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Transport Infrastructure Ireland

TII Publications



Project Management Guidelines

PE-PMG-02041

May 2023

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TII Publications



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Chapter 1 – Introduction

- a) Minor text amendments.

Chapter 2 – Roles and Responsibilities

- a) Minor text amendments.

Chapter 3 – Project Phases

- b) New Figure 6 covering Greenway Project Phases, Processes and Deliverables
- c) Minor text amendments.

Chapter 4 – Project Engagement and Communication

- a) Minor text amendments.

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Chapter 1 – Introduction

- b) Amendments to Figure 1 - Hierarchy of Project Guidance Documents for Project Appraisal and Project Management.
- c) Minor text amendments.

Chapter 2 – Roles and Responsibilities

- a) Minor text amendments.

Chapter 3 – Project Phases

- a) Amendments to Figure 4 covering Minor National Road Project Phases, Processes and Deliverables
- b) Amendments to Figure 5 covering Major National Road Project Phases, Processes and Deliverables
- c) Minor text amendments.

Chapter 4 – Project Engagement and Communication

- a) Minor text amendments.

Chapter 5 – List of Definitions

- b) Minor text amendments.

Chapter 6 – List of Abbreviations

- c) Minor text amendments.

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, Greenway, Active Travel and Public Transport Capital Projects. They are applicable to Projects which are funded through Transport Infrastructure Ireland (TII) and/or when TII is the Approving 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 Approving Authority for Public Transport Projects. In such cases relevant 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.

The TII Project Appraisal Guidelines (PAG) for National Roads translate relevant departmental requirements 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 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.

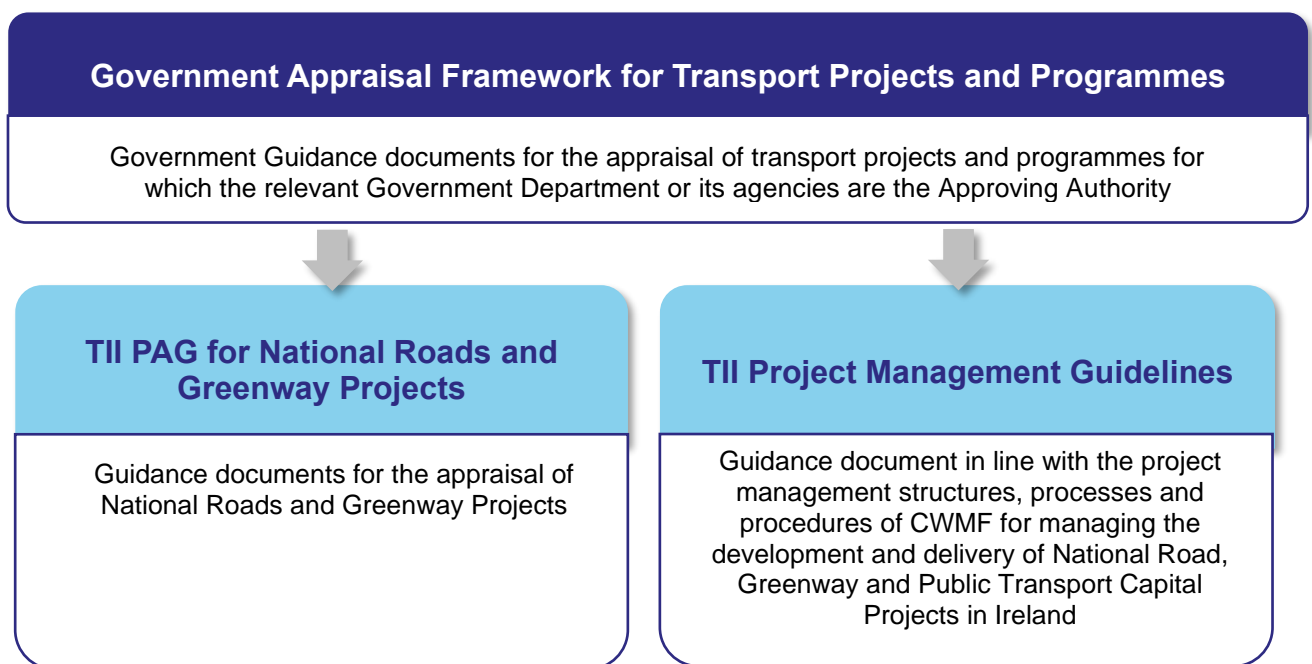


Figure 1 Hierarchy of Project Guidance Documents for Project Appraisal and Project Management

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 Approving 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 and Project Manager’s Manual for Greenways 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, Greenway and Public Transport Capital Projects which are funded through TII and/or where TII is the Approving Authority, unless otherwise instructed by TII. For Public Transport Projects funded by the NTA and/or NTA is the Approving Authority, the relevant NTA project management guidelines shall apply. These Guidelines do not apply to National Road or Greenway maintenance projects such as pavement works and other road feature maintenance works.

