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Transport Infrastructure Ireland

# TII Publications

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## Project Management Guidelines

**PE-PMG-02041**

January 2019

## About TII

Transport Infrastructure Ireland (TII) is responsible for managing and improving the country's national road and light rail networks.

## About TII Publications

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<b>TII Publication Number</b>	<i>PE-PMG-02041</i>

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## TII Publications



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<b>Activity:</b>	Planning & Evaluation (PE)
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This version of the Technical Document supersedes the September 2017 Publication of PE-PMG-02041. The principal changes are as follows:

**Chapter 1 – Introduction**

- a) Minor text amendments.
- b) Approval and submission requirements updated.

**Chapter 2 – Roles and Responsibilities**

- a) Reference updated.

**Chapter 3 – Project Phases**

- a) Approval and submission requirements updated.
- b) Figure 4 and Figure 5 updated, processes and deliverables grouped and streamlined, approval and submission requirements updated.

**Chapter 4 – Project Engagement and Communication**

- a) Meeting types amended, meeting functions amended, and meeting frequencies updated.
- b) Register requirements updated.

**Chapter 5 – List of Definitions**

- a) Minor text amendments to reflect document edits.

**Chapter 6 – List of Abbreviations**

- a) Minor text amendments to reflect document edits.

# 1. Introduction

## 1.1 Purpose

These Project Management Guidelines (PMG) provide a framework for a phased approach to the management of the development and delivery of National Road and Public Transport Capital Projects. They are applicable to Projects which are funded through Transport Infrastructure Ireland (TII) and/or when TII is the Sanctioning Authority, unless otherwise instructed by TII. The Guidelines shall be used by Project Managers and those responsible for the delivery of such Projects. The National Transport Authority (NTA) is generally the Sanctioning Authority for Public Transport Projects, in such cases the Project Management Guidelines for Projects Funded by the NTA shall apply.

## 1.2 Context

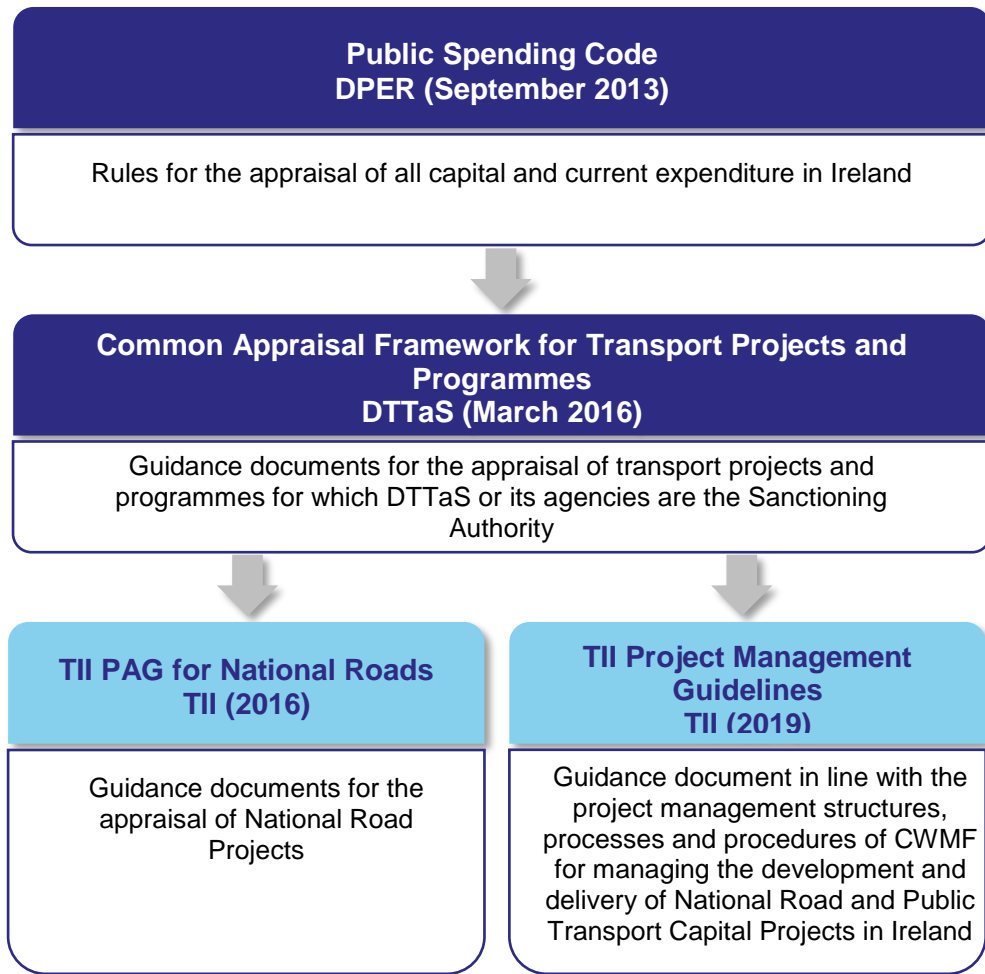
The delivery of TII Projects lies within a greater institutional and regulatory context as illustrated in Figure 1. These Guidelines have been developed to fit within the context of these obligations.

TII must comply with the Public Spending Code (PSC) which is a set of rules and procedures to ensure that all Irish public bodies treat public funds with care to ensure that the best possible value-for-money is obtained whenever public money is being spent or invested. It is a requirement within the PSC that each Sanctioning Authority is responsible for drawing up its own procedures applicable to its area of control. These Guidelines are necessary for compliance with this requirement.

The Common Appraisal Framework (CAF) for Transport Projects and Programmes develops a common framework for the appraisal of transport investments for which the Department of Tourism, Transport and Sport (DTTaS) or its agencies are the Sanctioning Authority. It is consistent with the PSC and also elaborates on the PSC in respect of the appraisal of transport projects and programmes. This assists Project promoters in constructing robust and comparable business cases for submission to Government.

The TII Project Appraisal Guidelines (PAG) for National Roads translate the requirements of the CAF in relation to National Road infrastructure Projects and Programmes and provides detailed guidance on aspects of appraisal including cost benefit analysis, transport modelling and parameter values. TII PAG must be followed in conjunction with the appropriate phases of these guidelines as outlined in Section 3.

The Department of Public Expenditure and Reform (DPER) Capital Works Management Framework (CWMF) is a structure that has been developed to deliver the Government's objectives in relation to public sector construction procurement reform. The structure incorporates a number of guidance notes aimed at facilitating the implementation of the Government's reforms in construction procurement. These guidelines have been developed in line with the project management structures, processes and procedures detailed in Department of Finance (DoF) Guidance Note GN 1.1 - Project Management which is included in the CWMF structure of documents.



