



Major Infrastructure Proposal Assessment Guidelines

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Acknowledgment of Country

Infrastructure WA acknowledges the Traditional Custodians of Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

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1. Overview

1.1 Introduction

This document describes how Infrastructure WA (IWA) undertakes its Major Infrastructure Proposal Assessment (MIPA) function.

IWA is established under the *Infrastructure Western Australia Act 2019* (IWA Act), which legislates a range of interrelated functions and other roles that combine to support a more strategic and coordinated approach to public sector infrastructure planning and prioritisation.

Under the IWA Act, IWA is required to review infrastructure proposals valued at \$100 million or more and provide a report to the Premier prior to an investment decision being made. A summary version of the report must then be released publicly within 6 months.

A phased implementation of IWA's MIPA function came into effect on 1 January 2022 incorporating major infrastructure projects. As the process matures it is planned in time to further expand the function to include major infrastructure programmes, but these are currently excluded.

These guidelines provide state agencies and government trading enterprises (GTEs) (proponents) with guidance on:

- navigating IWA's MIPA requirements;
- how proposals will be progressively assessed by IWA;
- support available from IWA during the process, including as part of proposal development;
- content requirements for submissions; and
- general timing and interfaces with established annual State Budget processes.

The MIPA process has been designed to minimise the duplication of effort wherever possible. This includes reducing the need for additional documentation or requirements outside the existing Strategic Asset Management Framework (SAMF) and the Infrastructure Australia Assessment Framework (IAAF) (where applicable).

The MIPA process and requirements have been developed in collaboration with key agencies and GTEs and will continue to be refined over time.

For any queries or feedback regarding IWA's MIPA function, including proposal development, or to submit a proposal for review, please contact us via:

Email: proposals@infrastructure.wa.gov.au

Phone: (08) 6552 5229

1.2 Key Objectives

The MIPA process aims to achieve the following objectives:

1. Improve the quality of major infrastructure proposals, optimising outcomes and value and reducing the State's risk exposure
2. Improve the application of SAMF and the IAAF
3. Help to ensure effort is focused on development of proposals with strategic merit and alignment with government priorities and objectives
4. Improve linkages between major infrastructure proposals, Strategic Asset Plans (SAPs), the State Infrastructure Strategy (SIS), and the 10-year State Infrastructure Program (SIP)
5. Enhance transparency of decision making for major infrastructure proposals

1.3 Who does MIPA apply to?

The requirement to undergo a MIPA applies to all state agencies, public statutory bodies and GTEs (including their subsidiaries), including those established by the following Acts:

- *Electricity Corporations Act 2005*
- *Port Authorities Act 1999*
- *Water Corporations Act 1995*
- *Western Australian Land Authority Act 1992.*

Note, these parties are collectively referred to as 'proponents' throughout this document.

1.4 Legislative requirement for MIPA

The MIPA function is established under Section 8(1)(b) of the IWA Act, which states that IWA is to *assess and report to the Premier on major infrastructure proposals.*

The requirements for MIPA are further set out in Division 3 of the IWA Act, including the following key stipulations:

- Major infrastructure proposals must be submitted to IWA, and IWA's report on the proposal must be received by the Premier, prior to the investment decision for the proposal
- IWA must assess each proposal submitted to it in accordance with its assessment guidelines (this document), and prepare, and give to the Premier, a report on the proposal and a high-level summary of the report
- The Premier must make the summary report publicly available within six months after it is given to the Premier.

The IWA Act also enables the creation of regulations relating to MIPA. At this stage, no such regulations exist.

1.4.1 What is an Investment Decision?

As set out in Section 19(3) of the IWA Act:

'Investment decision, in relation to a proposal of a State agency, means the decision by the Government or the State agency to implement the proposal.'

As outlined in the SAMF Policy, this is typically the point at which the Expenditure Review Committee (ERC) approves a business case for the proposal. As such, these guidelines have been prepared under the presumption that the business case is generally the key document supporting an investment decision. However, it is acknowledged that this is not always the case and that there may be instances where the Government requests completion of further work, such as through development of a Project Definition Plan (PDP), before a final investment decision is made.

In such cases IWA will be pragmatic in carrying out the MIPA function and work with proponents to consider optimal timing for its application, noting that formal Step 3 assessment of proposals by IWA, as described in Section 6 of this document, must take place prior to their submission to the ERC, with IWA's MIPA assessment report to be attached to the ERC submission.

1.4.2 What is a Major Infrastructure Proposal?

The IWA Act broadly defines infrastructure to include 'infrastructure that has, or is intended to have, economic, social or environmental value'.

Consistent with the SAMF, 'infrastructure projects' include all asset classes, including buildings, plant and equipment, rail, roads, ports, utilities and leased and/or acquired technology (ICT) which enables infrastructure (i.e., smart freeways, high-capacity signalling, etc.).

As set out in Section 3 of the IWA Act:

‘Major infrastructure proposal means a proposal, for an infrastructure project or for a programme of infrastructure projects [currently out of scope], if:

- the project or the projects [i.e., programme] has an estimated capital cost ¹ of \$100 million or more; or
- the proposal is nominated by the Premier [as a major infrastructure proposal]; or
- the project is or the projects [i.e., programme] are prescribed, or in a class of infrastructure project prescribed [by regulation under Section 72 of the Act 2]...’.

As stated in Section 19 of the IWA Act, this **includes** whether or not:

- *funding for the proposal is or will be, sought from the Crown [i.e., the WA Government] or is to be provided by a State agency; or*
- the proposal is intended to result in the infrastructure being held by the Crown or a State agency [at any point in the asset lifecycle]; or
- The proposal is a joint proposal [where a State agency enters an arrangement with a non-WA Government entity for the provision of infrastructure].

For clarity, this will generally include major infrastructure proposals where:

- The WA Government’s contribution towards the proposal is less than \$100 million, such as in the case of a jointly funded proposal, but the total capital cost of the project still exceeds \$100 million;
- For a staged proposal where the value of individual stages may be less than \$100 million, but the total capital cost of all stages is estimated to be greater than \$100 million i.e., the \$129 million Bob-Hawke College which was funded and delivered in two stages;
- There are significant scope changes to already approved proposals which have not yet commenced delivery, irrespective of whether or not the original approved value exceeded \$100 million, but where the revised proposal is expected to exceed \$100 million and resubmission of a business case and/or PDP is required to support reconsideration of the investment decision.

Where there is uncertainty whether a proposal requires a MIPA, the proponent should seek to engage with IWA at an early stage. This includes proposals where uncertainty exists as to whether or not the required investment will exceed \$100 million (i.e., initial estimates may be under \$100 million but likely to increase as the proposal is further developed, including through business case development and/or project definition).

2. Other assurance processes

The MIPA process seeks to integrate with and complement other existing government assurance processes and frameworks applicable during the strategic and investment planning stages of major infrastructure proposals. These are summarised in **Table 1**, and detailed further in this section.

Note, proponents are responsible for engaging directly with the owner of each process.

Table 1 Summary of major project review processes

¹ Capital Cost: refers to those costs applying to the purchase or major enhancement of physical asset/s. This typically includes both direct and indirect construction costs, client costs required to develop and deliver the project (i.e., project staff and advisory services), project contingency, escalation, and any other costs associated with the design and delivery of the project. Note, capital cost excludes whole of life operating costs (i.e., repairs and maintenance, facilities management, etc.)

² Note, currently there are no applicable regulations in effect.

