

# Contents

<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
BACKGROUND .....	1
WHO IS THIS PUBLICATION AIMED AT? .....	2
INTERNAL AUDIT ROLE .....	3
AN INTERNAL AUDIT TOOLKIT .....	3
KEY RISKS .....	4
<b>CHAPTER TWO: PREPARING FOR THE OPERATIONAL PHASE.....</b>	<b>5</b>
INTERNAL AUDIT APPROACH.....	5
OUTLINE BUSINESS CASE .....	5
FULL BUSINESS CASE .....	6
KEY DOCUMENTS.....	6
KEY RISKS.....	7
<b>CHAPTER THREE: PROJECT GOVERNANCE.....</b>	<b>17</b>
CORPORATE GOVERNANCE .....	17
SOUND GOVERNANCE FOR PFI PROJECTS.....	17
KEY RISKS.....	21
<b>CHAPTER FOUR: PERFORMANCE MANAGEMENT AND MONITORING ARRANGEMENTS .....</b>	<b>33</b>
CONTRACT MANAGEMENT .....	33
PERFORMANCE MANAGEMENT .....	34
INTERNAL AUDIT ROLE .....	35
KEY RISKS.....	35
<b>CHAPTER FIVE: POST-PROJECT EVALUATION .....</b>	<b>47</b>
GUIDANCE .....	47
POST-PROJECT REVIEW.....	47
POST-IMPLEMENTATION REVIEW.....	47
PREREQUISITES FOR SUCCESSFUL EVALUATION.....	48
INTERNAL AUDIT ROLE .....	49
KEY RISKS.....	49
<b>CHAPTER SIX: CHANGE MANAGEMENT (VARIATIONS) .....</b>	<b>55</b>
CONTEXT .....	55
RESOURCING.....	56
CONSEQUENCES.....	56
PROCEDURES .....	56
OPERATIONAL GUIDE .....	56
INTERNAL AUDIT ROLE .....	57
KEY RISKS.....	57

<b>CHAPTER SEVEN: BENCHMARKING AND MARKET TESTING .....</b>	<b>67</b>
VALUE TESTING.....	67
PLANNING AND EXECUTION.....	67
KEY RISKS.....	69
<b>CHAPTER EIGHT: REFINANCING AND SECURING FINANCIAL GAINS FROM PFI DEALS.....</b>	<b>81</b>
EXTERNAL AUDIT RESPONSIBILITY.....	81
REFINANCING .....	81
SECURING FINANCIAL GAINS.....	82
<b>BIBLIOGRAPHY .....</b>	<b>83</b>
<b>GLOSSARY .....</b>	<b>91</b>