These Guidelines apply to projects within the categories in Figure 3 below (based on overall project cost).

€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 less than €5 million. However, TII may, at their own discretion, apply these Guidelines (or sections of these Guidelines) to specific projects with a value less than €5 million. The application of these Guidelines to Projects less than €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 shall prepare the PEP for submission to the Sponsoring Agency Management Group for acceptance. Thereafter, the Project Manager shall, during each phase, update the PEP as necessary, to ensure that the PEP at all times contains a complete record of the Project information, processes, and progress. The PEP shall always be forward looking, the submission of an updated PEP with a Gate Review Statement therefore shall set out the intended processes, document management and procedures for the following phase.

1.6 Sustainability

As a UN Member State, Ireland has adopted the 2030 Agenda for Sustainable Development. TII is tasked with improving Ireland's quality of life and national economic competitiveness by developing, maintaining and operating the national road, greenway and light rail network in a safe, cost effective and sustainable way. Through this remit, TII can contribute to Ireland's wider sustainability targets and has the capacity to influence the nations' entire transport industry and potentially beyond.

The principles of sustainability have guided the work TII undertakes for many years. Therefore, TII want to ensure that sustainability is embedded in every single aspect of what it does, underpinning each task. TII is committed to delivery on our Sustainability Implementation Plan which is needed to help set the direction for TII, align objectives, bring together different workstreams and harness the opportunity each Division/ Section has to contribute to sustainability.

The Sustainability Implementation Plan will influence a wide variety of TII documentation including:

- Project Management Guidelines – these Guidelines;
- Project Manager's Manual for Major National Road Projects;
- Project Manager's Manual for Minor National Road Projects;
- Project Manager's Manual for Greenway Projects;
- TII Project Appraisal Guidelines; and
- TII Cost Management Manual.

Project Managers shall take cognisance of TII's sustainability goals and implementation plan when delivering National Road Projects. Further guidance can be found in the TII Technical Guidance Document – Implementing Sustainability on Road Projects.

1.7 Additional Guidance Documents

It is intended that these Guidelines be used for the management of Road, Greenway 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 and Greenway Grants;
- Code of Practice for Archaeology agreed between the Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs and Transport Infrastructure Ireland;
- Guide to Process and Code of Practice for National Road Project Planning and Acquisition of Property for National Roads; and
- Implementing Sustainability on National Road, Greenway and Public Transport Capital Projects.

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

- Capital Works Management Framework documents;
- National Investment Framework for Transport in Ireland;
- Code of Best Practice for National and Regional Greenways, 2021;
- Strategy for the Future Development of National and Regional Greenways, 2018; and
- Greenways and Cycle Routes Ancillary Infrastructure Guidelines.

2. Roles and Responsibilities

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

2.1 Approving Authority

The Approving 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 Approving Authority has ultimate responsibility for the project. In the case of National Road Projects, Greenways and Active Travel Projects, TII normally fulfils the role of the Approving Authority. However, the TII PAG and other relevant departmental requirements specify that Government approval is required for projects costing greater than €200 million. The day-to-day oversight functions of an Approving Authority in these cases remain with TII.

The Approving Authority's functions under relevant departmental requirements and TII PAG include, but are not limited to, the following:

- Assessing Strategic Assessment Reports and deciding whether or not to approve a project to proceed;
- Reviewing Preliminary and Final Business Cases against TII PAG and relevant sectoral guidance and clear value for money criteria. For projects under €200m in value deciding whether or not to approve a project to proceed. For projects over €200m in value, forwarding the business case to the Government for consideration.
- Assessing the Detailed Project Brief and Procurement Strategy against relevant departmental requirements, TII PAG, and where appropriate, sectoral guidance, the Capital Works Management Framework, and clear value for money criteria. For projects under €200m in value, deciding whether or not to give approval to proceed to Tender. For projects over €200m in value, forwarding the Detailed Project Brief and Procurement Strategy to the Government for consideration.
- Monitoring the project as it is implemented and reviewing whether or not the project should progress should major developments occur that threaten the viability of the project;
- Reviewing the Project Completion Report incorporating lessons learned into processes and guidance, and submitting it to the relevant Government department for review and dissemination; and
- Reviewing the Ex-Post Evaluation Report incorporating lessons learned into processes and guidance and submitting it to the relevant Government department for review and dissemination.

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 primary responsibility for the evaluating, planning and managing public investment projects within the parameters of relevant departmental requirements and TII PAG and for ensuring that the project proceeds along the lines approved by the Approving Authority.