Process	Owner	Capital Cost Threshold	Required for ERC	Purpose and relationship with MIPA
Major Infrastructure Proposals Assessment (MIPA)	IWA	>\$100 million	✓	<ul style="list-style-type: none"> Applies to major infrastructure proposals with a capital cost over \$100 million, as defined in Section 19(1) of the IWA Act, and in accordance with these guidelines and any applicable exemptions. Focuses on: <ul style="list-style-type: none"> strategic alignment of proposals ensuring sufficient information on which to base an investment decision enhancing transparency of decision making improving proposal quality and building proponent capability.
Strategic Asset Management Framework (SAMF)	Dept. Treasury	>\$5 million	✓	<ul style="list-style-type: none"> Applies to all proposals with a capital cost over \$5 million. Focuses on: <ul style="list-style-type: none"> ensuring sufficient qualitative and quantitative justification economic considerations considering the State's financial position. MIPA requirements align with the SAMF. Liaison undertaken between Treasury and IWA to ensure alignment of recommendations for proposals with a capital cost over \$100 million.
Department of Finance Validation of Costs and Schedules	Dept. Finance	>\$5 million	✓	<ul style="list-style-type: none"> Applies to all non-residential building proposals with a capital cost over \$5 million (with some exceptions). Focuses on verification of: <ul style="list-style-type: none"> project costings project schedules. Liaison undertaken between Finance and IWA to ensure alignment of recommendations for proposals with a capital cost over \$100 million.
Gateway Review Process	Dept. Finance	>\$100 million	✗	<ul style="list-style-type: none"> Provides independent/external project assurance for the proponent at key points during a project's lifecycle. Results are for the proponent's internal use only and not currently provided to ERC/Government. MIPA assessments consider the findings and recommendations of relevant Gateway Reviews.
Infrastructure Australia Assessment Framework (IAAF)	IA	>\$250 million of federal funding	✗	<ul style="list-style-type: none"> Review framework for IA assessment of proposals: <ul style="list-style-type: none"> requesting/with a federal funding commitment of over \$250 million which are seeking to be included on IA's Infrastructure Priority List. MIPA requirements align with the IAAF. Proponents should discuss the application of MIPA relative to an IA assessment with IWA, as the process may vary for individual proposals depending on timeframes and government decision making processes.
Market Led Proposals (MLP)	Dept. Planning Lands and Heritage (DPLH)	NA	✗	<ul style="list-style-type: none"> Process established to facilitate unsolicited proposals generated by the market. IWA coordinates with the MLP team and undertakes MIPA assessments of MLP business cases as required.

2.1 Strategic Asset Management Framework

Department of Treasury's SAMF³ sets out the WA Government process for the planning, delivery, and operation of infrastructure assets. The SAMF applies to all state agencies and GTEs. The typical SAMF process is depicted in Figure 1 below:

³ [Strategic Asset Management Framework \(www.wa.gov.au\)](http://www.wa.gov.au)

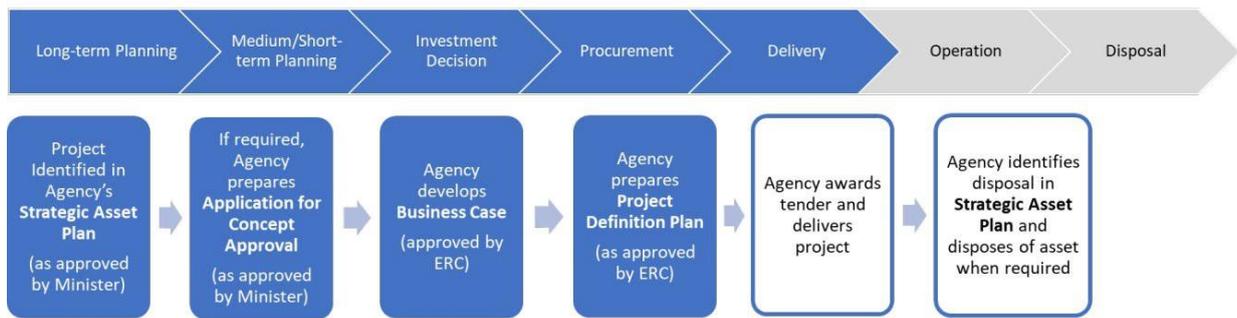


Figure 1 SAMF process for infrastructure planning and decision-making

SAMF requires a business case for ERC consideration of capital proposals greater than \$5 million. An Application for Concept Approval (ACA) is sometimes prepared to inform a decision to proceed to the business case for a particular proposal. ACAs and business cases should be aligned with proponent's annually updated Strategic Asset Plans (SAPs) which establish the business need for a proposal.

PDPs are typically required after business cases, with additional work focussed on refining and better defining the scope and deliverability aspects of the proposal (such as design, specifications/functional requirements, cost, procurement, and risk). PDPs should also be submitted for ERC consideration if there is a significant departure from the business case.

Treasury reviews proposals against the SAMF and considers their qualitative and quantitative merits, economic assessment, and the State's broader financial position. Treasury provides its recommendations to ERC to inform an investment decision by Government.

The MIPA requirements are aligned with the SAMF, with a central principle being that proposals submitted to IWA should address the SAMF-based content requirements expected of a major infrastructure proposal. IWA coordinates with Treasury during the review process to ensure alignment where appropriate.

2.2 Department of Finance Validation

The Department of Finance (Finance) Infrastructure Delivery Unit (IDU) is required to validate costings and schedules for all non-residential building proposals with a capital cost over \$5 million. Agencies are required to consult with Finance and include a copy of the Finance IDU review as an attachment to the related ERC submission.

Note this requirement does not apply to projects/programmes being delivered by Transport agencies or Public Non-Financial Corporations, or social housing projects being delivered by the Department of Communities.

2.3 Gateway Review Process

The Gateway Review Process (Gateway)⁴ is designed to strengthen governance and assurance practices and assist agencies to successfully deliver major projects and programmes. The Gateway Unit in Finance manages Gateway across six gates spanning the planning, delivery, and early operational phases of a project's life cycle.

Gateway requirements are currently under review, including consideration of how Gateway and IWA's MIPA process can better integrate. However, at the time of writing, there is no formal interface between MIPA and Gateway and proponents are required to comply with the requirements of both. MIPA assessments will consider the recommendations of relevant Gateway Reviews.

2.4 Infrastructure Australia Assessment Framework

Infrastructure Australia (IA) is the Australian Government's infrastructure advisory body. IA has multiple functions, including the evaluation of large-scale infrastructure proposals for inclusion on the Infrastructure Priority List⁵, or proposals with a federal funding contribution over \$250 million.

The IAAF⁶ is designed to help proponents develop high-quality infrastructure proposals for submission to IA. It provides a national standard for infrastructure development and explains IA's requirements and process for evaluating proposals. The IAAF comprises four stages, as shown in Figure 2.

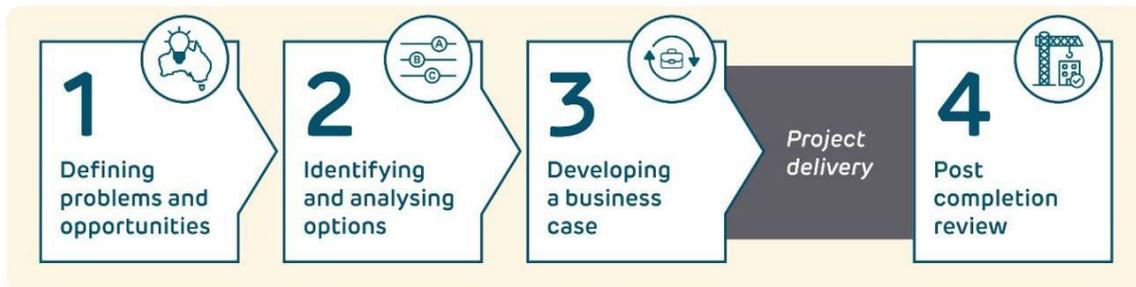


Figure 2 Infrastructure Australia Assessment Framework stages

IAAF Stage 1 and Stage 2 provide key inputs that feed into a full business case submission, which is then developed by proponents and evaluated by IA in Stage 3. While the four IAAF stages do not exactly match the three MIPA steps, the overall intent of both processes align.

One of IWA's legislated functions is to review and coordinate the provision of WA's submissions to IA. The coordination of these submissions occurs under the direction of the Premier and in close collaboration with the Department of the Premier and Cabinet (DPC) and Treasury. IWA also advises proponents on the development of IA submissions.

Note, in those cases where a proposal will be assessed by IA, IWA still has a legislated responsibility to review the proposal under its MIPA function. While the general intent is to remove unnecessary duplication between IWA and IA in the review of proposals, proponents should engage with IWA early to ensure an appropriate process is followed.

⁴ [Gateway Reviews Process | Department of Finance](#)

⁵ [Infrastructure Priority List | Infrastructure Australia](#)

⁶ [Assessment Framework | Infrastructure Australia](#)

2.5 Market-Led Proposals

A Market-Led Proposal (MLP) is an unsolicited proposal to government from the private sector to build and/or finance infrastructure, provide goods or services, or purchase a government-owned asset. The WA Government's MLP Policy⁷ provides a pathway for MLPs to be submitted and evaluated.

