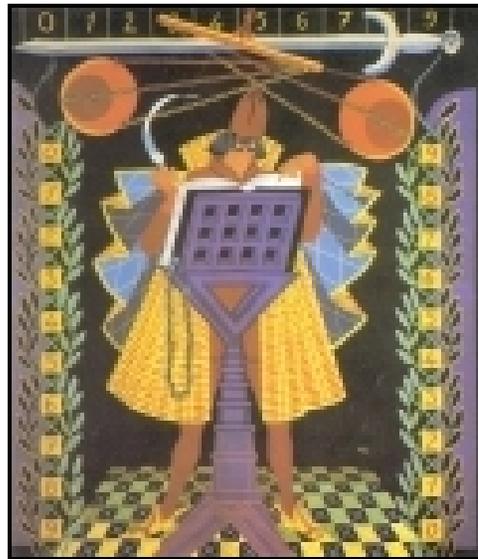


International Seminar on
Strengthening Public Investment and Managing
Fiscal Risks from Public-Private Partnerships

Budapest, Hungary
March 7–8, 2007

The views expressed in this paper are those of the author(s) only, and the presence of them, or of links to them, on the IMF website does not imply that the IMF, its Executive Board, or its management endorses or shares the views expressed in the paper.

Tribunal de Contas - Portuguese Court of Accounts



PPP Seminar, Budapest, March, 7/8, 2007

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P5

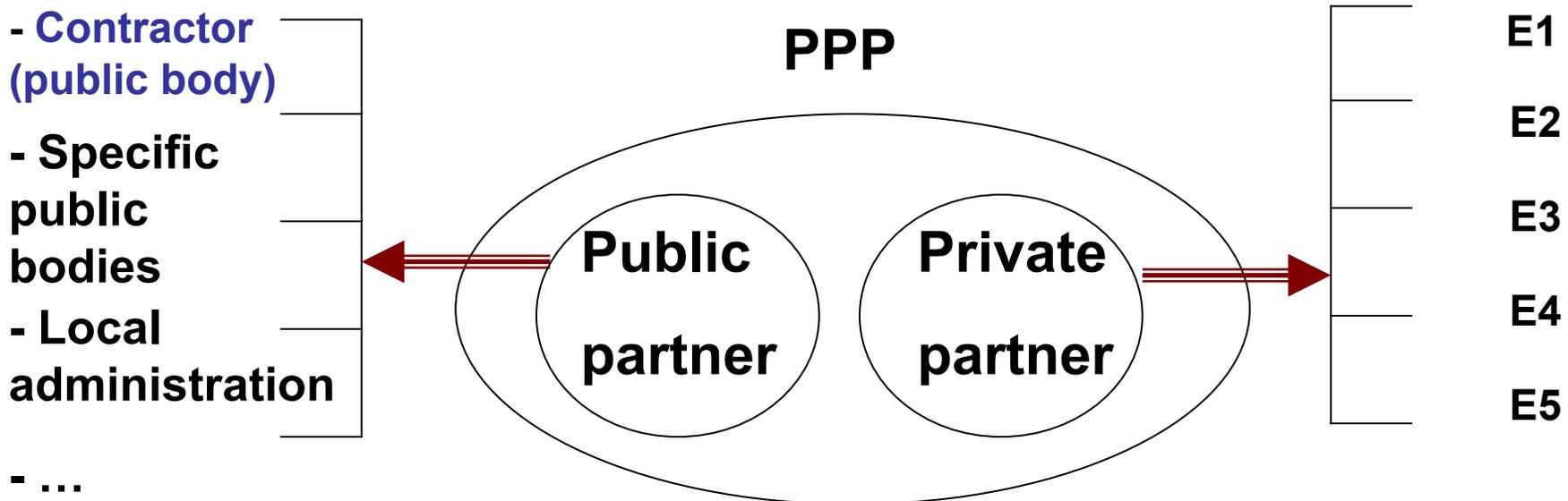
- **Planning** (support for the decision, ...)
- **Procurement procedures**
- **Project** (good deal, quality, price, risks, ...)
- **Public position** (affordability, risk sharing, control and monitoring systems, ...)
- **Project Performance** (financial and service quality, ...)



