

TII Peer Review Process Guidance document

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1. Purpose of Peer review

Peer review is a requirement under TII Project Management Guidelines (PMG). The purpose of a Peer Review is to provide a robust challenge to the decision-making process, the basis on which decisions were made and the source data used in the decision-making process. This is done by means of an independent, objective evaluation of Option Selection and Preliminary Design of a project. Peer review helps ensure that decisions are technically sound, consistent with applicable policies, standards and regulations, and aligned with project goals, stakeholder expectations, consideration for planning, sustainability, circular economy and meeting Climate action goals. The outcome of the Peer Review is to ensure the project has sufficient merit to proceed and risk levels associated with progressing the project are acceptable.

It is a review of the project in advance of key decision points by a team of experienced people who are predominately independent of the project team. In summary, only the right scheme in the right place at the right price goes forward to the Statutory Process.

Peer review is intended to identify risks, gaps, assumptions early and support transparent and defensible decision making. Peer review is advisory process and does not replace project management, quality control and TII PMG gate approvals.

2. Benefits of Peer review process

The Peer Review process provides a measure of assurance and support for the TII and/or the Local Authority who have a responsibility to achieve Government's Transport Infrastructure strategic goals. Provided they are properly planned and executed, Peer Reviews can help ensure that:

- The optimum project is being delivered
- The scheme delivers appropriate level of value for money
- The solution proposed adequately and proportionately addresses the problem identified at Phase 0
- A sufficient level of detail has been examined and provided to the Peer Reviewers to ensure the validity of the decision-making process
- Consistency of approach at National level is being achieved
- Lessons learned on other projects are brought to bear on the scheme under review
- Risk of downstream problems are minimised
- The project can confidently progress to the next stage of development or implementation
- The scheme is developed in compliance with, and is informed by, Government, National, Regional and Local policies, TII Standards, TII Project Appraisal Guidelines, TII Circular economy policy and especially, consideration for planning and Climate action plan
- Realistic quality, time and cost targets are set (and achieved)

- The knowledge, skills and experience of Local Authority and Consultants staff employed on the project are extended and developed through the process, as is that of the TII reviewers.

3. Peer Review Principles

Peer reviews should adhere to the following principles:

- Independence: Reviewers should not have direct responsibility for preparing the work being reviewed
- Objectivity: Reviews should focus on project merit, not project advocacy.
- Constructiveness: Comments should be clear, actionable, and solution-oriented.
- Timeliness: Reviews should be conducted early enough to influence decisions without causing unnecessary delay.
- Transparency: Review scope, findings, and responses should be documented.

4. Applicability

Peer reviews are required for all Major and Minor Roads Projects and all new Greenway projects unless otherwise instructed by the relevant TII Regional Manager at their sole discretion. The Project Manager shall engage with the relevant TII Regional Manager at the appropriate times to ascertain whether the requirement for a peer review will be waived.

The key phases when Peer Reviews can be considered are,

- Phase 2 (Option Selection) - prior to the finalization of the Options Report
- Phase 3 (Design and Environmental evaluation) - prior to the finalization of the Preliminary Design Report.

In addition, the TII Regional Manager will advise if a further Peer Review is required at Phase 5 Enabling and Procurement, to review the tender documents prior to formal issue. If required, this Peer review should be carried out sufficiently in advance of the issue of the tender documentation to allow for the implementation of any recommendations without delaying the scheme Programme. The purpose of this review, if held, is to ensure that the tender documentation adequately reflects the aims of the Employer in terms of the project to be constructed and the risk transfer to the Contractor and that the documentation is well constructed from a contractual perspective. This peer review may take the form of an independent audit of the draft contract documentation.

5. Steps involved in Peer review Process

Refer to Flowchart provided in section 8.

Step 1: Planning and Preparation

The Regional Manager determines whether a peer review is required for the project.

If a peer review is required:

- The Local Authority Project Manager confirms the anticipated timeline for the preparation of documents and agrees to a proposed date for the peer review.
- The TII Regional Manager establishes the Peer Review team, considering the complexity, risks, and challenges associated with the project.

The Peer Reviewers must receive the relevant project documentation at least four weeks prior to the Peer Review Meeting. The specific documentation required will depend on the project stage and should be agreed with the TII Regional Manager or Senior Engineering Inspector.

Typically, the documentation may include Penultimate draft reports for the relevant project phase. Refer Project Manager's Manual (PE-PMG-02042) section 2.6.1 and Appendix 3.7.

Where possible, documents should be issued in stages as they become available, rather than as a single submission.