Under the MLP Policy, business cases for any MLPs relating to major infrastructure proposals should be referred to IWA for advice during Stage 2 (business case evaluation) of the MLP evaluation process. The MLP Steering Committee may also request IWA's advice on proposals at any other time.

Where the MLP is also a major infrastructure proposal (as defined above), IWA's review of the MLP business case will be consistent with the MIPA Guidelines.

⁷ [Market-led Proposals \(www.wa.gov.au\)](http://www.wa.gov.au)

3. MIPA process

3.1 Process overview

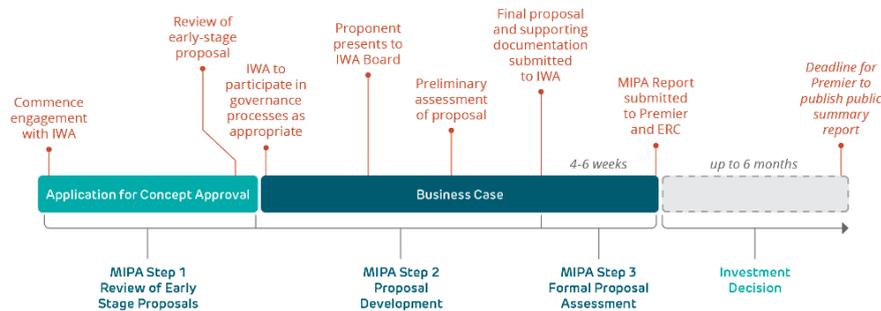


Figure 3 Typical MIPA Process

The MIPA process is comprised of three ‘steps’, with only Step 3 being a legislated requirement under the IWA Act. Figure 3 provides a high-level depiction of a typical MIPA process. An overview of each MIPA Step is provided below, and further described in Sections 4, 5 and 6:

- **Step 1: Review of Early-stage Proposals** (*not a legislated requirement*)
 - Early-stage proposals (typically ACA or IA Stage 1) can be submitted to IWA at any time.
 - IWA will undertake an assessment and provide feedback to proponents on submitted early-stage proposals.
 - IWA provides bi-annual advice to the Premier on the merit of any early-stage proposals.
- **Step 2: Proposal Development** (*not a legislated requirement*)
 - Can be tailored and applied to any proposal, irrespective of whether or not it is required to undergo a formal Step 3 assessment.
 - IWA will collaborate with proponents throughout the development of their major infrastructure investment proposals (typically Business Cases but can also include PDP’s) including non-voting membership on governance bodies, involvement in key workshops, and providing ad-hoc advice and guidance as required.
 - At any point during the development process, proponents can submit their draft proposal to IWA for review and feedback.
 - IWA strongly recommends that proponents undertake a Step 2 review of any proposals subject to a Step 3 assessment, to mitigate any risk of adverse findings or recommendations for further work as part of the formal assessment and advice to Government.
- **Step 3: Formal Proposal Assessment** (*legislated requirement*)
 - Required under the IWA Act for major infrastructure proposals with a capital cost over \$100 million (as defined in Section 19(1) of the IWA Act1.4).
 - Assessments generally take four to six weeks from submission of the final proposal to IWA (note: assessment timeframe commences once the business case and all key supporting documentation is received, including cost plans, schedules, economic assessment, modelling reports and supporting strategies/plans).
 - IWA’s final assessment report is submitted to the Premier, with a copy provided to the proponent and responsible Minister for attaching with the relevant ERC submission.
 - IWA’s Summary Report is released publicly within six months.

3.2 Engagement with IWA

IWA's primary aim throughout the MIPA process is to assist proponents in preparing high quality and compelling investment proposals, while ensuring clear alignment with relevant government strategies and policies. While the MIPA process has defined 'Steps' and associated point-of-time deliverables, there is a strong preference for ongoing collaborative engagement between proponents and IWA.

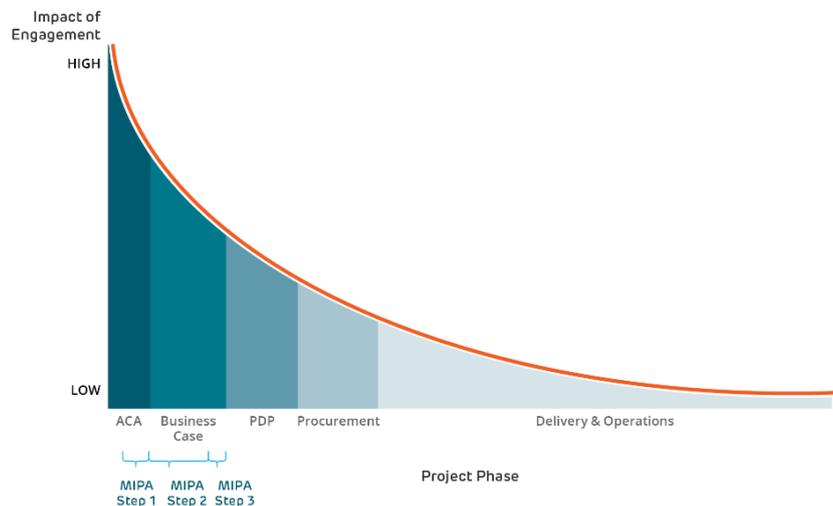


Figure 4 Impact of Early Intervention

Proponents are encouraged to engage with IWA at any point in the proposal development process, however, as depicted at Figure 4, the earlier the engagement occurs the greater the potential impact on the outcome. Feedback received from proponents to date has demonstrated that early engagement with IWA has provided them with significant benefits, including:

- Early identification of key opportunities and risks
- Reducing the time required for IWA's final assessment (Step 3)
- Assisting with interpretation, techniques and practical application of relevant guidelines and methodologies
- Supporting consistency and quality of proposal content across the public sector
- Active participation and support at key points in proposal development e.g., Investment Logic Mapping, qualitative and quantitative options evaluation, procurement options assessment
- Sharing best practice examples and learnings from previous similar proposals
- Upskilling and mentoring of proponent's business case development team
- Facilitation of strategic discussions with DPC and Treasury regarding government priorities and expectations relevant to the proposal
- Input on consultant requirements and selection process
- Limiting rework and/or abortive work
- Establishing connections with other government agencies/GTEs who can add value to the proposal.

3.2.1 Notifying IWA of a proposal

It is recommended proponent's notify IWA of major infrastructure proposals as early as possible in the development process.

IWA maintains a register of all 'active' proposals which is shared with DPC, Treasury, and Finance at regular intervals to ensure awareness and transparency across government.

To notify IWA of a major infrastructure proposal, please contact us via:

Email: proposals@infrastructure.wa.gov.au

Phone: (08) 6552 5229

3.2.2 Including IWA in governance arrangements

It is recommended that proponents consider including IWA as a non-voting⁸ member or technical advisor as part of relevant governance arrangements during proposal development. This will enable IWA to provide support and guidance during development of the proposal, while also assisting IWA to better understand the proposal, ultimately assisting with its review and advice to Government.

3.2.3 Presentations to the IWA Board

IWA's Board comprises a mix of senior public servants and leading private sector representatives with a high level of expertise in infrastructure and strategic planning. The IWA Board is responsible for approving IWA's Step 3 advice to the Premier on major infrastructure proposals.

It is recommended that proponents present to and seek feedback from the IWA Board on at least one occasion during development of a proposal business case. Often the IWA Board can provide strategic guidance on how to best frame a proposal and highlight any key areas of interest and/or concern that should be addressed prior to formal submission and Step 3 assessment. The IWA team can assist proponents to determine optimal timing and provide guidance on how to approach a presentation, including providing a presentation template and reviewing draft content.

3.3 MIPA Content Requirements

IWA's MIPA Assessment Workbook, included at Appendix 3, provides guidance on the content required for major infrastructure proposals.

The workbook is based on the requirements outlined in the SAMF Business Case Guidelines, however, it also provides best practice guidance for areas not addressed by SAMF, including in areas such as:

- Aboriginal engagement
- Embodied carbon and net zero
- Digital asset requirements.

IWA intends to provide further guidance on best practice requirements for these and other areas at a future date to help facilitate continuous improvement.

⁸ Note, IWA is required to be a non-voting member to avoid perceived or actual conflicts with its role of providing independent advice to government on major infrastructure proposals. However, this will not interfere with IWA's active participation and contribution to discussions to help guide proponents in the development of their proposals.