- Project audits (1PPP)
- Horizontal audits (several PPP involved)



Framework level one



Main source of articulation

- legal framework

May have different goals,
or at least priorities

Consortium

Common goals

- Achieving Income
- Achieving critical mass
- Work sharing



Framework - level one (cont.)

different perspectives (examples)

- Timings** → PPP planning and tendering timings
Vs license or authorisation prescription
- Objectives** → environment state department/
infrastructure state department
- Procedures** → Most procedures of the public bodies were
defined even before PPP appeared
- Decision processes** → Delays in implementing infrastructures
in urban environment may unbalance central
and local administration powers
- Direct gains or losses** → Few gains –licensing authorities

Full gains – political level and
contracting authorities

Negotiating – local administration, and
pressure from local populations



Framework - level two (inner level)

Excellence centres in PPP

Seeking for innovative approaches
Understanding PPP singularity

Be updated

International experience
Study cases/good practices
Awareness about the market
Experience learning

Methodology

Mandatory and non mandatory rules
Guidance - Guidelines on conceptual tools
- Standardization

Control and monitoring

Planning

Ensure financial sustainability

Proactive external control

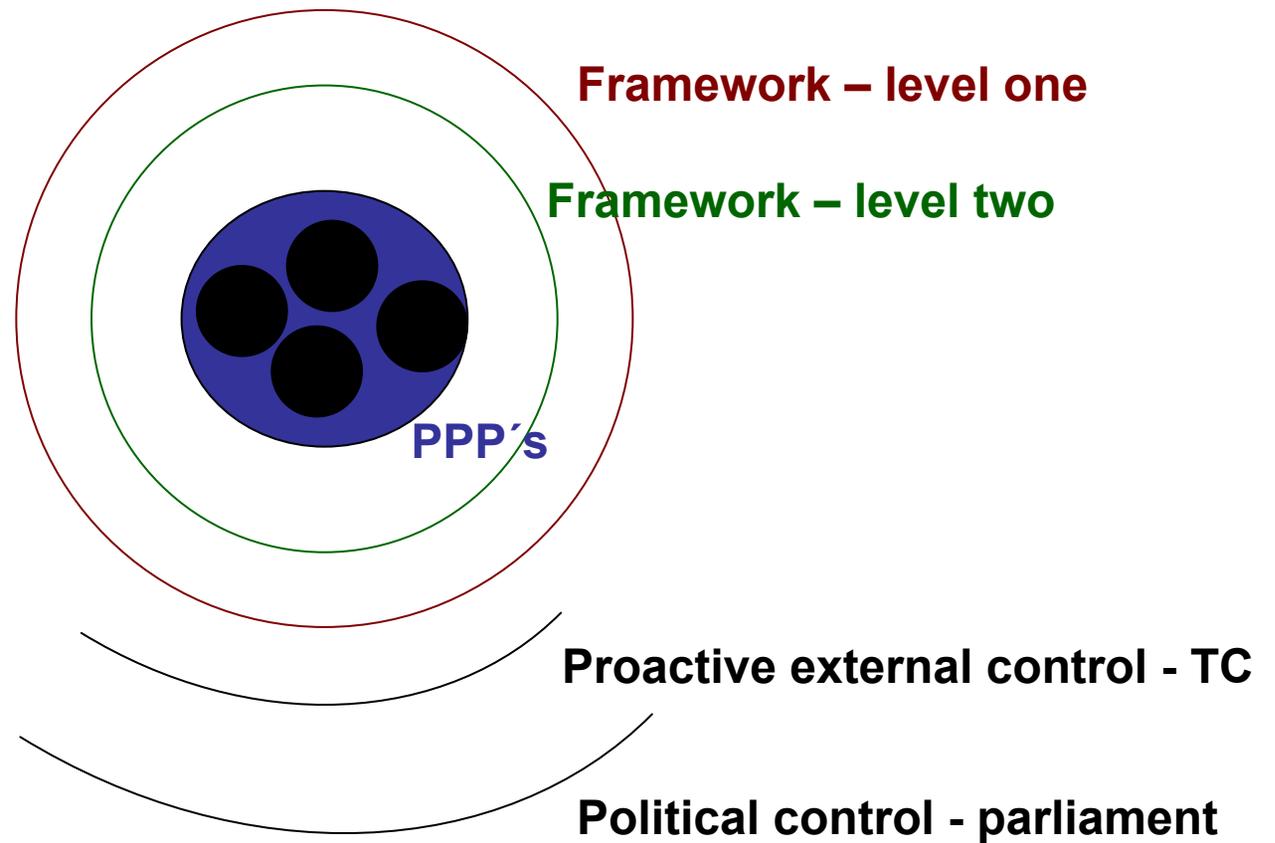

Providing relevant information to acquire appropriate changes

Control strategy

Audit methodology
Awareness of national stage
Risk assessment



A simple concept





Main messages

Framework levels

Importance of a proactive external control

PPP can also help to change the general approach of service provision by public administration