

GLOSSARY

Accountability (in public management)	Managers are held responsible for carrying out a defined set of duties or tasks, and for conforming with rules and standards applicable to their posts.
Appeals body	Independent body in charge of reviewing decisions of a specified first review body. The appeals body may be an administrative or judicial review body. The appeals body needs to be independent from the procuring entity and should not be involved in any capacity in procurement transactions or in the process leading to contract award decisions.
Budget	A comprehensive statement of government financial plans, which include expenditures, revenues, deficit or surplus and debt. The budget is the government's main economic policy document, demonstrating how the government plans to use public resources to meet policy goals and to some extent, indicating where its policy priorities lie.
Capability	The skills-based ability for an individual, group or organisation to meet obligations and objectives; also referred to as "know-how".
Capacity	The ability to meet obligations and objectives based on existing administrative, financial, human and infrastructure resources.
Civil servant	An employee of the state who would continue to be a state employee if the government changes. In addition, civil servants are employees covered under a specific public legal framework or other specific provisions.
Civil society organisation (CSO)	The multitude of associations around which society voluntarily organises itself and which represent a wide range of interests and ties. These can include community-based organisations, indigenous people's organisations and nongovernment organisations.
Competition	<p>A situation in a market in which firms or sellers independently strive for the patronage of buyers to achieve a particular business objective, e.g. profits, sales and/or market share.</p> <p>Competition in this context is often equated with rivalry. Competitive rivalry between firms can occur when there are two firms or many firms. This rivalry may take place in terms of price, quality, service or combinations of these and other factors that customers may value.</p> <p>Competition is viewed as an important process by which firms are forced to become efficient, offering a greater choice of products and services at lower prices. It gives rise to increased consumer welfare and allocative efficiency. It includes the concept of "dynamic efficiency", by which firms engage in innovation and encourage technological change and progress.</p>
Competition bodies	Government agencies, which formulate competition policies and/or regulate and enforce competition laws.
Corruption	Abuse of public or private office for personal gain.
Effectiveness	The extent to which the activities' stated objectives have been met
Efficiency	Achieving maximum output from a given level of resources used to carry out an activity.
e-Procurement	The integration of digital technologies in the replacement or redesign of paper-based procedures throughout the procurement process

Good governance	Governance characterised by participation, transparency, accountability, rule of law, effectiveness, equity, etc. Good governance refers to the management of government in a manner that is essentially free of abuse and corruption and with due regard for the rule of law.
Governance	The exercise of political, economic and administrative authority
Gross domestic product (GDP)	The standard measure of the value of the goods and services produced by a country during a given period. Specifically, it is equal to the sum of the gross value added of all resident institutional units engaged in production (plus any taxes, and minus any subsidies, on products not included in the value of their outputs). The sum of the final uses of goods and services (all uses except intermediate consumption) measured in purchasers' prices, less the value of imports of goods and services, or the sum of primary incomes distributed by resident producer units.
Horizontal policy objectives	Any of a variety of objectives of an economic, environmental and social nature (such as sustainable green growth, the development of small and medium-sized enterprises, innovation, standards for responsible business conduct or broader industrial policy objectives), which governments increasingly pursue through use of procurement as a policy lever (sometimes referred to as "secondary" policies, in contrast with the so-called "primary" objectives of delivering goods and services in a timely, economical and efficient manner).
Indicator	A quantitative or qualitative measure derived from a series of observed facts that can reveal relative positions in a given area.
Innovation	The implementation of a new or significantly improved product, good, service or process, or a new organisational method.
Integrity	The use of funds, resources, assets and authority according to the intended official purposes, and in a manner that is well informed and aligned with the public interest and broader principles of good governance.
PEFA	Public Expenditure and Financial Accountability (PEFA) Performance Measurement Framework (www.pefa.org)
Performance	The ability of an entity to acquire resources economically and use those resources efficiently and effectively in achieving performance targets.
Performance Information	Performance information can be generated by both government and nongovernmental organisations, and can be both qualitative and quantitative. Performance information refers to metrics/indicators/general information on the inputs, processes, outputs and outcomes of government policies/programmes/organisations, and can be ultimately used to assess their effectiveness, cost effectiveness and efficiency. Performance information can be found in statistics; the financial and/or operational accounts of government organisations; performance reports generated by government organisations; evaluations of policies, programmes or organisations; or spending reviews, for instance.