3.4 MIPA Assessment Criteria

IWA assesses proposals against three core assessment criteria, as outlined in Table 2, and further detailed in Appendix 2. The MIPA assessment criteria are consistent with the requirements of SAMF.

For each criteria, two main factors are assessed:

1. Does the proposal contain information to address the MIPA content requirements and assessment criteria?
2. Is the content of sufficient quality relative to the proposal’s scale, complexity, and risks to inform an investment decision by government?

Table 2 MIPA Assessment Criteria

Assessment criteria	Themes
<p>Strategic fit:</p> <p>There is a strong case for action, the proposal aligns with the achievement of state goals, and there is a clear fit with the community</p>	<ul style="list-style-type: none"> • Case for change • Alignment • Network and system integration • Solution justification • Stakeholder endorsement
<p>Societal impact:</p> <p>The social, economic, and environmental value of the proposal is clearly demonstrated by evidence-based analysis</p>	<ul style="list-style-type: none"> • Quality of life • Productivity (economic) • Environment • Sustainability • Resilience
<p>Deliverability:</p> <p>The proposal is capable of being successfully delivered, with risks being identified and sufficiently mitigated. A plan is in place to realise the benefits</p>	<ul style="list-style-type: none"> • Ease of implementation • Capability and capacity • Project governance • Risk • Lessons learnt

Note, assessment criteria are not weighted, and numeric scores are not allocated. IWA will consider both the positive and negative aspects of each proposal, with a ‘due diligence’ focus on any apparent critical issues, or any other strategic issues falling outside the scope of the themes and criteria.

The assessment criteria and themes will be applied through each of the three MIPA Steps, though the relative focus will shift i.e. For Step 1, there will be a stronger focus on the strategic fit including alignment with the SIS, SIP and relevant SAPs. For Step 2 and Step 3, there will be a stronger focus on societal impact and deliverability.

3.5 External Advisory/Support – Confidentiality and Conflict of Interest

IWA administers the MIPA process internally, and wherever possible seeks to undertake assessments utilising internal resources. However, on occasions IWA may engage external expertise to assist with an assessment, either in a targeted manner (e.g., specialist technical input or advice) or more broadly (e.g., to assist during peak assessment periods).

In all cases IWA is acutely aware of the need to maintain confidentiality of information and Government deliberations and actively manages confidentiality and potential (either real or perceived) Conflicts of Interest for all staff and consultants. Should a proponent have particular concerns or requirements relating to a proposal, including but not exclusively limited to IWA’s potential engagement of external expertise, they are encouraged to liaise directly with IWA as early as possible so that this can be appropriately managed.

4. MIPA Step 1: Early-stage proposals

While not a legislated requirement, the MIPA Step 1 allows proponents to engage with IWA and receive feedback at the early stage of proposal development (ACA or IAAF Stage 1).

The MIPA Step 1 does not impact the normal State Budget submission process as set out by Treasury (i.e., proposals are to be submitted as per normal even if a MIPA Step 1 has not been completed).

The purpose of MIPA Step 1 is to:

- Provide guidance to proponents on the development of high-quality early-stage proposals, ensure strategic alignment with government strategies and objectives, and avoid unnecessary work on proposals unlikely to be supported
- Identify a pipeline of early-stage proposals currently in development
- Provide bi-annual advice to the Premier on the pipeline of early-stage proposals, and their relative merit.

There are three components within a MIPA Step 1, depicted in Figure 5 below, with further details provided in Sections 4.1, 4.2 and 4.3:

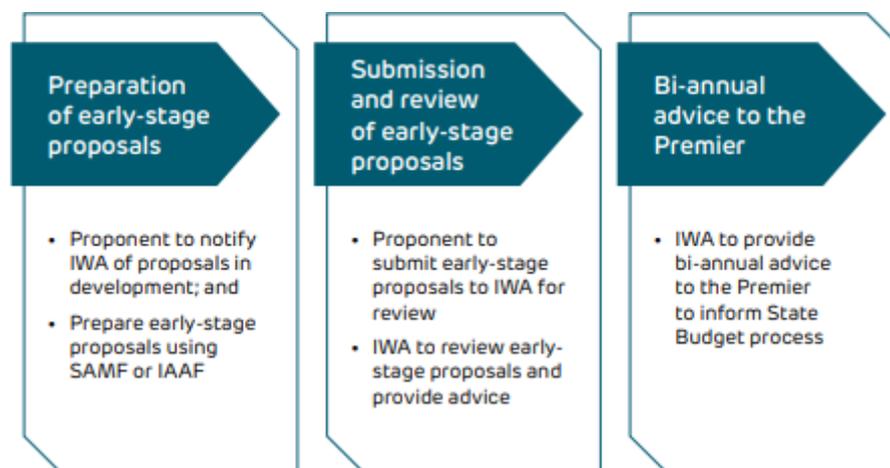


Figure 5 MIPA Step 1

4.1 Preparation of early-stage proposals

MIPA Step 1 does not change the way in which early-stage proposals are initially identified. Project ideas can come from a wide range of sources, such as SAPs, ACAs, other internal analysis, election commitments, and Ministerial directions.

Where the estimated capital cost for a proposal may exceed \$100 million⁹, proponents should notify IWA and develop early-stage proposals as either a:

- ACA as per the SAMF¹⁰; or
- IA Stage 1 submission as per the IAAF¹¹.

Proponents can determine which template is more appropriate, however, where a proposal is intended for submission to IA only, the IA Stage 1 template should be used.

In accordance with both the IAAF and the SAMF, early-stage proposals should include both qualitative and quantitative analysis to strengthen the justification for a proposal. This includes problem and opportunity monetisation, and qualitative assessment of underlying problems and opportunities that cannot be quantified.

In addition, content should align with other government strategic planning material (i.e., SIS, SIP, SAP, etc.), include robust demand modelling, and detail existing and forecast asset performance.

⁹ Note, consultation with IWA is highly recommended where the capital cost estimate for an early-stage proposals is >\$80 million to mitigate the risk of later cost increases.

¹⁰ [Strategic Asset Management Framework \(www.wa.gov.au\)](http://www.wa.gov.au)

¹¹ [Stage 1 - Defining problems and opportunities | Infrastructure Australia](#)

4.2 Submission and review of early-stage proposals

Early-stage proposals and supporting documentation may be submitted to IWA at any time throughout the year by emailing proposals@infrastructure.wa.gov.au.

Once received, IWA staff will review the submission, seeking further clarification from the proponent if required. Once finalised, informal advice will be provided to the proponent. Proponents can then update the proposal to address any recommendations from the report.

A MIPA Step 1 typically takes two to four weeks to complete.

Once finalised, the MIPA Step 1 Report will be submitted to the IWA Board for approval and issued to the proponent. Proponents can then update the proposal to address any recommendations from the report.

Note, MIPA Step 1 advice forms part of bi-annual advice to the Premier but is not released publicly.

4.3 Bi-annual advice to the Premier

MIPA Step 1 assists IWA to maintain a register of active proposals, which is used to inform bi-annual advice to the Premier regarding early-stage proposals that should be considered for further development.

IWA's advice to the Premier must be finalised in time to inform the State Budget and Mid-Year-Review processes. The information collected during MIPA Step 1 also directly links with other related IWA functions and roles, including the review of SAPs, coordination of IA submissions, and the annual preparation of government's 10-year SIP.

4.4 Roles and responsibilities

Table 3 MIPA Step 1 roles and responsibilities

What do proponents need to do?	What does IWA need to do?
<ul style="list-style-type: none">• Notify IWA of proposals in development• Prepare early-stage proposals using SAMF or IAAF guidance• Submit early-stage proposals and supporting information to IWA• Update early-stage proposals to address IWA feedback (if required)• Submit early-stage proposals in accordance with State Budget processes as set out by the Department of Treasury	<ul style="list-style-type: none">• Provide guidance to proponents and participate in governance and/or working groups as appropriate• Review early-stage proposals and prepare informal advice• Maintain register of active proposals across the public sector• Provide bi-annual advice to the Premier on early-stage proposals to inform the State Budget process

5. Step 2: Proposal development

While not a legislated requirement, the MIPA Step 2 involves IWA collaborating with proponents during the development of their proposal (business case) to deliver a high-quality product with sufficient information on which to inform an investment decision. This includes IWA participating in governance committees, key workshops (i.e., Investment Logic Mapping, Options Shortlisting, Procurement Options Analysis, etc.), and undertaking a preliminary assessment of a proposal prior to formal submission (Step 3).