In some cases, TII may act as both the Approving Authority and the Sponsoring Agency such as Projects delivered as Public Private Partnership (PPP) Projects. When this occurs, a Project Governance document shall be developed, which clearly sets out the roles, responsibilities and functions of the divisions of TII undertaking the roles of Approving Authority and Sponsoring Agency.

In the case of National Road Projects, Greenways and Active Travel Projects, the relevant Local Authority generally fulfils the role of Sponsoring Agency.

The Sponsoring Agency's functions under relevant departmental requirements and TII PAG include, but are not limited to, the following:

- Preparing the Strategic Assessment Report for the project and submitting it to the Approving Authority for approval;
- Developing a Preliminary Business Case for the project including conducting appropriate financial, economic and sensitivity appraisal and submitting it to the Approving Authority for Approval in Principle;
- Project Design and Planning, and preparation of a Procurement Strategy for the project. Preparing a Detailed Project Brief which includes detailed costs, a detailed design brief, a Risk Management Plan, a Benefits Realisation Plan, commercial and management arrangements; and a Procurement Strategy. The Detailed Project Brief to be submitted to the Approving Authority for approval to proceed to tender;
- Procuring the project in line with national procurement guidance and, where applicable, the Capital Works Management Framework (CWMF). Updating the Final Business Case to take account of all the new information arising from the tender including cost and scope before seeking approval of the Approving Authority to award the contract;
- Monitoring and managing the Implementation Stage of the project in line with approval given including regular reporting to the Approving Authority and robust management of the contract. If developments occur that impact on the viability of the project, the Sponsoring Agency is responsible for notifying the Approving Authority immediately;
- Planning and conducting a review of the project, incorporating lessons learned into processes and guidance, and submitting a Project Completion Report to the Approving Authority as the project concludes; and
- Planning and conducting an ex-post evaluation of the project, incorporating lessons learned into processes and guidance, and submitting an Ex-Post Evaluation Report to the Approving Authority.

2.3 Project Manager

The Project Manager, working for the Sponsoring Agency, shall be assigned to a Project and shall 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;
- Ensuring alignment of the project delivery with Government and Departmental policies and plans.
- Ensuring the project maintains alignment to the project objectives;

- 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 Approving 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.

Where the Project Manager deems it appropriate to appoint Technical Advisors to aid in the delivery process the Procurement Strategy for the project shall evaluate whether separate commissions should be procured for Phase 0 and 1 and for Phases 2 to 4 in respect of Greenways.

Careful consideration should be given to the range and specialism diversity within the design team. The team should be planned around providing adequate resources to address the risk areas of the project and also to provide the greatest range of potential solutions to the identified problem. These may include project managers, engineers, traffic modellers, economists, environmentalists, planners, architects or surveyors. The Project Manager shall endeavour to build in input from a wider variety of professions and disciplines to ensure a rounded approach to the development of a project.

2.6 Site Supervisory Team

During the course of the construction and implementation phase, the Sponsoring Agency shall, as required, 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, local authorities and other stakeholders as required 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 Approving 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 may be 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, Figure 5 for Major Projects and Figure 6 for Greenway 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

An Approving 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 1, Phase 3, Phase 4 and Phase 5 as illustrated in Figure 4 to Figure 6. These approval points shall be treated as go/ no go hold points on the projects that may result in the cancellation of the project or instruction to return to an earlier phase or beginning of the current phase. 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 Approving 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.

Written permission must be sought and obtained from TII before commencing any out of Phase activities.

3.3 Overview of Project Phases

Figure 4 (Minor Projects), Figure 5 (Major Projects) and Figure 6 (Greenways) 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.

