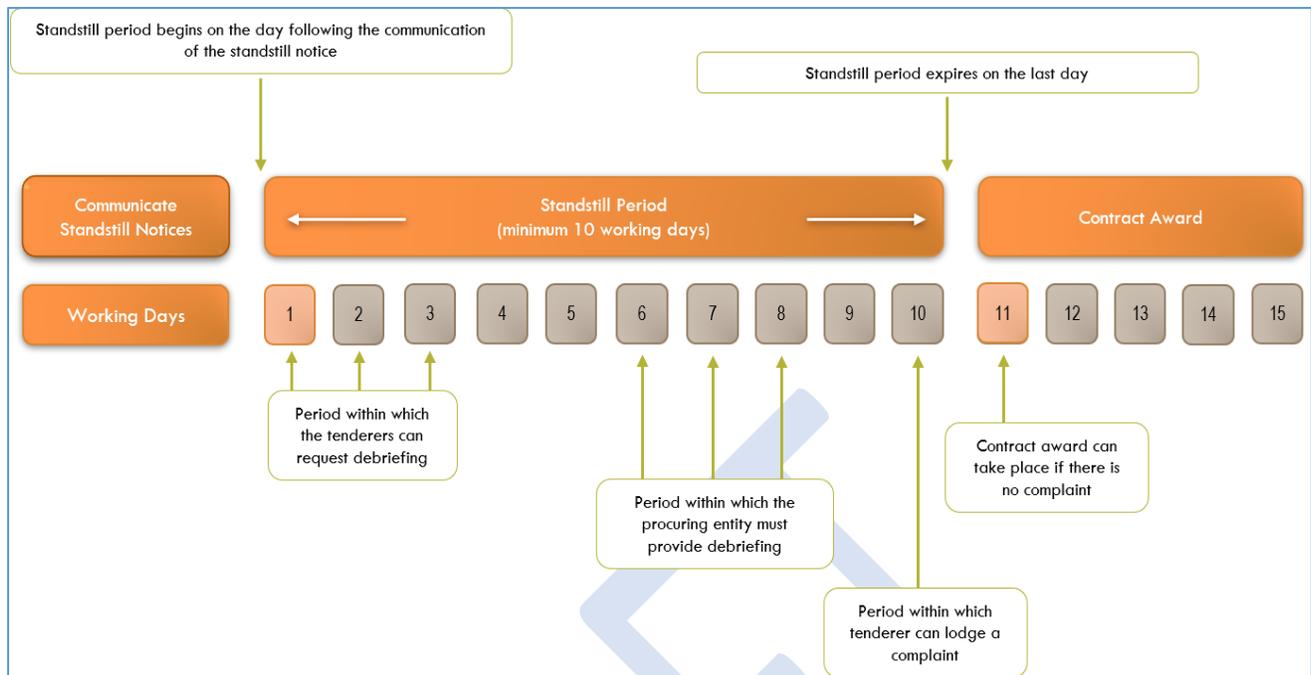


Figure 3: Standstill Period to Request Debriefing & Queries

3.3 Details to be provided during a Debriefing Session

Debriefing is the act of apprising unsuccessful suppliers or contractors of the reasons why they were not selected. The procuring entity may facilitate the debriefing orally in a face-to-face meeting, or in writing.

The debriefing exercise should not be used as an opportunity for the procuring entity to disclose commercially and/or technically sensitive information from the proposal of the successful bidder. Discussion with unsuccessful bidders may include the following:

- a) The procuring entity’s requirements as outlined in the solicitation documents;
- b) The procurement, including the evaluation, process;
- c) The strengths and weaknesses of the proposal submitted by the unsuccessful parties, as it relates to the procuring entity’s requirements.

3.4 Conclusion of the standstill period

If during the standstill period, a query has been lodged by an unsuccessful bidder, the procuring entity shall not proceed with the contract award until the query has been forwarded to the OPR and has been addressed. Detailed information on any subsequent challenge proceedings that may arise are provided in the **General Guidelines: Whistleblowing and Challenge Proceedings**.

In any event, a contract cannot be concluded with the successful supplier/contractor until at least the eleventh (11th) day as depicted in **Figure 2** where no late debriefing occurs. Once no complaints were made within the standstill period, the procuring entity can proceed with

awarding the contract to the successful supplier/contractor by issuing a Notice of Acceptance, unless the OPR orders otherwise (Section 35 (6)).

Upon execution of the contract or framework agreement by the procuring entity and the successful supplier/contractor, the procuring entity shall promptly publish a notice of the award on its website or other electronic format in accordance with the Section 36(1).

The details of the notice of the award shall specify the following:

- a. The name of the successful supplier or contractor;
- b. The goods, or services to be supplied, or the works to be effected;
- c. In the case of procurement contracts,
 - a. the date of the award of the contract and the contract price, and
 - b. the expected delivery or contract completion dates
- d. In the case of framework agreements,
 - a. the date of the award and the contract price, and
 - b. the period of the framework agreement.

DRAFT

Glossary

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.
Asset Management	the process of ensuring that a company's tangible and intangible assets are maintained, accounted for, and put to their highest and best use
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.
Competitive Dialogue	a procedure where an organisation is able to conduct dialogue with suppliers/contractors with the goal of developing suitable alternative solutions.

Terms	Meaning
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.
Control Activities	actions established through policies, procedures, guidelines and directives.
Control Environment	set of standards, process and structures.
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.
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.

Terms	Meaning
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.
Evaluation	the opening and assessing of bids to identify the preferred provider for the project.
Equity	all suppliers/contractors have a fair chance of winning the contract.
Fairness	an even playing field, where all suppliers/contractors are treated equally.
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 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.
Integrity	avoiding corruption and conflicts of interest.
Ineligibility List	the removal of a supplier/contractor from the procurement database.
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.

Terms	Meaning
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.
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.
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.
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.
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
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.
Procurement	the acquisition of goods, works and services.
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.
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.
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.

Terms	Meaning
Public Procurement Review Board	a Board to review decisions made by The Office of Procurement Regulation.
Retention	the continued possession, use or control of goods.
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.
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.
Services	the work to be performed by the Consultant/Contractor pursuant to the Contract.
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 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.
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.
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	Meaning
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.
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.
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

DRAFT