**Figure 1 Hierarchy of Project Guidance Documents for Project Appraisal and Project Management**

### 1.3 Structure

These Guidelines divide the evolution and progression of a Project into an eight phase process (Phase 0 to Phase 7 inclusive) as illustrated in Figure 2 below. For smaller, less complex Projects, some phases may be combined to provide a simplified process proportionate to Project size, with the agreement of TII.

As Sanctioning Authority, TII requires that the Sponsoring Agency compile the necessary evidence to demonstrate the specific application of these Guidelines to the Project and provide assurance to TII at the end of each phase that these Guidelines have been fully applied. Any deviation from these Guidelines is permissible only with the approval of TII. Further detail of the processes and deliverables outlined in these Guidelines can be found in the relevant Project Manager’s Manuals for National Roads or Public Transport projects as appropriate which are available from TII.

Responsibility for ensuring that the Project is progressed in accordance with the applicable legislation, standards and guidelines remains with the Sponsoring Agency.



Figure 2 Project Phases



## 1.4 Application of the Guidelines

These Guidelines apply to the planning, design, development and construction/implementation of National Road and Public Transport Capital Projects which are funded through TII and/or TII is the Sanctioning Authority unless otherwise instructed by TII. For Public Transport Projects funded by the NTA and/or NTA is the Sanctioning Authority, the NTA Project Management Guidelines shall apply. These Guidelines do not apply to National Road maintenance projects such as pavement works and other road feature maintenance works.

In line with DPER PSC processes and deliverables, an approvals process has been defined to cover three Project thresholds as depicted in Figure 3.

€0.5 million to €5 million €5 million to €20 million	Minor Projects
Greater than €20 million	Major Projects

Figure 3 Project Value thresholds

In general, these Guidelines do not apply to Projects of less than €0.5 million; however, TII may decide to apply certain sections of these Guidelines to a specific Project below this threshold. How these Guidelines will be applied to Projects of less than €0.5 million in value should be recorded in the Project Execution Plan (PEP) for that particular Project.

At the commencement of a Project, TII will determine if these Guidelines apply to the Project. Any parts of these Guidelines that are to be altered, enhanced, reduced or excluded should be recorded in the PEP and agreed with the TII Senior Engineering Inspector.

## 1.5 Project Execution Plan

A PEP is a key Project Management document used over the life cycle of a Project to provide a record of Project information, processes and progress. During Phase 1 the Project Manager will prepare the PEP for submission to the Sponsoring Agency Management Group for acceptance. Thereafter the Project Manager will periodically update the PEP as necessary to ensure that the PEP at all times contains a complete record of the Project information, processes, and progress.

## 1.6 Additional Guidance Documents

It is intended that these Guidelines be used as guidance for the management of Road and Public Transport Projects, as applicable, through all Project phases. Additional TII guidelines to support this process include:

- TII Project Appraisal Guidelines for National Roads (PAG) available from the TII Publications website;
- TII Cost Management Manual (CMM);
- TII Environmental Standards, Technical Documents and Guidelines;
- Specific TII process related Standards / Technical Documents, inter alia, *DN-STR-03001 Technical Acceptance of Structures*, *PE-PMG-02001 Road Safety Impact Assessment*, and *GE-STY-01024 Road Safety Audit*.
- TII Chargeability of Expenditure to National Road Grants;

- Code of Practice for Archaeology agreed between the Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs and Transport Infrastructure Ireland; and
- Guide to Process and Code of Practice for National Road Project Planning and Acquisition of Property for National Roads.

Compliance with other departmental documentation shall be required throughout the implementation of the Project. This includes:

- Capital Works Management Framework documents published by DPER;
- The Public Spending Code published by DPER; and
- Common Appraisal Framework for Transport Projects and Programmes published by DTTaS.

## 2. Roles and Responsibilities

Each of the key members within the Project Management process is described in the following sections.

### 2.1 Sanctioning Authority

The Sanctioning Authority is normally the Government Minister, Department or Public Body with responsibility for implementing Government Policy and for providing funding for capital Programmes and Projects. The Sanctioning Authority is responsible for granting the approvals required to proceed through the life cycle of publicly funded projects. In the case of National Road Projects, TII normally fulfils the role of the Sanctioning Authority. However, the PSC specifies that the Government will be the Sanctioning Authority for projects costing greater than €100 million. The Government may choose to delegate the day-to-day oversight functions of a Sanctioning Authority to the relevant Department or Agency, normally TII in the case of National Roads Projects. Where there are exceptions, the role is retained by DTTaS. In the case of Public Transport Projects, the National Transport Authority is normally the Sanctioning Authority, however TII may undertake the role of Sanctioning Authority on some Public Transport Projects.

The Sanctioning Authority's functions include, but are not limited to, the following:

- Evaluating business cases and Project proposals against strategic transport objectives;
- Determining the requirement for a Steering Group and, if required, clearly defining and communicating its role, composition, level of delegated authority, responsibilities and structure;
- Considering requests for changes in the Scope from the Sponsoring Agency;
- Monitoring the progress of Projects with particular emphasis on cost, Programme, quality, and impacts;
- Assessing Project reviews; and
- Making and informing of decisions in relation to Project reviews in a timely manner.

### 2.2 Sponsoring Agency

The Sponsoring Agency is the Government Department, Local Authority, or other public body or agency that requires the Project to be undertaken. It has overall responsibility for the proper appraisal, planning and management of Projects (including current expenditure) and for ensuring that the project proceeds along the lines approved by the Sanctioning Authority. Sponsoring Agencies are also responsible for post-project review.

In some cases, TII may act as both the Sanctioning Authority and the Sponsoring Agency such as Projects delivered as Public Private Partnership (PPP) Projects. When this occurs, a Project Governance document will be developed which clearly sets out the roles, responsibilities and functions of the divisions of TII undertaking the roles of Sanctioning Authority and Sponsoring Agency. In the case of National Road Projects, the relevant Local Authority generally fulfils the role of Sponsoring Agency. TII may undertake the role of Sponsoring Agency for Public Transport Projects.

The Sponsoring Agency's functions include, but are not limited to, the following:

- Nominating and appointing a Project Manager;
- Managing the overall planning and delivery of the Project;
- Appointing a Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS) as required under Health and Safety legislation;
- Obtaining approval from the Sanctioning Authority for the Project proposals and for any changes to Scope;
- Acting as the Contracting Authority to procure the planning, design and construction/implementation of the Project; and
- Assuming the role of Contracting Authority for Public Works Contracts and PPP Projects.

## **2.3 Project Manager**

The Project Manager, working for the Sponsoring Agency, will be assigned to a Project and will ensure that the Project is delivered on time, to budget and to the required standards and specifications. There is no automatic requirement to appoint a separate Project Coordinator. The Project Manager and Project Coordinator roles are synonymous within these guidelines where the Project Manager carries out the activities required of the Project Co-ordinator as detailed within the Capital Works Management Framework (CWMF).