Minor Projects

Processes	Deliverables
Phase 0 Scope and Strategic Assessment Ensure Project alignment with current TII strategic programmes and plans.	
<ul style="list-style-type: none"> • Preparation of Project Information Summary Notices (PISN). • Preparation of Strategic Assessment Report (SAR) in accordance with <i>TII PAG</i>. • Collation of Project Dossier. • Gate Review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Project Information Summary Notices (PISN). • Strategic Assessment Report (SAR). • Phase 0 Gate Review Statement.
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	
Phase 1 Concept and Feasibility Develop and investigate in further detail the feasibility of the Project and Project management structure.	
<ul style="list-style-type: none"> • Preparation of Project Execution Plan (PEP). • Appointment of Project Supervisor Design Process (PSDP). • Constraints, Risks and Opportunities Study • Road Safety Impact Assessment (RSIA). • Preparation of Procurement Strategy and Procurement File. • Appointment of Technical Advisors. • Appointment of Project Supervisor Design Process (PSDP). • Preparation of Feasibility Report. 	<ul style="list-style-type: none"> • Project Execution Plan (PEP). • Feasibility Report.
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	
Phase 2 Options Selection Examination of alternative options to determine a Preferred Option(s).	
<ul style="list-style-type: none"> • Update of Project Execution Plan. • Cost, Risk, and Value Management. • Options Selection Process. • Road Safety Audit Stage F on preferred option. • Road Safety Impact Assessment (RSIA). • Project Appraisal documentation. • Preparation of Options Report, if required. 	<ul style="list-style-type: none"> • Updated Project Execution Plan. • Option Comparison Estimate. • Project Appraisal Report.
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Processes	Deliverables
Phase 3 Design and Environmental Evaluation	
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"> • Update to Project Execution Plan (PEP). • Consultation with land and property owners. • Statutory processes and required environmental reporting requirements. • Preparation of Design Project. • Commissioning of surveys. • Determine requirements for licences and permits. • Cost, Risk, and Value Management. • Environmental Evaluation documentation • Draft Design Report. • Schedule of Environmental Commitments. • Preparation of Construction Environmental Management Plan. • Determination of Land Acquisition requirements. • Preparation of Land Acquisition documentation. • Engagement of Property Valuation Advisors and Legal Advisors. • Preparation of Project Appraisal documentation. • Gate Review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP) • Design Report. • Environmental Deliverables. • Updated Project Appraisal Report (PAR). • Land Acquisition Documentation. • Minor Project Estimate (TC1). • Phase 3 Gate Review Statement.
Approving Authority Approval Point (Approval to Publish)	
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Phase 4 Statutory Processes	
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"> • Update to Project Appraisal Plan (PEP). • Preparation Briefs of Evidence for Oral Hearing, if required. • Project Oral Hearing. Requests for Further Information, Amendments and Further Public Presentation (if required). • Schedule of Environmental Commitments. • Cost, Risk and Value Management. • Project Appraisal documentation. • Lessons learned workshop. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP). • Competent Authority Decision. • Reviewed Minor Project Estimate (TC1). • Updated Project Appraisal Report. • Phase 4 Gate Review Statement.
Approving Authority Approval Point (Approval to Commence Compulsory Land Acquisition, if required)	
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Processes	Deliverables
Phase 5 Enabling and Procurement 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"> • Update to Project Execution Plan (PEP). • Development Application Documentation. • Update to Construction Environmental Operating Plan. • Procurement and delivery of Enabling Works Contracts. • Cost, Risk and Value Management. • Appointment of Technical Advisors (ire required). • Preparation of Detailed Project Brief and Procurement Strategy. • Preparation of Construction/ Implementation Documentation. • Project Appraisal Documentation. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP). • Main Contract Tender Documentation. • Tender Assessment Report (TAR), Tender Award Recommendation Form (TARF) and Chief Executive’s Order for Main Contract • Project Appraisal Report • Minor Project Estimate prior to Tender Issue (TC2). • Minor Project Estimate at Tender Award (TC3). • Detailed Project Brief and Procurement Strategy. • Phase 5 Gate Review Statement.
Approving Authority Approval Point (Approval to go to Tender)	
Approving Authority Approval Point (Approval to Award Contract)	
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Phase 6 Construction and Implementation Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
<ul style="list-style-type: none"> • Update Project Execution Plan (PEP). • Appointment of Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS). • Undertake Contract Administration. • Update Construction Environmental Management Plan (CEMP). • Cost, Risk and Value Management. • Updated PAG deliverables, if necessary. • Review Contractor ‘As-Built’ Information. • Transfer Safety File to Contractor. • Certificate of Substantial Completion/ Commencement of Defects Period. • Preparation of Final Account Report. • Gate Review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP). • Final Account Report.
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Processes	Deliverables
Phase 7 Close out and Review Complete all outstanding contractual and residual issues relating to the Project.	
<ul style="list-style-type: none"> • Handover of 'As-Built' documentation and Safety File to Contracting Authority. • Residual Environmental Works, if necessary. • Satisfactorily address defects during Defects Period. • Ensure Residual Network Works are completed. • Land Acquisition Summary Sheet. • Update to PAG deliverables. • Compilation of Project Lessons Learned Database. • Preparation of Project Completion Report. • Undertaking of Ex-Post Evaluation. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Project Completion Report. • Project Lessons Learned Register • Ex-Post Evaluation. • Phase 7 Gate Review Statement.
Approving Authority Approval Point (Pre-Appointment of Technical Advisors, if required)	