The MIPA Step 2 does not impact the normal State Budget submission process as set out by the Department of Treasury (i.e., proposals are to be submitted as per normal even if a MIPA Step 2 has not been completed) and can be applied to any proposal, irrespective of whether or not it will be required to undergo a formal Step 3 assessment (noting proposals not requiring a Step 3 assessment will generally receive informal feedback from the IWA team only, and not be subject to consideration by the IWA Board).

The purpose of MIPA Step 2 is to:

- Collaboratively engage with proponents to develop high-quality proposals and build proponent capability
- Streamline IWA's formal assessment of proposals (MIPA Step 3, where applicable)
- Identify key opportunities and risks that may require further consideration before the proposal is finalised
- Provide guidance on practical application of relevant guidelines and methodologies
- Support consistency in proposal content and quality across the public sector.

There are three components within a MIPA Step 2, depicted in Figure 6 below, with further details provided in Sections 5.1, 5.2, and 5.3:

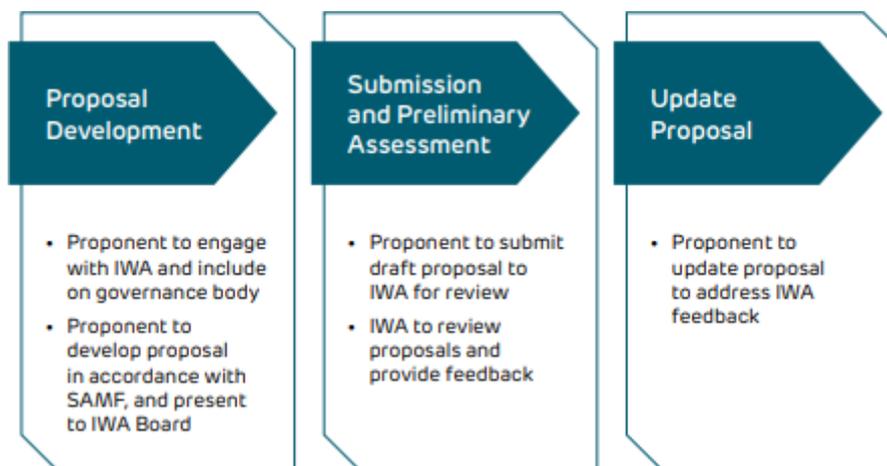


Figure 6 MIPA Step 2

5.1 Proposal development

IWA's intention is to aid proponents throughout the development of their major infrastructure proposals (typically business cases) to ensure they present a compelling and robust case for investment.

Proponents are encouraged to engage with IWA at the commencement of proposal development and throughout the development process, including for those proposals that have not been considered via a MIPA Step 1, including key activities such as:

- Non-voting membership on relevant governance bodies and working groups
- Participation in key workshops
- General advice and guidance
- Input and involvement on consultant selection
- Facilitation of strategic meetings with Treasury, DPC and IA where appropriate.

Proposals should be developed in accordance with the SAMF Business Case Guidelines and Business Case Template¹².

IAAF Stage 3 – Developing a Business Case¹³ submission guidance provides IA's best practice guidance appropriate for large infrastructure projects and may be a useful reference for proponents.

Note, where a proposal is intended for submission to IA, any additional mandatory requirements set out in the IAAF above and beyond the SAMF and IWA MIPA guidelines must be followed.

As outlined in Section 3.2.3 it is recommended that proponents present and seek feedback from the IWA Board during the development of the proposal.

5.2 Preliminary assessment

A Step 2 assessment is encouraged for all proposals. Proponents can submit draft proposals to IWA for preliminary Step 2 review and feedback at any point during development.

Optimal timing for a Step 2 is generally at the point of a reasonably complete draft business case being developed, but when sufficient time still exists for the proponent to consider feedback received and accommodate any recommended additional work.

Proponents seeking a Step 2 assessment can submit their proposals to IWA via proposals@infrastructure.wa.gov.au.

Once received, IWA staff will review the submission and develop a MIPA Step 2 report, seeking further clarification from the proponent if required. A MIPA Step 2 process typically takes two to four weeks to complete.

IWA's Step 2 assessments focus on whether the proposal is appropriate to inform an investment decision by government. The content requirements and assessment criteria for a MIPA Step 2 are outlined in Sections 3.3 and 3.4. Note, the assessment criteria for Step 2 are the same as for the formal Step 3 assessment.

A template report is included in Appendix 1 which broadly includes consideration of the following:

- Project purpose and justification
- Strategic options analysis
- Shortlisted options evaluation
- Economic and financial analysis
- Implementation analysis.

Once finalised MIPA Step 2 reports are issued to the proponent to assist with ongoing proposal development. Note, MIPA Step 2 reports are not provided to the Premier, ERC, or released publicly, and are primarily for the benefit of the proponent.

¹² [Strategic Asset Management Framework \(www.wa.gov.au\)](http://www.wa.gov.au)

¹³ [Stage 3 - Developing a business case | Infrastructure Australia](#)

5.3 Proponent to update proposal

Following receipt of a MIPA Step 2 report, the proponent should update the proposal to address any relevant recommendations prior to submitting for a formal assessment under MIPA Step 3.

In addition to improving the quality of a proposal, the Step 2 process is intended to reduce the time required to undertake a Step 3, which is often time sensitive and linked to other approvals processes, particularly those associated with the State Budget and consideration by Government.

5.4 Roles and responsibilities

Table 4 MIPA Step 2 roles and responsibilities

What do proponents need to do?	What does IWA need to do?
<ul style="list-style-type: none">Engage with IWA early in the proposal development processInclude IWA on relevant governance and/or key development workshopsPresent to IWA Board on the proposalDevelop proposal in accordance with SAMFSubmit proposal to IWA for preliminary review once sufficiently developedUpdate proposal to address IWA informal recommendations	<ul style="list-style-type: none">Collaborate with proponent to provide guidance and advice as requiredParticipate in proposal governance and key decision pointsReview submitted proposal and develop MIPA Step 2 ReportProvide MIPA Step 2 Report to the proponent for action

6. Step 3: Formal proposal assessment

Formal assessment of a major infrastructure proposal through MIPA Step 3, prior to an investment decision, is a legislated requirement under the IWA Act.

IWA's MIPA Step 3 Report and Summary Report will be provided to the Premier and must be submitted to ERC as part of the relevant Budget submission.

The purpose of MIPA Step 3 is to:

- Formally assess finalised proposals which will be submitted for investment decision consideration by government
- Provide advice to the Premier regarding if a proposal includes sufficient information on which to base an investment decision
- Provide a formal MIPA Step 3 Report to proponents for inclusion with their ERC submission
- Prepare a Summary Report outlining IWA's key findings, which is to be made public by the Premier within 6 months of receiving IWA's assessment.

There are three components within a MIPA Step 3, depicted in Figure 7 below, with further details provided in Sections 6.1, 6.2, and 6.3:

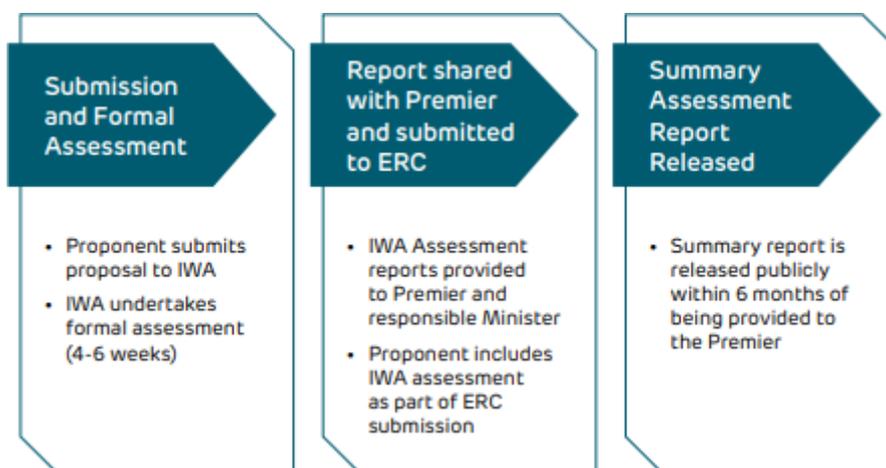


Figure 7 MIPA Step 3 process

6.1 Submission and formal assessment

Formal Step 3 assessments may occur at any time throughout the year, however, most formal assessments typically occur in the lead-up to the annual State Budget process.