Policy	A consistent course of action designed to meet a goal or objective and respond to an issue or problem identified by the state as requiring action or reform. It is implemented by a public body (ministry, agency, etc.), although elements may be delegated to other bodies. Examples include a public policy to tackle climate change, educational reform, or support for entrepreneurship. A public policy is, or should be, linked to the government programme and its strategic planning. It is often given a formal framework through legislation and/or secondary regulations, especially in countries with a system of civil law. It is given practical effect through a defined course of action, programmes and activities. It is, as necessary, funded from the state budget. A priority policy is a policy that matters more than others for the achievement of the government's strategic objectives. The responsibility for taking forward a public policy may rest with the relevant line ministry, or, in the case of policies that cut across ministerial boundaries, may be shared by relevant ministries.
Procurement document	A document issued by the procuring entity that sets out the terms and conditions of the given procurement. Invitation to participate in procurement proceedings (e.g. invitation to tender, participate in request for proposal proceedings or an electronic reverse auction). Alternative terms: solicitation document or tender document.
Procuring entity	A public entity (agency) conducting procurement in compliance with the applicable law. The terms "procuring agency" or "procurement body" are often used synonymously. Procuring entities can belong to any level of government (national, provincial or municipal level). They can represent different arms of government (branches, ministries, departments, etc.) or they could be constituted as state-owned enterprises or bodies.
Public procurement	The process of identifying what is needed; determining who the best person or organisation is to supply this need; and ensuring that what is needed is delivered to the right place, at the right time and for the best price; and that all this is done in a fair and open manner;
Public procurement cycle	The sequence of related activities, from needs assessment through competition and award to payment and contract management, as well as any subsequent monitoring or auditing.
Public servant	A term used to identify those who are employed by government-funded organisations. Some countries use both "public servant" and "civil servant" when describing government-funded employees, with "public servant" having a broader application (e.g. encompassing doctors, teachers, local government officials, etc.) than "civil servant", which would include employees working in the central government.
Public services	Services that are performed for the benefit of the public or its institutions. Public services are provided by government to its citizens, either directly (through the public sector) or by financing private provision of services. The term is associated with a social consensus that certain services should be available to all, regardless of income. Even where public services are neither publicly provided nor publicly financed, for social and political reasons, they are usually subject to regulation that extends beyond the regulation applying to most economic sectors.
Public (open) tender	Refers to the process whereby a procuring entity invites bids that should be submitted within a finite deadline. It is often used for a bidding process that is open to all qualified bidders (open tender) and where sealed bids are opened in public for scrutiny and are chosen on the basis of stated award criteria. In the context of sub-indicator 1(g), the term "tender" is used interchangeably with "bids" or "proposals".
Public-private partnership	A contract (institutional relationship) between public and private actors for the co-operative provision of a public good or service. The essential element is some degree of private participation in the delivery of goods or services traditionally in the public domain. Private actors may include both for-profit and not-for-profit organisations.

Regulation	The term regulation covers the diverse set of instruments by which governments impose requirements on enterprises and citizens. Regulations include all primary laws, formal and informal orders, subordinate regulations, administrative formalities and rules issued by nongovernmental or self-regulatory bodies to whom governments have delegated regulatory powers.
Specific sensitive information	Refers to legitimate needs for protection of trade secrets and proprietary information and other privacy concerns, as well as the need to avoid disclosing information that can be used by interested parties to distort competition in the procurement process. The country's legal framework should include definitions and provisions to unambiguously identify and prohibit the disclosure of specific sensitive information.
State-owned enterprise	Countries have different definitions of state-owned enterprises. The OECD offers the following definition for comparative purposes: "any corporate entity recognised by national law as an enterprise, and in which the state exercises ownership" (OECD, 2015, OECD Guidelines on Corporate Governance of State-Owned Enterprises, 2015 Edition, OECD Publishing, Paris. http://dx.doi.org/10.1787/9789264244160-en .)
Supplier	A party that supplies goods, works, or services, i.e. in this context, "supplier" implies contractors and service providers that include consulting firms or others.
Sustainability	(a) Use of the biosphere by present generations while maintaining its potential yield (benefit) for future generations; and/or (b) non-declining trends of economic growth and development that might be impaired by natural resource depletion and environmental degradation.
Sustainable development	Development "that meets the needs of the present without compromising the ability of future generations to meet their own needs", World Commission on Environment and Development (1987), Our Common Future, http://www.un-documents.net/our-common-future.pdf .
Sustainable Public Procurement (SPP)	A "process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment", Department for Environment, Food and Rural Affairs (2006), "Procuring the Future: Sustainable Action Plan: Recommendations from the Sustainable Procurement Task Force", London, in: http://collections.europarchive.org/tna/20080530153425/http://www.sustainable-development.gov.uk/publications/procurement-action-plan/documents/full-document.pdf .
Transparency	An environment in which the objectives of policy, its legal, institutional and economic framework, policy decisions and their rationale, data and information related to policies, and the terms of agencies' accountability, are provided to the public in a comprehensible, accessible and timely manner.
Trust	Trust is broadly understood as holding a positive perception about the actions of an individual or an organisation. Trust gives us confidence that others will act as we might expect in a particular circumstance. While trust may be based on actual experience, in most cases, trust is a subjective phenomenon, reflected in the eyes of the beholder.
Value for money	Value for money is a term used in different ways to convey the effective, efficient and economic use of resources. In the context of public procurement, it can be defined as the most advantageous combination of cost, quality and sustainability to meet defined requirements. Cost means consideration of the whole life cost and risks; quality means meeting a specification which is fit for purpose and sufficient to meet the requirements; and sustainability comprises economic, social and environmental benefits.