Figure 4 Minor Project Phases, Processes and Deliverables

Major Projects

Processes	Deliverables
Phase 0 Scope and Strategic Assessment	
Ensure project alignment with current TII strategic programmes and plans.	
<ul style="list-style-type: none"> Preparation of Project Information Summary Notices (PISN). Preparation of Strategic Assessment Report (SAR) in accordance with <i>TII PAG</i>. Collation of Project Dossier. Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> Strategic Assessment Report (SAR). Phase 0 Gate Review Statement.
Approving Authority Approval Point (Appointment of Technical Advisers for Phase 0)	
Approving Authority Approval Point (Submission of Strategic Assessment Report to Approving Authority)	

Phase 1 Concept and Feasibility	
Develop and investigate in further detail the feasibility of the Project and Project management structure.	
<ul style="list-style-type: none"> Project team assignment. Preparation of Project Execution Plan (PEP). Cost, Risk and Value Management. Health and Safety Risk Assessment. Constraints, Risks and Opportunities study. Road Safety Impact Assessment (RSIA). Preparation of Procurement Strategy and Procurement File. Appointment of Technical Advisers. Appointment of Project Supervisor Design Process (PSDP). Preparation of Feasibility Report. Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> Project Execution Plan (PEP). Feasibility Report. Phase 1 Gate Review Statement.
Approving Authority Approval Point (Pre-Appointment of Technical Advisers)	

Phase 2 Options Selection	
Examination of alternative options to determine a Preferred Option(s).	
<ul style="list-style-type: none"> Update to Project Execution Plan (PEP). Cost, Risk and Value Management Option Selection Process. Road Safety Audit Stage F on preferred option. Preparation of Options Report. Options Selection Peer Review. Project Appraisal documentation. Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> Updated Project Execution Plan (PEP). Option Comparison Estimates. Options Report. Signed Options Selection Peer Review Report. Phase 2 Gate Review Statement.
Approving Authority Approval Point	

Processes	Deliverables
Phase 3 Design and Environmental Evaluation	
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"> • Update to Project Execution Plan (PEP). • Consultation with land and property owners • Statutory processes and required environmental reporting requirements. • Preparation of Design Report. • Commissioning of surveys. • Determine requirements for licences and permits. • Cost, Risk, and Value Management. • Environmental Evaluation documentation. • Draft Design Report. • Schedule of Environmental Commitments. • Design Peer Review. • Preparation of Design Report and Environmental deliverables. • Peer Review Process. • Preparation of Construction Environmental Management Plan • Determination of Land Acquisition requirements • Preparation of Land Acquisition documentation. • Engagement of Property Valuation Advisors and Legal Advisors. • Preparation of Project Appraisal documentation. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP). • Environmental Evaluation Documentation. • Design Documentation. • Design Report and Environmental Deliverables. • Signed Design Peer Review Report • Land Acquisition Documentation as applicable. • Target Cost 1 and Total Scheme Budget. • Preliminary Business Case. • Phase 3 Gate Review Statement.
Approving Authority Approval Point (Approval to Publish)	

Phase 4 Statutory Process	
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"> • Update of Project Execution Plan (PEP). • Preparation of Briefs of Evidence for Oral Hearing. • Competent Authority Deliberation, Requests for further Information, Amendments and Further Public Presentation. • Schedule of Environmental Commitments. • Cost, Risk and Value Management. • Project Appraisal documentation. • Lessons Learned Workshop. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Project Execution Plan (PEP). • An Bord Pleanála (ABP) / Competent Authority Decision. • Target Cost 2 and Total Scheme Budget. • Updated Preliminary Business Case. • Lessons Learned Register. • Phase 4 Gate Review Statement.
Approving Authority Approval Point (Approval to Commence Compulsory Land Acquisition)	
Approving Authority Approval Point (Pre-Appointment of Technical Advisors)	

Processes	Deliverables
Phase 5 Enabling and Procurement 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"> • Update to Project Execution Plan (PEP). • Development Application Documentation. • Update to Construction Environmental Management Plan. • Procurement of Enabling Works Contracts. • Cost, Risk and Value Management. • Appointment of Technical Advisors (if required). • Preparation of Detailed Project Brief and Procurement Strategy. • Preparation of Construction/ Implementation Documentation. • Project Appraisal Documentation. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan (PEP). • Tender Assessment Reports (TARs) and Tender Award Recommendation Forms (TARFs) for Enabling Works Contracts. • Contract Documents (Main Construction Contract) • Where necessary, Updated Target Cost 2 and Total Scheme Budget • Tender Assessment Reports (TARs), Tender Award Recommendation Forms (TARFs) and Chief Executive's Order for Main Contract. • Target Cost 3 and Total Scheme Budget. • Detailed Project Brief and Procurement Strategy. • Final Business Case. • Phase 5 Gate Review Statement.
Approving Authority Approval Point (Approval to Go to Tender)	
Approving Authority Approval Point (Approval to Award Contract)	