IWA's MIPA Step 3 formal assessment of proposals must take place prior to submission to ERC for an investment decision. Proponents will need to contact Treasury regarding the coordination of ERC submissions and respective timing.

Proponents are to submit their final proposal and all supporting documentation to IWA via proposals@infrastructure.wa.gov.au, allowing sufficient time for IWA's review.

The MIPA Step 3 Report, and Summary Report, typically takes four to six weeks to complete from the time that the final proposal and all supporting documentation is received by IWA, generally depending on the quality of the information received, proposal complexity and the number of proposals being progressed concurrently for Government consideration. However, this can be expedited if a MIPA Step 2 is undertaken.

Once received, IWA staff will review the proposal and develop a MIPA Step 3 Report and Summary Report, seeking further clarification and/or briefings from the proponent if required.

The IWA assessment will focus on whether the proposal is appropriate to inform an investment decision by government. The content requirements and assessment criteria for the MIPA Step 3 Report and Summary Report are outlined in Sections 3.3 and 3.4.

A template report is included in Appendix 1 which aligns with the SAMF Business Case Guidelines and broadly includes consideration of the following:

- **Project purpose** –the strategic context of the proposal, the problem(s), and the opportunities that are proposed to be addressed.
- **Investment proposal** – the broad benefits of government intervention, such as capital investment.
- **Strategic options analysis** – identifies a long list of options available to decision makers and filters these to a shortlist using defined criteria.
- **Shortlisted options evaluation** – justified the preferred project option selected, supported by detailed analysis of the shortlisted options.
- **Implementation analysis** – demonstrates that the preferred option can be delivered effectively.

Generally, formal MIPA Step 3 proposal assessments will be carried out in parallel with a review of the proposal by Treasury and where applicable IDU in Finance, as outlined in Section 22. It is the responsibility of the proponent to coordinate these parallel reviews.

Once finalised, the MIPA Step 3 Report and Summary Report will be submitted to the IWA Board for approval, prior to submission to the Premier.

6.2 Report shared with Premier and submitted to ERC

In accordance with the IWA Act, the approved MIPA Step 3 Report and Summary Report will be provided to the Premier once complete, and upon confirmation that the proposal is to be formally considered by Government.

In parallel, copies of the assessment reports will be issued to the proponent and the responsible Minister for inclusion with the applicable submission to ERC on the proposal, in order to inform an investment decision.

Note, it is a requirement that IWA's MIPA Step 3 Reports be attached to the ERC submission, as noted on the ERC submission template.

6.3 Summary assessment report released

In accordance with the IWA Act, the Summary Report is to be made publicly available by the Premier within six months of receiving IWA's assessment. IWA coordinates directly with the Premier's office around release of the Summary Reports. Once approved the reports are generally released via the IWA website.

6.4 Roles and Responsibilities

Table 5 MIPA Step 3 roles and responsibilities

What do proponent's need to do?	What does IWA need to do?
<ul style="list-style-type: none"> • Finalise proposal in accordance with SAMF guidelines (or IAAF where relevant) • Confirm ERC submission dates with Treasury • Submit proposal to IWA 4-6 weeks before ERC submission date • Coordinate with Treasury, and Finance for their respective review processes • Include MIPA Step 3 Report with Budget Submission 	<ul style="list-style-type: none"> • Undertake formal assessment of proposal IWA Act, and prepare MIPA Step 3 Report and Summary Report • Provide assessment reports to the Premier, the proponent and the relevant Minister • Ensure Summary Report publicly available within 6 months of being provided to the Premier

7. Post Completion Review

IWA has a further legislative function to review and report to the Premier on completed infrastructure projects. All proposals which undergo a formal MIPA Step 3 proposal assessment, and which then proceed to delivery and operation, will be subject to a post-completion review.

The SAMF, SIS, and the IAAF emphasise the importance of post-completion reviews and ongoing benefits management. These can help to understand the extent to which project objectives and investment benefits have been achieved.

IWA's post-completion review legislative function will be commensurate with the complexity, risk, delivery and operational performance of the infrastructure project or programme. This could potentially include Gateway post-completion reviews (Gate 6), post-completion reviews directly by IWA, or post-completion reviews by the delivery agency or GTE with IWA's involvement. Further guidance material will be prepared in due course with regards to undertaking post-completion reviews.

Appendix 1: Assessment report template (Step 2 and 3)

PART A – ASSESSMENT CONTENT, KEY FINDINGS AND RECOMMENDATIONS

1. Purpose

<Outline purpose of the report i.e., assessment under Section 19 (2) of the *Infrastructure Western Australia Act 2019*>

2. Context of IWA Assessment

<Provide key context and background which informed the assessment of the report and/or IWA's recommendations>

3. IWA Key Findings

<Outline key findings and recommendations of the assessment, including if sufficient information is provided on if to make an investment decision>

PART B – FURTHER SUPPORTING ANALYSIS AND BACKGROUND

1. Context

a. Project Background

<Detailed background of the proposal, including previous approvals and/or directions from Government>

b. IWA Involvement

<Outline IWA's involvement throughout the development of the proposal (i.e., inclusion on governance, key workshops, etc.), and when the proposal and supporting information was received>

2. Strategic Merit

a. Alignment

<Does the proposal's alignment to relevant strategic plans and policies>

b. Problems and Opportunities

<Outline if the proposal clearly defines the problems to be addressed, and benefits to be realised by an investment, and if these are based on sound forecasts>

c. Options Assessment

<Outline if a thorough, balanced, and transparent assessment of the options been undertaken?>

3. Societal Impacts

<Outline if the economic, social, and environmental value of the proposal has been demonstrated>

a. Economic and financial assessment

b. Social assessment

c. Environmental assessment

4. Recommended Option

a. Project Definition

<provide an overview of the recommended option>

b. Deliverability

<is the deliverability of the recommended option well defined>

Appendix 2: MIPA assessment themes and criteria

Criteria	Theme	How content will be considered
Strategic fit There is a strong case for action, the proposal aligns with the achievement of stated goals, and there is a clear fit with the community.	Case for change	The underlying causes and effects of the problems and opportunities make a clear case for the proposal.
	Alignment	The proposal directly contributes to relevant national, state, territory and local government goals, objectives, policies and strategic plans.
	Network and system integration	The proposal is compatible with the existing and future infrastructure network, system or place in which it is situated. It is an essential part of the coherent program of work.
	Solution justification	The proposal is the most appropriate response to addressing the problems and opportunities.
	Stakeholder endorsement	There is sufficient support for the proposal and buy-in from identified beneficiaries, stakeholders and/or community that it responds to their needs.
Societal impact The social, economic and environmental value of the proposal is clearly demonstrated by evidence-based analysis.	Quality of life	The proposal will improve the quality of life of Australians.
	Productivity	The proposal will improve productivity of the economy, by reducing costs and/or increasing the output of production activities.
	Environment	The proposal identifies environmental effects and a plan is in place to manage them.
	Sustainability	The proposal meets the needs of the present without compromising the ability of future generations to meet their own needs.
	Resilience	The proposal improves the community's ability to anticipate, resist, absorb, recover, transform and thrive in response to shocks and stresses, to realise positive social, economic and environmental outcomes.
Deliverability The proposal is capable of being successfully delivered, with risks being identified and sufficiently mitigated. A plan is in place to realise the benefits.	Ease of implementation	There are deliverable solutions for responding to the problems and opportunities.
	Capability and capacity	The Proponent and the industry have appropriate skills and capacity to deliver the proposal.
	Project governance	The governance and procurement model is appropriate for successful delivery.
	Risk	The risks of delivering the proposal have been identified and can be appropriately managed.
	Lessons learned	Lessons from similar projects have been used to inform analysis during each stage of project development. A post completion review has been considered, with a measurement strategy in place.