Depending on the size and complexity of the Project, the Project Manager may be assisted by a Project Management Team in the execution of their duties. The Project Management Team staff can be sourced from TII internal staff, Sponsoring Agency staff, Technical Advisors, Contractors or Stakeholders as appropriate.

The Project Manager's duties include, but are not limited to, the following:

- Overall responsibility for the management, delivery and implementation of the Project;
- Developing and maintaining the PEP and supervising its execution through the planning, design and construction phases;
- Checking all documentation produced for publication for compliance with TII policies, guidelines and requirements in advance of submission to TII;
- Managing the procurement and appointment of Technical Advisors, Service Providers and Contractors, as required;
- Liaising with and providing status reports to the Sponsoring Agency, Steering Group and Stakeholders (as required) and ensuring the Project meets their needs; and
- Obtaining Sanctioning Authority approvals and other statutory approvals necessary to progress the Project.

## **2.4 Project Coordinator**

Where the Project Manager is a Technical Advisor, a Project Coordinator will be required. The Project Coordinator is the person within the Sponsoring Agency responsible for the execution of decisions taken by the Sponsoring Agency regarding delivery, quality and budget.

## **2.5 Designers**

The Designers are the group responsible for the production of the design and documentation associated with the delivery and implementation of the Project and all requirements as outlined in their brief. Designers can be sourced from TII, the Project Management Team, and/or Technical Advisors.

## **2.6 Site Supervisory Team**

During the course of the construction/implementation contracts the Sponsoring Agency will appoint an Employer's Representative/Contracting Authority's Representative and Site Supervisory Team, as appropriate, to monitor the construction/implementation of the works on its behalf. These may be provided by Technical Advisors or directly by the Sponsoring Agency.

## **2.7 Project Liaison Officer**

Depending on the size and complexity of the Project the Sponsoring Agency may choose to appoint a Project Liaison Officer to liaise with property owners, the public and local authorities in accordance with any agreement currently in place between TII, Irish Farmers Association (IFA), and the relevant government department.

## **3. Project Phases**

### **3.1 Introduction**

These Guidelines give an overview of the objective of each of the eight phases within a Project life cycle as outlined in Figure 2. Within each phase there are processes, approvals and deliverables which are discussed in the following sections.

Greater detail of the processes and deliverables for each phase within the project thresholds detailed in Section 1.4, can be found within the relevant Project Manager's Manuals.

### **3.2 Implementation of Guidelines**

#### **3.2.1 Processes**

The processes outlined within this document must be completed in full for all Projects where TII is the Sanctioning Authority unless otherwise agreed with the TII Senior Engineering Inspector and recorded in the PEP. For Projects up to a value of €20 million, some phases are amalgamated or run in parallel to facilitate ease of delivery. For Projects above €20 million, all phases will run consecutively, unless agreed with TII and recorded in the PEP prepared by the Sponsoring Agency.

#### **3.2.2 Deliverables**

The processes set out in Section 3.3 generate a number of key deliverables, as outlined in Figure 4 for Minor Projects and Figure 5 for Major Projects, which must be provided to TII at the relevant stages as soon as they are available. The Sponsoring Agency should involve TII in all key decisions in the development of these deliverables.

#### **3.2.3 Approvals**

A Sanctioning Authority Approval Point is designed to ensure that a Project has met specific Project requirements prior to being allowed to proceed to the next significant milestone. Such approvals are required following Phase 0, Phase 3, Phase 4 and Phase 5 as illustrated in Figure 4 and Figure 5. Requirements for approval include a level of certainty achieved in relation to cost, quality and time as well as value/benefits, all of which are matters of priority for TII when funding Projects.

The Sanctioning Authority may grant approval to proceed to the next significant milestone based on an assessment of the documentation submitted for the appropriate phases. Where approval has not been granted, TII will advise on a course of action to be pursued. When approving a Project for progression to the next phase, TII may specify requirements to be addressed in the next phase as conditions of that approval.

TII reserves the right to include additional Approval Points. If these are required, TII will formally notify the Sponsoring Agency. The Sponsoring Agency shall record any such additional Approval Points within the PEP.

### 3.3 Overview of Project Phases

Figure 4 (Minor Projects) and Figure 5 (Major Projects) outline the processes and deliverables within each phase of a Project. A colour code is used to distinguish between **Planning and Design** and **Construction/Implementation** stage activities. Variations in the processes and deliverables, as applicable to each phase and Project threshold, are detailed within the relevant Project Manager's Manual.

Processes	Deliverables
<b>Phase 0 Scope and Pre-Appraisal</b> Ensure Project alignment with current TII strategic programmes and plans.	
<ul style="list-style-type: none"> <li>• Project Information Sheet Note (PISN).</li> <li>• Project Dossier (All information to date on the Project, inclusion of Plans, programmes etc.).</li> <li>• PAG Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Appraisal Plan for Projects greater than or equal to €5m in value (Refer to PAG).</li> <li>• Phase 0 Gate Review Statement.</li> </ul>
<b>Approval Point (Pre-Appointment of Technical Advisors)</b>	
<b>Phase 1 Concept and Feasibility</b> Develop and investigate in further detail the feasibility of the Project and Project management structure.	
<ul style="list-style-type: none"> <li>• Assignment of Project Archaeologist.</li> <li>• Project Programme.</li> <li>• Stakeholder and Public Consultation.</li> <li>• Feasibility Reports, if necessary.</li> <li>• Road Safety Impact Assessment, if required.</li> <li>• Procurement Strategy.</li> <li>• Procurement File Setup.</li> <li>• Safety File Setup.</li> <li>• Appointment of PSDP.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• PAG Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Sheet (Refer to Cost Management Manual).</li> <li>• Project Brief for Projects greater than or equal to €5m in value (Refer to PAG).</li> <li>• Project Execution Plan.</li> <li>• Phase 1 Gate Review Statement.</li> </ul>
<b>Phase 2 Option Selection</b> Examination of alternative options to determine a Preferred Option.	
<ul style="list-style-type: none"> <li>• Stakeholder and Public Consultation.</li> <li>• Option Selection Process.</li> <li>• Evaluation of Environmental Constraints.</li> <li>• Road Safety Impact Assessment, if required.</li> <li>• Health and Safety requirements.</li> <li>• Road Safety Audit Stage F (Parts 1 and 2), if required.</li> <li>• Variation to Development Plan(s) (if necessary).</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• PAG Requirements.</li> <li>• Structures Technical Acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Budget Sheet (Refer to Cost Management Manual).</li> <li>• Option Selection Report.</li> <li>• Project Appraisal Report for Projects greater than or equal to €5m in value (Refer to PAG).</li> <li>• Updated Project Execution Plan</li> <li>• Phase 2 Gate Review Statement.</li> </ul>