Phase 6 Construction and Implementation Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
<ul style="list-style-type: none"> • Update to Project Execution Plan (PEP). • Appointment of Project Supervisor Design Process (PSDP) and Project Supervisor Construction Stage (PSCS). • Update Construction Environmental Management Plan (CEMP). • Undertake Contract Administration. • Cost, Risk and Value Management. • Update to PAG deliverables. • Review Contractor As Built Information. • Transfer of Safety File to Contractor. • Certificate of Substantial Completion/ Commencement of Defects Period. • Preparation of Final Account Report. • Gate review confirming level of project maturity reached. 	<ul style="list-style-type: none"> • Updated Project Execution Plan. • Final Account Report. • Phase 6 Gate Review Statement.
Phase 7 Close out and Review Complete all outstanding contractual and residual issues relating to the Project.	
<ul style="list-style-type: none"> • Handover of 'As-Built' documentation and Safety File to Contracting Authority. • Residual Environmental Works, if necessary. • Satisfactorily address defects during Defects Period. • Ensure Residual Network Works are completed. • Land Acquisition Summary Sheet. • Final Outturn Costs and Final Account Report. 	<ul style="list-style-type: none"> • Project Completion Report. • Ex-Post Evaluation. • Project Lessons Learned Register. • Phase 7 Gate Review Statement.

Processes	Deliverables
<ul style="list-style-type: none">• Update to PAG deliverables.• Compilation of Project Lessons Learned Database.• Preparation of Project Completion Report.• Undertaking of Ex-Post Evaluation.• Gate review confirming level of project maturity reached.	

Figure 5 Major Project Phases, Processes and Deliverables

Greenways

Processes	Deliverables
Phase 0 Scope and Pre-Appraisal Ensure project alignment with current TII strategic programmes and plans.	
Approval Point (Pre-Appointment of Concept Technical Advisors)	
<ul style="list-style-type: none"> • Project Information Sheet Note (PISN). • Project Dossier (All information to date on the Project, inclusion of Plans, programmes etc.). • PAG requirements. • Assignment of Project Archaeologist. 	<ul style="list-style-type: none"> • Project Information Sheet Note (PISN) • Strategic Assessment Report (SAR) • Phase 0 Gate Review Statement.

Phase 1 Concept and Feasibility Develop and investigate in further detail the feasibility of the Project and Project management structure.	
<ul style="list-style-type: none"> • Project Programme. • Documentation Management Plan. • Project Communications Strategy including Stakeholder and Public Consultation. • Stakeholder and Public Consultation – Constraints Mapping. • Feasibility Reports • Procurement File Setup or Update. • Safety File Setup. • Appointment of PSDP. • Cost, Risk and Value Management • PAG Requirements. • Refinement of Long List • Phase 1 Peer Review of Feasibility and Meeting Objectives 	<ul style="list-style-type: none"> • Project Execution Plan. • Project Brief (Refer to PAG). • Public Consultation Report • Feasibility Report • Phase 1 Gate Review Statement.
Approval Point (Pre-Appointment of Design Stage Technical Advisors)	

Phase 2 Option Selection Examination of alternative options to determine a Preferred Option.	
<ul style="list-style-type: none"> • Project Set-up Workshop, if required. • Stakeholder and Public Consultation – Options • Appointment of a Project Agronomist • Appointment of an Independent Agronomist • Nomination Project Liaison Officer • Constraints Study • Options Selection Process. • Evaluation of Environmental Constraints • Quality Audit • Option Selection Peer Review. • Health and Safety requirements. • Variation to Development Plan(s), if necessary. • Cost, Risk and Value Management. • PAG Requirements. • Structures Technical Acceptance. 	<ul style="list-style-type: none"> • Constraints Study Report • Option Comparison Estimates (refer to Cost Management Manual). • Option Selection Report. • Signed Option Selection Report Peer Review Report. • Preliminary Business Case, if required (Refer to PAG). • Updated Project Execution Plan. • Phase 2 Gate Review Statement.