Appendix 3: MIPA Assessment Workbook

MIPA Sections and sections with assessment report structure)	Guideline sub (aligns with MIPA)	SAMF Guideline Section	BC SAMF Guideline Heading	BC MIPA related Themes	SAMF BC Guideline requirement ⁱⁱⁱ
1 IWA findings and recommendations					Overview of IWA's key findings and recommendations
2 Context					MIPA Related Themes: Case for Change, Alignment, Network & system Integration
Project background	Project Purpose	Project Context	Case for Change Alignment Network Integration		<p>What is required - Describe any context and background necessary to outline the existing service delivery environment and introduce the problem or opportunity. (P 13)</p> <p>What is required - Document any existing similar or related services currently being delivered, how they are being delivered and by whom. (P 13)</p> <p>What is required - Identify how the proposal links to the agency's Strategic Asset Plan or other relevant strategic plans such as the State Infrastructure Strategy and articulate how the proposal will address a need in the agency's service delivery model. In doing so, document. (P 13)</p>
3 Strategic Merit/Fit					MIPA Related Themes: Case for Change, Alignment, Network & system Integration
Alignment	Project Purpose	Problem definition	Alignment		What is required - Identify how the proposal links to the agency's Strategic Asset Plan or other relevant strategic plans. (P15)
Problem opportunity and	Project Purpose	Problem definition	Case for change Network and system integration		<p>What is required - Describe the problem(s) in terms of its cause, who it affects, and how they are affected. (p 15)</p> <p>What is required - Detail the impact of the problem in the broader service context - including highlighting the risks associated with the problem. (p 15)</p> <p>What is required - Note any relevant relationships between the problem and the agency's long-term service and asset planning. (p 15)</p> <p>What is required - If feasible, monetise the problem that the proposal is intending to address. (p 15)</p>
Problem opportunity and	Project Purpose	Timing considerations	Case for change		What is required - Indicate the urgency of the problem(s) by explaining why the problem(s) should be solved now rather than later. State the implications of delaying a response to the problem (P 16)
Problem opportunity and	Project Purpose	Rationale for intervention	Alignment		<p>What is required - Describe the rationale for government intervention. Justify why the State should intervene. (P 16)</p> <p>What is required - Define the 'base case'; i.e., the situation in the absence of any intervention or change in practice. (P 16)</p>
Problem opportunity and	Project Purpose	Project Context	Case for change Network and system integration		<p>What is required - Document current and forecast future demand for services. (P 13)</p> <p>What is required - Document any funding commitments or other resources that support service delivery, including any commitments that are subject to review or are due to lapse. (P 13)</p> <p>What is required - the existing asset base and its condition, capacity and capability to support ongoing service delivery requirements. (P 13)</p> <p>Best Practice - Outline cultural heritage context, cultural significance, and consideration of key interests of local Aboriginal stakeholders relevant to the proposal.</p> <p>Best Practice – Identify State and Federal policies and commitments and how they apply to the proposal, including:</p> <ul style="list-style-type: none"> - Aboriginal engagement i.e., Aboriginal Empowerment Strategy, Closing the Gap, Aboriginal Procurement Policy, etc. - Decarbonisation and Net Zero i.e., climate legislation, WA Climate Policy, Sectoral Emissions Reduction Strategies, Climate Adaptation Strategy. - Digital asset requirements i.e., WA Digital Strategy, Digital First Infrastructure Strategy, etc. <p>Best Practice – Outline Facilities Management and Operational requirements and how digital assets are currently, or planned, to be utilised.</p>

4 Options Assessment + 6 Recommended option: project definition				MIPA Related Themes: Solution justification, Case for change, Alignment, Stakeholder endorsement, Network & system integration, Ease of Implementation, Quality of Life, Productivity, Environment, Sustainability, Resilience, Risk
	Investment proposal	Proposal Objectives	Solution justification	What is required - Detail the proposal’s objectives. (P 17)
	Investment proposal	Benefits to be delivered	Case for change Alignment	What is required - State the benefits (these can be drawn from the Investment Logic Map and Benefits Maps if the investment logic mapping exercise has been carried out). Be comprehensive. (P 18) What is required - Outline how the base case will impact on government policies and strategies (P 18) What is required - Highlight any drawbacks or disadvantages of the proposal. (P 18) Best Practice – Consider benefits to the Aboriginal community, environment, decarbonisation goals, and improved asset management through digitisation. Quantification of benefits with reference to strategic targets is preferred.
	Investment proposal	Stakeholders	Stakeholder endorsement	What is required - Map the key stakeholders, their interests and likely position in relation to the problem. (Comprehensive consultation not required at this stage) (P19) What is required - Identify any potential opportunities for collaboration. (P19) Best Practice - Ensure key local Aboriginal stakeholders are identified, consideration of key interests and collaboration expectations (noting engagement is a minimum requirement). Best Practice – Early engagement with Facilities Management personnel should be undertaken regarding use of digital assets
	Investment proposal	Interdependencies	Network and system integration Stakeholder endorsement	What is required - Outline any key interdependencies critical to benefit delivery and strategies required for management. (P19) What is required - Identify necessary and potential partnerships with other organisations to ensure successful outcomes/benefits realisation. (P19)
	Strategic Options Analysis	Long List of Options	Ease of implementation	What is required - State potential interventions – i.e., the broad action by the Government (base options, asset options, service options, etc.) (P 21) What is required - State potential interventions – i.e., the broad action by the Government (base options, asset options, service options, etc.) (P 21) What is required - List all strategic options considered feasible in addressing the problem. (P 21) What is required - If a large number of options have been considered, it may be appropriate to provide a summary in the business case and include the detail as an appendix. (P 21) What is required - Evaluate the long list of strategic options using an identified method and criteria to determine those options that will be subjected to further analysis (‘the shortlisted options’) (P 22) What is required - Justify the exclusion of any longlisted options in forming the shortlisted options. (P 22) What is required - Specify the method and criteria used to assess and rank a long list of potential strategic options, including assumptions. (P 22) Best Practice - Ensure evaluation criteria consider the alignment of the option with key Aboriginal engagement government policies, and relevant impacts on cultural heritage, cultural significance, and key interests of local Aboriginal stakeholders. Criteria weighting should be appropriate. Best Practice – Identify material differences in the environmental and carbon (Scope 1, 2 and 3) impact of options under consideration. Best Practice – identify benefits to asset management through use of digitisation
	Shortlisted Options Evaluation	Shortlisted Options Summary	Ease of implementation	What is required - Describe the shortlisted project options, including each option’s scope; (p 24) What is required - Describe the shortlisted project options, including each option’s cost; (p 24) What is required - Describe the shortlisted project options, including each option’s program and delivery schedule; and (p 24) What is required - Describe the shortlisted project options, including each option’ risk of not delivering in line with the defined scope, costs, and schedule (p 24)

