

**WORDS:**

WORDS	DEFINITION
added value	The extra benefit you can offer as part of your core work – and in addition to a service specification.
bid	A written proposal outlining an organisation's desire, capacity and plan for delivering a service as required by a service specification.
collaboration	Organisations working together (in the widest sense).
commissioning	The process of identifying needs, designing and planning services to meet those needs, securing the services and monitoring and evaluating them.
consortium	A formal partnership of organisations working together usually in order to tender for contracts.
contract	A legally binding agreement to provide goods or services in exchange for payment.
Framework agreement	An arrangement where a public service organisation selects a shortlist of providers and sets the general terms and cost of a type of service for a period of time usually 3-4 years). The PSO will then invite the shortlisted organisations to tender for specific pieces of work as and when required.
Full cost recovery	Covering all the costs of providing a service, including indirect costs (or overheads).
Intelligent commissioning	A commissioning process that follows good practice.
Invitation to tender (ITT)	A formal letter from a public service organisation inviting other organisations to tender for a particular service. This is the second stage of a tendering process.
impact	The longer-term change and difference that happens as a result of an organisation's activities.
MEAT	"Most Economically Advantageous Tender" – criteria for evaluating tenders.
Method statement	A written proposal describing how an organisation will deliver a service.
Output	The services, activities and products that your organisation provides.
Outcome	All the changes, benefits, learning or other effects that happen as a result of your activities.
partnership	A co-operative relationship between organisations that agree to work together to achieve shared goals.
Pre-qualification questionnaire (PQQ)	A form used by public service organisations to shortlist the organisations they want to invite to tender to provide a specific

	service. The questionnaire enables a public service organisation to assess other organisations capacity to tender for a contract. This is the first stage in a tendering process.
Preferred provider (or supplier) list	A shortlist of organisations that a public service organisation has selected for a period of time (usually 3-4 years) and will invite to tender for specific pieces of work as and when required.
Procurement	The process of buying of goods and services from an external agency.
Provider	An organisation providing a service.
Public service organisation (PSO)	A public organisation that provides and/or manages government and public services.
Quality assurance	A process (in an organisation) for agreeing, managing, monitoring and improving quality standards.
Service level agreement	A written agreement which sets out what is required for a specific service in return for a grant or other funding.
Service specification	A description of the requirements for delivering a particular service.
Sub-contractor	A person or organisation that has a contract to fulfil all or part of another organisation's contract obligations.
tender	A written proposal outlining an organisation's desire, capacity and plan for delivering a service as required by a service specification.
TUPE	'Transfer of Undertakings (Protection of Employment)' regulations is the legal protection given to employees whose employment is transferred from one employer to another.

Resources:

Association of Chief Executives of Voluntary Organisations (ACEVO): Provides advice, training and resources re: commissioning. www.acevo.org.uk

Big Lottery: See 'Explaining the difference your project makes' for more information about outcomes. www.biglotteryfund.org.uk

British Association of Settlements and Social Action Centres (BASSAC): For more information about partnerships or collaboration, see their 'collaboration for commissioning' resources and guidance. www.bassac.org.uk

CASH-ON-LINE: For information about budgeting, 'unit costs' and financial management generally. <http://www.cash-online.org.uk>

National Association of Voluntary and Community Action (NAVCA): See their commissioning and procurement mini-site for various resources and guidance. www.navca.org.uk

National Council for Voluntary Organisations (NCVO): See Sustainable Funding Project for guide to procurement and contracting. www.ncvo.org.uk

SITRA (Supports organisations involved in supported housing): See Procurement Guide (particularly useful for domestic violence services) www.sitra.org.uk

Women's Aid Federation: See 'Procurement and tendering for domestic and sexual violence service providers'. www.womensaid.org.uk (see articles)

Useful books:

The Complete Guide to Surviving Contracts for Voluntary Organisations, by Alan Lawrie and Jan Mellor, DSC, 2008

Pathways Through the Maze, by Anthony Collins Solicitors LLP, NCVO and NAVCA, 2009

The Good Guide to Trading: Getting Ready for Enterprise, by Atul Patel and Rosalind Oakley, NCVO, 2009