Processes	Deliverables
Phase 3 Design and Environmental Evaluation 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"> • Stakeholder and Public Consultation. • Determination and undertaking of appropriate Statutory Processes (planning, environmental assessment, land acquisition). • Topographical surveys, preliminary GI, miscellaneous surveys. • Determine and obtain approval and consent requirements (Section 85, OPW, CIE etc.). • Design Process. • Environmental Evaluation. • Preparation of Construction Environmental Management Plan (CEMP). • Structures Technical Acceptance, if required • Applications for Departures from Standards/Specification. • Variation to Development Plan(s), if necessary. • Road Safety Audit and Quality Audit. • Design Peer Review. • Health and safety requirements. • Procurement of Land Valuation and Legal Advisors, if necessary. • Cost, Risk and Value Management. • PAG Requirements. • Review Lessons Learned. 	<ul style="list-style-type: none"> • Design Report. • Signed Design Report Peer Review Report. • Environmental Deliverables (EIA screening and Appropriate Assessment screening reports, EIAR, NIS, &c., as appropriate). • Statutory process documentation as applicable (CPO/ MO/ PRO/ Part 8 Documents, &c.). • CPO/ MO/ PRO/ &c. drawings and schedules. • Target Cost 1 and Total Scheme Budget (Refer to Cost Management Manual). • Project Appraisal Report/Detailed Business Case (Refer to PAG). • Updated Project Execution Plan. • Phase 3 Gate Review Statement.
Approval Point to update Documents where Project was dormant	
<ul style="list-style-type: none"> • Review and Update Project Documents. • Design Peer Review. • Procurement of Land Valuation and Legal Advisors, if necessary. • Cost, Risk and Value Management. • Health and Safety requirements. • PAG Requirements. • Review Lessons Learned. 	<ul style="list-style-type: none"> • Updated Design Report. • Signed Design Report Peer Review Report. • Environmental Deliverables (EIA screening and Appropriate Assessment screening reports, EIAR, NIS, &c., as appropriate). • Statutory process documentation as applicable (CPO/ MO/ PRO /Part 8 Documents, &c.). • CPO/ MO/ PRO/ &c. drawings and schedules. • Target Cost 1 and Total Scheme Budget (Refer to Cost Management Manual). • Project Appraisal Report/Detailed Business Case (Refer to PAG). • Updated Project Execution Plan. • Phase 3 Gate Review Statement.
Approval Point (Approval to Publish)	
Phase 4 Statutory Process 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"> • Publish Development Application Documentation (Environmental reporting such as EIAR, NIS, as appropriate, and land acquisition documentation). 	<ul style="list-style-type: none"> • Competent Authority Decision. • Target Cost 2 and Total Scheme Budget (refer to Cost Management Manual).

Processes	Deliverables
<ul style="list-style-type: none"> • Preparation for Competent Authority proceedings, Oral Hearing &c. including preparation of Briefs of Evidence. • Land agreement and finalised environmental commitments reporting. • Health and Safety requirements. • Review Lessons Learned 	<ul style="list-style-type: none"> • Project Appraisal Report/Detailed Business Case (refer to PAG) • Updated Project Execution Plan. • Phase 4 Gate Review Statement.
Approval Point (Approval to Commence Land and Property Acquisition and separate Approval to Appoint Technical Advisors)	

Phase 5 Enabling and Procurement	
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"> • Contract Administration/ Management • Review of Competent Authority decision and incorporation of conditions, if any, into design. • Review of design and environmental evaluation requirements. • Confirmation of Lands Made Available for contract. • Review and update Construction Environmental Management Plan (CEMP) • Enabling works contracts including necessary consenting such as application(s) for Ministerial Directions. • Cost, Risk and Value Management. • Health and Safety requirements. • Land Agreements and Arbitration if required. • PAG Requirements. • Structures Technical Acceptance, if required • Preparation, and Due Diligence Check, of Tender Documents. 	<ul style="list-style-type: none"> • Tender Award Recommendations (TARs) and Tender Award Recommendation Sheets (TARs) for Enabling Works Contracts, as required. • Updated Target Cost 2 (refer to Cost Management Manual). • Project Appraisal Report/Detailed Business Case (refer to PAG).
Approval Point (Approval to Go To Tender)	
<ul style="list-style-type: none"> • Quality Audit Stage 2. • Tender Process. • Cost, Risk and Value Management • Health and Safety requirements including appointment of PSDP/ PSCS. • Appointment of Contracting Authority's Representative and Site Supervisory Team. • PAG Requirements. • Review Lessons Learned. • Structures Technical Acceptance. 	<ul style="list-style-type: none"> • Tender Assessment Report (TAR), Tender Award Recommendation Sheet (TARS) and Chief Executive's Order for Main Contract. • Target Cost 3 (refer to Cost Management Manual). • Project Appraisal Report/Detailed Business Case (refer to PAG). • Contract Documents (Main Construction Contract). • Updated Project Execution Plan • Phase 5 Gate Review Statement
Approval Point (Approval to Award Contract)	