	Shortlisted Options Evaluation	Risk Evaluation	Risk	<p>What is required - Identify option-specific key risk factors and likely impacts to allow differentiation. (p34) See societal impacts section. Some duplication, in addition to a split between options evaluation and detailed analysis is expected Best Practice – Consider key cultural, environmental, climate change (physical and transition), delivery and change management (related to digitisation) risks.</p>
	Shortlisted Options Evaluation	Timing and Program Analysis	Ease of implementation	<p>What is required - Identify the indicative timeline with key milestones for delivery of each option and identify any staging requirements. (P34) Best Practice – Include appropriate allowance for Aboriginal engagement, environmental investigations, project approvals, and development of a digital asset</p>
	Shortlisted Options Evaluation	Recommended Solution	Solution justification	<p>What is required - Based on the evaluation of the shortlisted options, state the recommended solution (p 35)</p>
5 Societal impacts				
Environmental assessment + Social Assessment	Shortlisted Options Evaluation	Social and Environmental Impact Analysis	Quality of life Productivity Environment Sustainability Resilience	<p>What is required - Provide a high-level overview of the social and environmental impacts of the proposal and identify any significant issues or opportunities specifically relevant to each shortlisted option. (p 25) What is required - For high value, high risk proposals, comprehensively assess all the anticipated impacts of each shortlisted option. This may include undertaking social impact assessment and environmental impact assessments (P 25) Best Practice - Assess the extent and nature of any impacts specific to Aboriginal stakeholders, including opportunities to deliver benefits to Aboriginal people. Note, this should be undertaken in collaboration with identified Aboriginal stakeholders. Best Practice – Establish reference carbon impacts to support differentiation of options (see for example, guidance on integrating carbon management into decision-making within PAS2080, 2023) Best Practice – Contextualise the options assessment in terms of sustainability targets</p>
Economic and financial assessment	Shortlisted Options Evaluation	Economic Analysis	Productivity	<p>What is required - An economic analysis may not be required for low value, or low risk proposals. A qualitative assessment of the costs and benefits to the community is sufficient for most lower value, lower risk proposals. A qualitative assessment of the costs and benefits to the community is sufficient for most lower value, lower risk proposals. (P 29) What is required - the basis for costs and benefits for shortlisted options; (P 29) What is required - an articulation of the methodology used for the economic analysis; (P 29) What is required - quantified and monetised (wherever possible) costs and benefits; and (P 29) What is required - a statement of all assumptions. (P 29) What is required - For high value, high risk proposals: use detailed costs and benefits of each option. These cost estimates will primarily be based on option specific designs, engineering, and quantity surveyor cost estimates (P 29) What is required - For high value, high risk proposals: state all assumptions and, if appropriate, refer to comparable projects to justify costs and benefits used. (P 29) What is required - For high value, high risk proposals: include sensitivity analysis on key assumptions and the discount rate. (P 29) Best Practice – quantify and monetise specific economic benefits including: - for Aboriginal people - as a result of environmental/decarbonisation initiatives - as a result of better asset management through digitisation</p>
Economic and financial assessment	Shortlisted Options Evaluation	Financial Analysis	Solution Justification	<p>What is required - Present the capital and recurrent cost estimates of each option. These estimates should be sufficiently robust for an investment decision maker to have confidence in understanding the impact on State finances. (P 33) What is required - For high value, high risk proposals, the inputs into the Financial Analysis (the cost plans) of the business case are to be developed to a higher degree of certainty (P50 or P90). (P 33) What is required - Present the results of the analysis in a Discounted Cash Flow Analysis. (P 33) What is required - Document all assumptions, in an appendix. All assumptions should be defensible, with a clearly documented rationale (P 33) Best Practice – ensure cost plan includes allowance for Aboriginal engagement. Best Practice – identify potential for carbon assessment to be integrated into digital engineering to support alignment of cost and carbon control. Best Practice – ensure cost plan includes allowance for production and handover of digital asset (BIM/ Digital Engineering)</p>
7 Deliverability				
MIPA Related Themes: Capability and capacity, Risk, Project governance, Stakeholder endorsement, Ease of Implementation, Solution justification.				

	Implementation Analysis	Procurement Strategy	Capability and capacity	<p>What is required - Nominate and justify the anticipated choice of procurement method for the recommended solution based on the procurement options analysis. Complex proposals will undertake a Procurement Options Analysis (POA) and summarise the results. (P 37)</p> <p>What is required - State the relevant options to fund the proposal. (P 37)</p> <p>What is required - Utilise a POA workshop with appropriate representation from the executive, Finance, Treasury, SSO etc. In some instances, the POA will be high-level and confirmed during the Project Definition Plan (P 37)</p> <p>Best Practice – Identify Aboriginal procurement requirements, in accordance with Government policy, and details of how this will be achieved.</p> <p>Best Practice – consider how the development of the digital asset will be procured, i.e., should a separate BIM/DE manager be engaged jointly by the Contractor and the State to deliver the digital asset</p> <p>Best Practice – Identify how carbon control could be incorporated into procurement strategy</p>
	Implementation Analysis	Risk Management	Risk	<p>What is required - List the key risks to the successful implementation of the recommended solution and state how these risks are to be managed. (P 38)</p> <p>What is required - For high value, high risk proposals, list all risks to successful delivery and transition to operations. Outline proposed arrangements for ongoing risk monitoring and management. Include an appendix with the risk management strategy and risk register. (P 38)</p> <p>Best Practice – include key risks, and mitigation strategies for:</p> <ul style="list-style-type: none"> - Aboriginal engagement and cultural risks - Environmental impacts and decarbonisation - Digital asset development and change management
	Implementation Analysis	Governance Arrangements	Project Governance	<p>What is required - State the current governance arrangements in place for the proposal. Outline any proposed changes to governance arrangements that will be required to support project delivery if the proposal is approved by Government. (P 39)</p> <p>What is required - For high value, high risk proposals, document any key changes to governance arrangements that need to be undertaken to ensure the project is delivered as intended. (P 39)</p> <p>Best Practice – embed Aboriginal representation into key governance group/s responsible for strategic decision making.</p>
	Implementation Analysis	Stakeholder Engagement	Stakeholder engagement	<p>What is required - Map the key stakeholders and project dependencies, and their interests and likely position in relation to the recommended solution as project planning matures. This will build upon the work identified in the Investment Proposal section but be at a more granular level. (P 39)</p> <p>What is required - Outline engagement with key stakeholders to date. (P 39)</p> <p>Best Practice – mapping to include key Aboriginal stakeholders</p>
	Implementation Analysis	Aboriginal Engagement		<p>Best Practice – a standalone Aboriginal Engagement section should be included which outlines the project’s approach and key goals, for Aboriginal engagement across all phases of the project’s lifecycle (including operations). This should include:</p> <ul style="list-style-type: none"> - Cultural Recognition – awareness training and cultural protocols etc. - Cultural Design – commitments to embed the cultural significance into the infrastructure design - Employment – commitments for Aboriginal employment - Procurement – percentage commitment for Aboriginal business spend - Land Access and Site Management – acknowledging Native Title determination status and requirements - Governance – how Aboriginal representation will be embedded into the governance of the project
	Implementation Analysis	Delivery Timelines	Ease of implementation	<p>What is required - List the likely major deliverables and the approximate delivery timeframe. (P 40)</p> <p>What is required - For high value, high risk proposals more detail is expected to be provided regarding major project milestones and timeframes. (P 40)</p> <p>What is required - High value, high risk proposals must provide a detailed outline of the recommended solution’s delivery timeline. In doing so, it is required that the business case attaches a high-level project schedule, listing all the major milestones and highlighting critical path, as an appendix. (P 40)</p> <p>Best Practice - Ensure appropriate allowances for Aboriginal engagement</p>
	Implementation Analysis	Benefits Management	Solution justification	<p>What is required - Provide a statement of investment benefits to show how well the recommended solution addresses the problem and key benefits that were previously identified. Provide a detailed description of:</p> <ul style="list-style-type: none"> • KPIs to measure the delivery of the benefits; • baseline, interim and target measures, and dates; and • person/position responsible for delivering the benefits, and the forum for reporting. (P 40) <p>What is required - Append an updated benefits management plan to inform this section. (P 40)</p> <p>What is required - Specify the impact of the proposal on the agency’s existing outputs and performance measures (P 40)</p>

	Implementation Analysis	Digital Asset Requirements		Best Practice – outline the requirement for digital assets (BIM/Digital Engineering) throughout the life cycle of the project, with a particular focus on the operations phase. Outline the strategy to ensure these requirements will be delivered i.e., specifications to be included as part of the design contract, a State BIM manager will be engaged, etc.
	Implementation Analysis	Environmental		Best Practice – key environmental impacts, including any need for offsets, and approvals requirements are identified. Identify intended approach to sustainability during project delivery.
	Implementation Analysis	Next Steps	Ease of implementation	What is required - State key areas of uncertainty to be resolved. If applicable, raise issues that will need to be addressed in the Project Definition Plan. (P 41)
	Implementation Analysis	Requested Outcome	Solution justification	What is required - Briefly summarise the recommended solution and its justification. State the decision(s) that are being sought from Government. (P 41)
	Implementation Analysis	Quality Assurance Plans	Stakeholder engagement Project Governance	What is required - For high value, high risk proposals, append the Communications Plan, Stakeholder Engagement Plan, Workforce Plan, Transition, and ICT Plan to the business case. Quality assurance plans are rarely required to be attached for lower value, lower risk proposals. If relevant, outline how the agency will continue to engage with other assurance mechanisms, e.g., Infrastructure WA; Gateway; and/or Infrastructure Australia (P 42).
	Implementation Analysis	Lessons Learned		Best practice – have lessons from similar projects been used to inform analysis during each stage of this proposal’s development? Has a post completion review been considered for this proposal and is a measurement strategy in place?
Additional Strategic issues or criteria				
				Other SAMF criteria not highly visible in the SAMF Business Case Guidelines

ⁱ(P #) refers to the respective page within the SAMF BC Guidelines.

ⁱⁱ References to ‘Best Practice’ are provided by IWA for areas not covered by SAMF in detail, these include Aboriginal Engagement, Decarbonisation and Net Zero requirements, and Digital Asset requirements. IWA will release future guidance regarding these areas as part of a to-be-released separate document.