Processes	Deliverables
<b>Phase 3 Design and Environmental Evaluation</b> Develop the Project design, following the selection of a Preferred Option, based on both technical and environmental inputs, to a stage where sufficient levels of detail exist to establish landtake requirements and to progress the Project through the statutory processes.	
<ul style="list-style-type: none"> <li>• Stakeholder and Public Consultation.</li> <li>• Determination and undertaking of appropriate Statutory Processes (planning, environmental assessment, land acquisition).</li> <li>• Topographical surveys, preliminary GI, miscellaneous surveys.</li> <li>• Determine and obtain approval and consent requirements (Section 85, OPW, CIE etc.).</li> <li>• Design Process.</li> <li>• Environmental Evaluation.</li> <li>• Structures Technical Acceptance.</li> <li>• Applications for Departures from Standards/Specification.</li> <li>• Variation to Development Plan(s), if necessary.</li> <li>• Road Safety Audit Stage 1, if required.</li> <li>• Health and safety requirements.</li> <li>• Procurement of Land Valuation and Legal Advisors, if necessary.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• PAG Requirements.</li> <li>• Review Lessons Learned.</li> </ul>	<ul style="list-style-type: none"> <li>• Design Report (Taking account, where appropriate, of DN-GEO-03030).</li> <li>• Environmental Deliverables (EIA screening and Appropriate Assessment screening reports, EIAR, NIS, &amp;c., as appropriate).</li> <li>• Statutory process documentation as applicable (CPO/MO/PRO/Part 8 Documents, &amp;c.).</li> <li>• CPO/MO/PRO/&amp;c. drawings and schedules.</li> <li>• Updated Budget Sheet (Refer to Cost Management Manual).</li> <li>• Updated Project Appraisal Report for Projects greater than or equal to €5m in value (Refer to PAG).</li> <li>• Project Appraisal Balance Sheet for Projects less than €5m in value (Refer to PAG).</li> <li>• Updated Project Execution Plan.</li> <li>• Phase 3 Gate Review Statement.</li> </ul>
<b>Approval Point (Approval to Publish)</b>	
<b>Phase 4 Statutory Processes</b> Compile documentation and participate in oral hearing(s) as required by the statutory processes to ensure that the proposed Project is developed in accordance with planning and environmental legislation.	
<ul style="list-style-type: none"> <li>• Publish Development Application Documentation (Environmental reporting such as EIAR, NIS, as appropriate, and land acquisition documentation).</li> <li>• Preparation for Competent Authority proceedings, Oral Hearing &amp;c.) including preparation of Briefs of Evidence).</li> <li>• Land agreement and finalised environmental commitments reporting.</li> <li>• Health and Safety requirements.</li> <li>• Review Lessons Learned.</li> </ul>	<ul style="list-style-type: none"> <li>• Competent Authority Decision.</li> <li>• Updated Budget Sheet, if required (Refer to Cost Management Manual)</li> <li>• Updated Project Appraisal Report for Projects greater than or equal to €5m in value, if required (Refer to PAG).</li> <li>• Updated Project Execution Plan.</li> <li>• Phase 4 Gate Review Statement.</li> </ul>
<b>Approval Point (Approval to Commence Land and Property Acquisition and separate Approval to Appoint Technical Advisors)</b>	
<b>Phase 5 Enabling and Procurement</b> Compile tender documentation to allow for the appointment of a Contractor to execute the Main Contract and undertake enabling works to facilitate the works.	
<ul style="list-style-type: none"> <li>• Contract Administration / Management.</li> <li>• Review of Competent Authority decision and incorporation of conditions, if any, into design.</li> </ul>	<ul style="list-style-type: none"> <li>• Tender Award Recommendations (TARs) and Tender Award Recommendation Sheets (TARs) for Advance Works Contracts, as required.</li> </ul>



Processes	Deliverables
<ul style="list-style-type: none"> <li>• Review of design and environmental evaluation requirements.</li> <li>• Confirmation of Lands Made Available for contract.</li> <li>• Preparation of Environmental Operating Plan and environmental management.</li> <li>• Enabling works contracts including necessary consenting such as application(s) for Ministerial Directions.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• Health and Safety requirements.</li> <li>• Land Agreements and Arbitration, if required.</li> <li>• PAG Requirements.</li> <li>• Structures Technical Acceptance.</li> <li>• Preparation, and Due Diligence Check, of Tender Documents.</li> </ul>	
<b>Approval Point (Approval to go to Tender)</b>	
<ul style="list-style-type: none"> <li>• Road Safety Audit Stage 2, or Stage 1-2.</li> <li>• Tender Process</li> <li>• Cost Management</li> <li>• Risk Management</li> <li>• Value Management</li> <li>• Health and Safety requirements including appointment of PSDP/PSCS</li> <li>• Appointment of Contracting Authority's Representative and Site Supervisory Team</li> <li>• PAG Requirements</li> <li>• Review Lessons Learned</li> <li>• Structures Technical Acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>• Tender Assessment Report (TAR), Tender Award Recommendation Sheet (TARS) and Chief Executive's Order for Main Contract.</li> <li>• Updated Budget Sheet, if required (Refer to Cost Management Manual).</li> <li>• Updated Project Appraisal Report for Projects greater than or equal to €5m in value, if required (Refer to PAG).</li> <li>• Contract Documents (Main Construction Contract).</li> <li>• Updated Project Execution Plan.</li> <li>• Phase 5 Gate Review Statement.</li> </ul>
<b>Approval Point (Approval to Award Contract)</b>	
<b>Phase 6 Construction and Implementation</b>	
Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
<ul style="list-style-type: none"> <li>• Contract Administration/Management.</li> <li>• Appointment of PSCS and PSDP, if required.</li> <li>• Environmental Operating Plan including handover.</li> <li>• Structures Technical Acceptance, if required.</li> <li>• Cost Management</li> <li>• Risk Management</li> <li>• Value Management</li> <li>• Monthly Reports / Financial Reports / Payments.</li> <li>• Change Order Register / Claims Register.</li> <li>• Land Agreements / Accommodation Works including Dispute Resolution, if required.</li> <li>• Prepare as-built documentation.</li> <li>• Health and Safety requirements including Handover of Safety File.</li> <li>• Implementation of schedule of Environmental Commitments including confirmation thereof.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Project Execution Plan.</li> <li>• Phase 6 Gate Review Statement.</li> </ul>