Processes	Deliverables
Phase 6 Construction and Implementation Administration and execution of the Main Contract in accordance with the design, specification, relevant standards and legislation.	
<ul style="list-style-type: none"> • Contract Administration/Management. • Appointment of PSCS and PSDP, if required. • Finalisation of Construction Environmental Management Plan (CEMP) • Structures Technical Acceptance, if required • Cost, Risk and Value Management. • Monthly Reports/ Financial Reports/ Payments. • Change Order Register/ Claims Register. • Land Agreements/ Accommodation Works including Dispute Resolution, if required. • Prepare 'As-Built' documentation. • Health and Safety requirements including Handover of Safety File. • Implementation of schedule of Environmental Commitments including confirmation thereof. • Implementation of development approval conditions including confirmation thereof. • Archaeological Monitoring. • Road Safety and Quality Audit Stage 3. • Certificate of Completion, if appropriate. • Final Account Report (including Final Outturn Cost), if appropriate. • PAG Requirements. • Review Lessons Learned. 	<ul style="list-style-type: none"> • Updated Project Execution Plan.
Phase 7 Close out and Review Complete all outstanding contractual and residual issues relating to the Project.	
<ul style="list-style-type: none"> • Contract Administration/ Management. • Handover of 'As-Built' documentation. • Quality Audit Stage 4. • Landscaping contracts, if necessary. • Defects Period/ Defects Certificate/ Retention Monies. • Land and property requirements • Any and All Residual Network that the LA identifies (In accordance with chargeability for National Roads grants strategy). • Cost, Risk and Value Management. • Final Account Report (including Final Outturn Cost), if outstanding. • Deposition of archaeological objects and archives with statutory authorities. • PAG Requirements. 	<ul style="list-style-type: none"> • Project Closeout Report. • Post Project Review. • Project Lessons Learned Register • Phase 7 Gate Review Statement.

Figure 6 Greenway 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, should set out the level of engagement required with each Stakeholder at each Project Phase identifying the purpose of the engagement and information sought 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.

Consultation is critical in the early phases (0 and 1) of the scheme to ensuring the scheme is appropriately setting the problem and the long list of potential solution(s) within the context of other existing and proposed transport modes in the region and proposed developments within the Study Area of the identified problem. The Project Manager shall liaise with other transport agencies and transport providers and Local Authority Departments as a minimum to ascertain other planned developments/Services and their influence on movement within the study area. The Project Manager shall also consult with the TII Senior Engineering Inspector with respect to which internal TII departments may require early engagement.

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; and
 - 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 Approving Authority and the Project Manager. Other significant stakeholders may also attend as required. The Designer/ Site Supervision Team Representative may attend as required.
- This group will undertake the function of the 'Project Board' as per relevant government departmental requirements.

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 Approving 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 at their 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. Representatives of the Approving Authority may choose to attend at their sole discretion;
- 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 Approving Authority may decide to form a Dispute Management Project Board to undertake a similar function.

4.2 Decision Register

The Project Manager shall prepare a Decision Register 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 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 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 shall 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, Greenway 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 Approving 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.

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 typically 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 Approving Authority. Additional Approval Points may be required during a Project Phase.
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 Project phases. This register should 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, Greenway 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 their duties.
Project Manager	The person assigned responsibility for the planning, execution and delivery of a Project.
Project Team	Team created to deliver an entire Project. A Project Team will be composed of multi-disciplinary team members brought together from different backgrounds, departments, companies and may include experts from external companies or suppliers.
Approving Authority	The Approving 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 chaired by the Sponsoring Agency and attended by the Approving Authority, the Project Manager and the Project Management Team. Designers/ Technical Advisors may attend if requested to do so.
Study Area	The geographical area to enable appropriate options to be developed and examined for a Project. The Study Area should encompass all reasonable options and their respective zones of influence, to enable the potential impact on the receiving environment to be assessed. The Study Area should be continuously evaluated and may be refined 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.
Greenway	A Greenway is “a recreational or pedestrian corridor reserved exclusively for non-motorised journeys, developed in an integrated manner which enhances both the environment and quality of life of the surrounding area. These Routes should meet satisfactory standards of width, gradient and surface condition to ensure that they are both user-friendly and low risk for users of all abilities.” (Lille Declaration, European Greenways Association, 12 September 2000);

6. List of Abbreviations

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

Item	Definition
ABP	An Bord Pleanála
CE	Chief Executive
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
DoT	Department of Transport
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 Summary Notices
PLO	Project Liaison Officer
PMG	Project Management Guidelines
PPP	Public Private Partnership
PSCS	Project Supervisor Construction Stage
PSDP	Project Supervisor Design Process
RFI	Request for Information
RSA	Road Safety Audit
TAR	Tender Assessment Report
TARF	Tender Award Recommendation Form
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, 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.

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

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

Department of Transport , 2021 Code of Best Practice – National and Regional Greenways



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