Processes	Deliverables
<ul style="list-style-type: none"> <li>• Implementation of development approval conditions including confirmation thereof.</li> <li>• Archaeological Monitoring.</li> <li>• Road Safety Audit Stage 3.</li> <li>• Certificate of Completion, if appropriate.</li> <li>• Final Account Report (including Final Outturn Cost), if appropriate.</li> <li>• PAG Requirements.</li> <li>• Review Lessons Learned.</li> </ul>	
<p><b>Phase 7 Closeout and Review</b>                  Complete all outstanding contractual and residual issues relating to the Project.</p>	
<ul style="list-style-type: none"> <li>• Contract Administration / Management.</li> <li>• Handover of as-built documentation.</li> <li>• Road Safety Audit Stage 4.</li> <li>• Defects Period / Defects Certificate / Retention Monies.</li> <li>• Land and property requirements including outstanding payments, Land Acquisition Summary Sheet and disposal of land (in accordance with strategy and refunds to TII).</li> <li>• Cost Management</li> <li>• Risk Management</li> <li>• Value Management</li> <li>• Final Account Report (including Final Outturn Cost), if outstanding.</li> <li>• Deposition of archaeological objects and archives with statutory authorities.</li> <li>• PAG Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Closeout Report.</li> <li>• Post Project Review, if required (Refer to PAG).</li> <li>• Project Lessons Learned Register</li> <li>• Phase 7 Gate Review Statement.</li> </ul>

**Figure 4 Minor Project Phases, Processes and Deliverables**

Processes	Deliverables
<b>Phase 0 Scope and Pre-Appraisal</b> Ensure project alignment with current TII strategic programmes and plans.	
<ul style="list-style-type: none"> <li>• Project Information Sheet Note (PISN).</li> <li>• Project Dossier (All information to date on the Project, inclusion of Plans, programmes etc.).</li> <li>• PAG requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Appraisal Plan (Refer to PAG).</li> <li>• Phase 0 Gate Review Statement.</li> </ul>
<b>Approval Point (Pre-Appointment of Technical Advisors)</b>	
<b>Phase 1 Concept and Feasibility</b> Develop and investigate in further detail the feasibility of the Project and Project management structure.	
<ul style="list-style-type: none"> <li>• Assignment of Project Archaeologist.</li> <li>• Project Programme.</li> <li>• Documentation Management Plan.</li> <li>• Project Communications Strategy including Stakeholder and Public Consultation.</li> <li>• Feasibility Reports, if necessary.</li> <li>• Road Safety Impact Assessment.</li> <li>• Procurement Strategy.</li> <li>• Procurement File Setup.</li> <li>• Safety File Setup.</li> <li>• Appointment of PSDP.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• PAG Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Execution Plan.</li> <li>• Feasibility Working Cost (Refer to Cost Management Manual).</li> <li>• Project Brief (Refer to PAG).</li> <li>• Phase 1 Gate Review Statement.</li> </ul>
<b>Phase 2 Option Selection</b> Examination of alternative options to determine a Preferred Option.	
<ul style="list-style-type: none"> <li>• Project Set-up Workshop, if required.</li> <li>• Stakeholder and Public Consultation.</li> <li>• Option Selection Process.</li> <li>• Evaluation of Environmental Constraints</li> <li>• Road Safety Impact Assessment.</li> <li>• Road Safety Audit Stage F (Parts 1 and 2).</li> <li>• Option Selection Peer Review.</li> <li>• Health and Safety requirements.</li> <li>• Variation to Development Plan(s), if necessary.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• PAG Requirements.</li> <li>• Structures Technical Acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>• Option Comparison Cost Estimates (refer to Cost Management Manual).</li> <li>• Option Selection Report.</li> <li>• Signed Option Selection Report Peer Review Report.</li> <li>• Preliminary Business Case (Refer to PAG).</li> <li>• Updated Project Execution Plan.</li> <li>• Phase 2 Gate Review Statement.</li> </ul>
<b>Phase 3 Design and Environmental Evaluation</b> Develop the Project design, following the selection of a Preferred Option, based on both technical and environmental inputs, to a stage where sufficient levels of detail exist to establish landtake requirements and to progress the Project through the statutory processes.	
<ul style="list-style-type: none"> <li>• Stakeholder and Public Consultation.</li> <li>• Determination and undertaking of appropriate Statutory Processes (planning, environmental assessment, land acquisition).</li> <li>• Topographical surveys, preliminary GI, miscellaneous surveys.</li> <li>• Determine and obtain approval and consent requirements (Section 85, OPW, CIE etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Design Report.</li> <li>• Signed Design Report Peer Review Report.</li> <li>• Environmental Deliverables (EIA screening and Appropriate Assessment screening reports, EIAR, NIS, &amp;c., as appropriate).</li> <li>• Statutory process documentation as applicable (CPO/MO/PRO/Part 8 Documents, &amp;c.).</li> </ul>

Processes	Deliverables
<ul style="list-style-type: none"> <li>Principal Geometric Parameters Report.</li> <li>Design Process.</li> <li>Environmental Evaluation.</li> <li>Junction Strategy Report.</li> <li>Vertical Alignment Justification Report.</li> <li>Structures Technical Acceptance.</li> <li>Applications for Departures from Standards/Specification.</li> <li>Variation to Development Plan(s), if necessary.</li> <li>Road Safety Audit Stage 1.</li> <li>Design Peer Review.</li> <li>Health and safety requirements.</li> <li>Procurement of Land Valuation and Legal Advisors, if necessary.</li> <li>Cost Management.</li> <li>Risk Management.</li> <li>Value Management.</li> <li>PAG Requirements.</li> <li>Review Lessons Learned.</li> </ul>	<ul style="list-style-type: none"> <li>CPO/MO/PRO/&amp;c. drawings and schedules.</li> <li>Target Cost 1 and Total Scheme Budget (Refer to Cost Management Manual).</li> <li>Detailed Business Case (Refer to PAG).</li> <li>Updated Project Execution Plan.</li> <li>Phase 3 Gate Review Statement.</li> </ul>
<b>Approval Point to update Documents where Project was dormant</b>	
<ul style="list-style-type: none"> <li>Review and Update Project Documents.</li> <li>Design Peer Review.</li> <li>Procurement of Land Valuation and Legal Advisors, if necessary.</li> <li>Cost Management.</li> <li>Risk Management.</li> <li>Value Management.</li> <li>Health and Safety requirements.</li> <li>PAG Requirements.</li> <li>Review Lessons Learned.</li> </ul>	<ul style="list-style-type: none"> <li>Updated Design Report.</li> <li>Signed Design Report Peer Review Report.</li> <li>Environmental Deliverables (EIA screening and Appropriate Assessment screening reports, EIAR, NIS, &amp;c., as appropriate).</li> <li>Statutory process documentation as applicable (CPO/MO/PRO/Part 8 Documents, &amp;c.).</li> <li>CPO/MO/PRO/&amp;c. drawings and schedules.</li> <li>Target Cost 1 and Total Scheme Budget (Refer to Cost Management Manual).</li> <li>Detailed Business Case (Refer to PAG).</li> <li>Updated Project Execution Plan.</li> <li>Phase 3 Gate Review Statement.</li> </ul>
<b>Approval Point (Approval to Publish)</b>	
<b>Phase 4 Statutory Process</b> Compile documentation and participate in oral hearing(s) as required by the statutory processes to ensure that the proposed Project is developed in accordance with planning and environmental legislation.	
<ul style="list-style-type: none"> <li>Publish Development Application.</li> <li>Documentation (Environmental reporting such as EIAR, NIS, as appropriate, and land acquisition documentation).</li> <li>Preparation for Competent Authority proceedings, Oral Hearing &amp;c. including preparation of Briefs of Evidence.</li> <li>Land agreement and finalised environmental commitments reporting.</li> <li>Health and Safety requirements.</li> <li>Review Lessons Learned.</li> </ul>	<ul style="list-style-type: none"> <li>Competent Authority Decision.</li> <li>Target Cost 2 and Total Scheme Budget (refer to Cost Management Manual).</li> <li>Updated Detailed Business Case (refer to PAG)</li> <li>Updated Project Execution Plan.</li> <li>Phase 4 Gate Review Statement.</li> </ul>

Processes	Deliverables
<b>Approval Point (Approval to Commence Land and Property Acquisition and separate Approval to Appoint Technical Advisors)</b>	
<b>Phase 5 Enabling and Procurement</b> Compile tender documentation to allow for the appointment of a Contractor to execute the Main Contract and undertake enabling works to facilitate the works.	
<ul style="list-style-type: none"> <li>• Contract Administration/Management</li> <li>• Review of Competent Authority decision and incorporation of conditions, if any, into design.</li> <li>• Review of design and environmental evaluation requirements.</li> <li>• Confirmation of Lands Made Available for contract.</li> <li>• Preparation of Environmental Operating Plan and environmental management.</li> <li>• Enabling works contracts including necessary consenting such as application(s) for Ministerial Directions.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• Health and Safety requirements.</li> <li>• Land Agreements and Arbitration if required</li> <li>• PAG Requirements.</li> <li>• Structures Technical Acceptance.</li> <li>• Preparation, and Due Diligence Check, of Tender Documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Tender Award Recommendations (TARs) and Tender Award Recommendation Sheets (TARs) for Enabling Works Contracts, as required.</li> <li>• Where necessary, updated Target Cost 2 and Total Scheme Budget (refer to Cost Management Manual).</li> <li>• Where necessary, updated Detailed Business Case (refer to PAG).</li> </ul>
<b>Approval Point (Approval to Go To Tender)</b>	
<ul style="list-style-type: none"> <li>• Road Safety Audit Stage 2.</li> <li>• Tender Process.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• Health and Safety requirements including appointment of PSDP/PSCS.</li> <li>• Appointment of Contracting Authority's Representative and Site Supervisory Team.</li> <li>• PAG Requirements.</li> <li>• Review Lessons Learned.</li> <li>• Structures Technical Acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>• Tender Assessment Report (TAR), Tender Award Recommendation Sheet (TARS) and Chief Executive's Order for Main Contract.</li> <li>• Target Cost 3 and Total Scheme Budget (refer to Cost Management Manual).</li> <li>• Updated Detailed Business Case (refer to PAG).</li> <li>• Contract Documents (Main Construction Contract).</li> <li>• Updated Project Execution Plan.</li> <li>• Phase 5 Gate Review Statement.</li> </ul>
<b>Approval Point (Approval to Award Contract)</b>	
<b>Phase 6 Construction and Implementation</b> Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
<ul style="list-style-type: none"> <li>• Contract Administration/Management.</li> <li>• Appointment of PSCS and PSDP, if required.</li> <li>• Environmental Operating Plan including handover.</li> <li>• Structures Technical Acceptance.</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Project Execution Plan.</li> <li>• Phase 6 Gate Review Statement.</li> </ul>

Processes	Deliverables
<ul style="list-style-type: none"> <li>• Monthly Reports/Financial Reports/Payments.</li> <li>• Change Order Register/Claims Register.</li> <li>• Land Agreements/Accommodation Works including Dispute Resolution, if required.</li> <li>• Prepare as-built documentation.</li> <li>• Health and Safety requirements including Handover of Safety File.</li> <li>• Implementation of schedule of Environmental Commitments including confirmation thereof.</li> <li>• Implementation of development approval conditions including confirmation thereof.</li> <li>• Archaeological Monitoring.</li> <li>• Road Safety Audit Stage 3.</li> <li>• Certificate of Completion, if appropriate.</li> <li>• Final Account Report (including Final Outturn Cost), if appropriate.</li> <li>• PAG Requirements.</li> <li>• Review Lessons Learned.</li> </ul>	
<p><b>Phase 7 Closeout and Review</b>                  Complete all outstanding contractual and residual issues relating to the Project.</p>	
<ul style="list-style-type: none"> <li>• Contract Administration/Management.</li> <li>• Handover of as-built documentation.</li> <li>• Road Safety Audit Stage 4.</li> <li>• Landscaping contracts, if necessary.</li> <li>• Defects Period/Defects Certificate/Retention Monies.</li> <li>• Land and property requirements including outstanding payments, Land Acquisition Summary Sheet and disposal of land (in accordance with strategy and refunds to TII).</li> <li>• Any and All Residual Network that the LA identifies (In accordance with chargeability for National Roads grants strategy).</li> <li>• Cost Management.</li> <li>• Risk Management.</li> <li>• Value Management.</li> <li>• Final Account Report (including Final Outturn Cost), if outstanding.</li> <li>• Deposition of archaeological objects and archives with statutory authorities.</li> <li>• PAG Requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Closeout Report.</li> <li>• Post Project Review.</li> <li>• Project Lessons Learned Register</li> <li>• Phase 7 Gate Review Statement.</li> </ul>

**Figure 5 Major Project Phases - Processes and Deliverables**

## 4. Project Engagement and Communication

As outlined within the CWMF, Sponsoring Agencies are required to ensure that communication channels are established at Project initiation. The Project Communications Strategy, included in the PEP, will provide guidance on Project stakeholder engagement.

The purpose of the communication and engagement structure is to assist in building effective relationships, to keep all parties fully informed of progress, and to deal with issues which may affect cost control, scope, quality and progress in a timely manner. The degree of engagement required will be determined by the scope, scale and level of complexity of the particular Project.

### 4.1 Meetings

A summary of the meetings required to assist in the management of Projects is detailed below, providing information on the general purpose, frequency and suggested attendees of each meeting. The actual required attendance at these meetings for a Project shall be dictated by TII. A colour code is used to distinguish between **Planning and Design** and **Construction/Implementation** stage meetings. Templates and checklists for meeting agendas and progress reports are available in the relevant Project Manager's Manual.

#### Steering Group Meetings - Phases 1 to 4 and Phases 5 to 7:

- Guide the Project through phased development in accordance with applicable requirements and policies with a focus on:
  - Health & Safety
  - Programme
  - Risk
  - Finance
  - Scope Changes/Compliance with Approvals as issued
- Typically held every 3 months (or as otherwise agreed);
- Chaired by the Sponsoring Agency and attended by the Sanctioning Authority and the Project Manager. Other significant stakeholders may also attend as required. The Designer/Site Supervision Team Representative will attend as required.
- This group will undertake the function of the 'Project Board' as detailed in Section 6 of the DTTaS Common Appraisal Framework and Public Spending Code.

#### Sponsoring Agency Management Group Meetings - Phases 1 to 4 and Phases 5 to 7:

- Comprises senior personnel within the Sponsoring Agency with a remit to both support the Project Manager and ensure Sponsoring Agency compliance with approvals and conditions issued by the Sanctioning Authority.
- Typically held every month (or as otherwise agreed);
- Chaired by the Sponsoring Agency Director of Services and attended by the Project Manager and the Designer/Site Supervision Team Representative.
- This group will review and approve key deliverables prior to submission to TII. This group will also review and approve other key project management documentation including the Project Execution Plan.

- Minutes of Sponsoring Agency Management Group meetings will be circulated to the TII Senior Engineering Inspector who may choose to attend certain meetings as his/her sole discretion.

#### **Technical Meetings and Workshops - Phases 1 to 4:**

- Develop and discuss issues that arise during the planning and design of the Project;
- Explore option selection, environmental and design specific elements;
- Held as required and defined in the PEP;
- Attended by the Project Manager and the Designer with representatives of the Sanctioning Authority as appropriate;
- The output from these meetings will be addressed at the Sponsoring Agency Management Group meetings.

#### **Coordination Meetings - Phases 1 to 4 (as required):**

- Coordination of activities between various Project elements and Stakeholders;
- Held as required;
- Attended by the Project Manager, Designer and other Stakeholders relevant to the Project planning and design.

#### **Documentation Workshops - Phase 5 (as required):**

- Guide the Project through the development of the specific contract documents in accordance with the relevant requirements and policies;
- Chaired by the Sponsoring Agency and attended by the Project Manager and Designer (if applicable).

#### **Site Progress Meetings - Phase 6:**

- Address construction issues that affect health and safety, progress, cost, quality control and any other relevant issues;
- Typically held monthly (or as otherwise agreed);
- Attended by the Contracting Authority, the Contract Administration/Site Supervision Team Representatives, the Designers where required and the Contractor.

#### **Dispute Management Project Board - Phase 6:**

- For Projects carried out under Public Works Contract Forms PW-CF1 to PW-CF4 a Dispute Management Project Board will be formed for the purpose of reviewing disputes;
- The Board will operate in accordance with Clause 13.1.2 of the Public Works Contract Forms and the Office of Government Procurement Dispute Resolution Guidance Note 3.1.1;
- For Projects carried out under other Forms of Contract, the Sanctioning Authority may decide to form a Dispute Management Project Board to undertake a similar function.



## **4.2 Decision Register**

A Decision Register shall be prepared by the Project Manager for each Project, recording the decision, the relevant dates and referencing any related issues in the making of that decision. Such a register shall form part of the Project Execution Plan.

## **4.3 Risk Register**

The Project Manager shall maintain and regularly update a record of all risks identified as potentially impacting on the successful project delivery. These risks may include delivery risks, statutory stakeholder risks, and third-party service provider risks among others. This requirement is in addition, but will be complimentary, to the risk evaluation processes outlined within the Cost Management Manual.

## **4.4 Document Register**

The Project Manager shall maintain a record of all reports and documents produced during each phase identifying the author, date of production, revisions, and the specific purposes of the report / document itself. This register shall log all other documentation key to the Project as it progresses' including minutes of meetings with third parties such as the National Parks and Wildlife Service (NPWS) and third-party service providers, which provide backup and understanding as to how the Project progressed. Such a register shall form part of the Project Execution Plan.

## **4.5 Progress Reports**

For effective Project Management and oversight, it is important that regular reports are prepared for each Project, providing key information on progress and expenditure as well as detailing any issues and problems that have arisen. Progress Reports will be prepared and kept by the Sponsoring Agency and forwarded to all attendees at least one week in advance of the Steering Group Meeting or as otherwise agreed by the Steering Group.

## **4.6 Publicity**

Information regarding Road and Public Transport Projects is released to the general public at specific stages during the Project development. A positive communications approach shall be built into the Project from the very beginning to ensure information of all forms, including reports, digital and spoken, is clear, open and appropriately responsive. TII, as Sanctioning Authority, has requirements that must be followed when submitting any information about a Project into the public domain. The Sponsoring Agency shall liaise with the TII Corporate Communications Team to ensure compliance with these requirements and to provide a coordinated response within the organisation to queries from the public and media.

A newsletter or website may be prepared for each Project, as appropriate, and agreed with TII.

## 5. List of Definitions

Below is a List of Definitions of words and phrases as they relate to these Guidelines. Certain words and phrases used in these Guidelines have been omitted from this List as they are defined elsewhere (e.g. Project Brief is defined in the TII PAGs).

Item	Definition
Enabling Works Contracts	Works contracts required in advance of the main works Contract to ensure that the site for the main works Contract is unencumbered where it is proposed to construct the Project on the basis of a Design-Build and/or Design-Build-Finance-Operate Contract.
An Bord Pleanála	Independent, statutory body that makes planning decisions and hears appeals on planning decisions made by local authorities, or others, in Ireland.
Approval Point	Milestone at the end of a relevant Project Phase to ensure that a Project has met certain requirements before it is allowed to proceed to the next phase as determined by the Sanctioning Authority.
Contractor	A firm that undertakes a contract to provide materials, labour or other services required to construct a physical asset.
Contracting Authority	The Organisation that procures the construction/implementation contract.
Contracting Authority's Representative	This can be the Employer's Representative appointed by the Local Authority and TII for Employer Designed and Contractor Designed contracts or the Authority's Representative appointed by TII in the case of PPP Projects.
Decision Register	A register recording decisions made during all Project phases. This Register will include relevant dates, the parties involved and relevant references.
Designer/Design Team	The group of experts, including internal (e.g. NRO/PO) designers and/or external engineering, environmental, valuation and legal advisors, who are responsible for all aspects of the Project design, up to and including the award of the Main Construction Contract (and for employer design Projects after the awarding of a construction contract).
Document Register	A register of all reports and documents produced during all Project phases. This Register will include details of the author, date of production and the specific purposes of the document itself.
Main Construction Contract	The Contract, awarded at Phase 6, which appoints a Contractor to (design and) construct a Project in accordance with the Contracting Authority's requirements, environmental commitments and statutory obligations.
Plans	Document detailing strategic government initiative for future development within a specific field e.g. transport infrastructure, environment, housing.
Programme	A planned schedule of events or activities, which are organised to ensure the successful delivery of a Project, or part of a Project, within a specified timeframe.

Item	Definition
Project	For the purposes of these Guidelines only, a Project is defined as any TII-funded Road or Public Transport Improvement Project/Development Proposal which is subject to the requirements of the TII Project Management Guidelines.
Project Archaeologist	The individual assigned by TII with responsibility for overseeing the archaeological aspects of the Project in accordance with the TII Code of Practice for Archaeology.
Project Coordinator	The person assigned responsibility for the decision-making process on behalf of the Sponsoring Agency.
Project Dossier	Collection of reports, studies, documents and any other information relating to the formation of a Project.
Project Execution Plan	The core document for managing a Project throughout its lifecycle, which outlines the policies, standards, procedures and controls to be used and provides a concise description of the Project Scope and objectives.
Project Liaison Officer	The individual appointed to liaise with the land and property owners, the public and the Local Authority.
Project Management	A structured and documented approach, comprising sets of behaviours, methods and techniques, designed to ensure the successful delivery of a Project to prescribed standards in a cost-effective, scheduled manner.
Project Management Team	The group of people who assist the Project Manager in carrying out his/her duties.
Project Manager	The person assigned responsibility for the planning, execution and delivery of a Project.
Project Team	A Project Team is a temporary team created to deliver an entire Project. A Project Team will most likely be composed of multi-disciplinary team members brought together from different backgrounds/departments/companies and may include experts from external companies or suppliers.
Sanctioning Authority	The Sanctioning Authority is normally the Government Minister, Department or Public Body with responsibility for implementing Government Policy and for providing funding for capital Programmes and Projects.
Scope	A Project's Scope is the part of a Project that includes determining and documenting of a list of specific Project goals, deliverables, features, functions, tasks, deadlines, and ultimately costs. It is what needs to be achieved and the work that must be done to deliver a Project.
Service Provider	A firm or person who is contracted to carry out tasks to achieve the Project objectives.
Site Supervisory Team	The team responsible for monitoring the execution of the works on behalf of the Contracting Authority.
Sponsoring Agency	The Government Department, Local Authority or other public body or agency that requires the Project to be undertaken.

Item	Definition
Stakeholders	Any party that is affected by the planning, design, construction or operation of the Project to be developed.
Steering Group	A group to guide the Project through its phased development in accordance with the relevant requirements and policies that apply. It is generally chaired by the Sponsoring Agency Principal, and attended by the Sanctioning Authority, the Project Manager, the Project Management Team, and the Designers (if applicable).
Study Area	The geographical area identified as being potentially suitable for, and influenced by, the development of a Project. The Study Area should be large enough to encompass all options identified and to be examined, but not excessively so that it will incur unnecessary expenditure and time. The extent should be continuously evaluated and may be amended (increased/reduced) as studies proceed and additional information becomes available.
Technical Advisor	A person, organisation or group thereof engaged, for a limited time period, to provide services that implement established policy objectives; to assist a Contracting Authority in carrying out its operations and functions; or to perform operations or functions that involve skills or capabilities that would normally be expected to reside within the Contracting Authority but which are not currently available.

## 6. List of Abbreviations

This is a List of definitions of acronyms as they relate to these guidelines.

Item	Definition
ABP	An Bord Pleanála
CAF	Common Appraisal Framework
CE	Chief Executive
CEEU	Central Expenditure Evaluation Unit
CPO/MO/PRO	Compulsory Purchase Order / Motorway Order/Protected Road Order
CIE	Córas Iompair Éireann
CMM	Cost Management Manual
CWMF	Capital Works Management Framework
DoF	Department of Finance
DPER	Department of Public Expenditure and Reform
DTTaS	Department of Transport, Tourism and Sport
EIA	Environmental Impact Assessment
IFA	Irish Farmers Association
NCR	Non-Conformance Report
NRA	National Roads Authority
NRO/PO	National Road Office/Project Office
NTA	National Transport Authority
OPW	Office of Public Works
PAG	Project Appraisal Guidelines
PEP	Project Execution Plan
PISN	Project Information Sheet Note
PLO	Project Liaison Officer
PMG	Project Management Guidelines
PPP	Public Private Partnership
PSC	Public Spending Code
PSCS	Project Supervisor Construction Stage
PSDP	Project Supervisor Design Process
RFI	Request for Information
RSA	Road Safety Audit
TAR	Tender Assessment Report
TARS	Tender Award Recommendation Sheet
TII	Transport Infrastructure Ireland

## **7. References**

### **7.1 TII Publications (Standards) References**

DN-STR-03001 - Technical Acceptance of Road Structures on Motorways and Other National Roads.

GE-STY-01024 Road Safety Audit.

PE-PMG-02001 Road Safety Impact Assessment.

### **7.2 TII Publications (Technical) References**

PE-PMG-02004 NRA 2010 Project Management Guidelines.

PE-PAG-02009 Project Appraisal Guidelines for National Roads Unit 1.0 – Introduction.

TII Cost Management Manual.

### **7.3 Other Miscellaneous References**

Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs, 2017. Code of Practice for Archaeology agreed between the Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs and Transport Infrastructure Ireland.

Department of Finance, 2009. Guidance Note 1.1 Project Management.

Department of Public Expenditure and Reform, 2016. COE1 – Standard Conditions of Engagement for Consultancy Services (Technical). Dublin: Office of Government Procurement.

Department of Public Expenditure and Reform, 2016. COE-2 - Standard Conditions of Engagement for Archaeological Services. Dublin: Office of Government Procurement

Department of Public Expenditure and Reform, 2013. The Public Spending Code.

Department of Transport Tourism and Sport, 2016. Common Appraisal Framework for Transport Projects and Programmes.

Department of Public Expenditure and Reform, 2016. Public Works Contract Forms PW-CF1 to PW-CF4.

NRA, 2003. Guide to Process and Code of Practice for National Road Project Planning and Acquisition of Property for National Roads.

NRA. NRA Environmental Assessment and Construction Guidelines.


Office of the Attorney General, 1997. Prompt Payment of Accounts Act 2007.

Office of the Attorney General, 2015. Roads Act 2015.

Office of Government Procurement Department of Public Expenditure and Reform, 2016. Guidance Note 3.1.1 Dispute Resolution.





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