To support the review process, the project team may prepare a short presentation summarising:

- Scheme background and need
- Project history
- Key technical aspects
- Key issues, challenges, and risks

Advice should be sought from the TII Regional Manager or Senior Engineering Inspector regarding whether such a presentation is required.

Pre-meeting discussions with reviewers may be arranged where appropriate, rather than requiring full-day attendance at the Peer Review Meeting.

Step 2: Peer Review Process

The Local Authority Project Manager submits draft documents to the Senior Engineering Inspector in stages as they become available, ensuring that the complete documentation set is issued at least four weeks before the Peer Review Meeting.

The Senior Engineering Inspector circulates the documents to the Peer Reviewers.

The central element of the process is the Peer Review Meeting, attended by:

- Local Authority Project Manager
- Scheme consultants
- Members of the Peer Review team

The scope of the review will depend on the scale, complexity, and nature of the project.

Peer reviewers may submit written comments to the Senior Engineering Inspector at least two days prior to the meeting, which will then be shared with the project team.

Where beneficial, pre-meetings with peer reviewers or site visits may be arranged to support understanding of the scheme.

Step 2a: Peer Review Meeting

The meeting is chaired by the Senior Engineering Inspector, who acts as facilitator.

During the meeting:

1. The project team presents an overview of the scheme, including:
 - Selected options
 - Design approach
 - Key risks and challenges
2. The Senior Engineering Inspector records, or appoints a nominee to record:
 - Questions raised
 - Responses provided
 - Issues requiring further clarification or analysis
3. Peer reviewers' comments and recommendations are discussed.
 - The review typically focuses on areas where clarification or justification of the adopted approach is required. Many issues may be resolved through discussion during the meeting. These queries and comments shall be documented and circulated to all in attendance of the meeting within a maximum of five working days of the meeting.
4. Where further investigation is required:
 - These items are recorded as actions for follow-up by the project team.
 - The project consultants and Local Authority shall undertake additional analysis or investigations, in agreement with Senior Engineering Inspector.
5. Following completion of this work, the project team shall prepare a Peer review Report, which:
 - Comment log - Lists all issues identified during the Peer Review Meeting
 - Summarises actions taken to address these issues
 - Comments and recommendations are closed out in agreement with the Peer Reviewers
6. The Peer review report (template available in section 7) shall be submitted to the relevant Senior Engineering Inspector, who will circulate it to the Peer Reviewers.

Step 3: Closing the Peer Review Process

1. If Peer reviewers agree with the way their comments are addressed, they sign off the Peer review report.
2. The TII Regional Manager formally communicates the outcome of the peer review to the Local Authority Project Manager.

The Peer Review Process concludes with a determination by the Peer Reviewers that:

- The project may proceed based on the design and documentation provided, with or without conditions.
- The project should not proceed based on the current design or documentation; or
- Specific issues must be resolved before the project can advance.

Any major amendments to the scheme (e.g. change in road type or significant route change), because of peer review, changes to be agreed with Senior Engineering Inspector and all the relevant deliverables should be updated as required.

All peer review records should be retained as part of the project file by Local Authority Project Manager.

6. Peer Reviewers

For the Peer Review to be effective, it is essential that the reviewers are independent of the scheme to be reviewed.

The Peer Reviewers will be sourced from within TII and may be supplemented from external consultants, contractors, and specialists in required cases.

Peer Reviewers could be comprised of up to four to five members, depending on the complexity and size of the project.

Peer Reviewers team can include,

- TII Regional Manager/Senior Engineering Inspector independent of the scheme under review.
- TII Head of Roads Capital Programme
- Depending on the risks and challenges in the scheme, any TII Specialist that is required for the scheme such as Transport Economist, Traffic Modeller and Climate practitioner etc.
- Where required, the TII reviewers shall be supplemented with suitably experienced and qualified external consultants, resident engineers and contractors as are deemed appropriate to deal with project specific issues.

7. Peer review report template

Peer review report should minimum include below sections,

1. Introduction
 - a. Background/Purpose of Peer review
 - b. Project Description
2. Peer review
 - a. Peer review meeting
 - b. Peer reviewers
 - c. Information provided to the peer review team
3. Conclusion
4. Appendices

a. Peer Review Comments and Design Team Responses

No.	Subject	Drawing / Document Reference	Comments	Designer's Response/Actions	Peer Review Team Acceptance Y/N	Peer Review Further Comment/Close Out	Action Undertaken

b. Peer review report approval

Major/Minor Project - Phase 2/3 – Option Selection/ Design Report and Environmental Evaluation Peer Review

PRS Code:	
Project Title:	
Local Authority/Sponsoring Agency:	

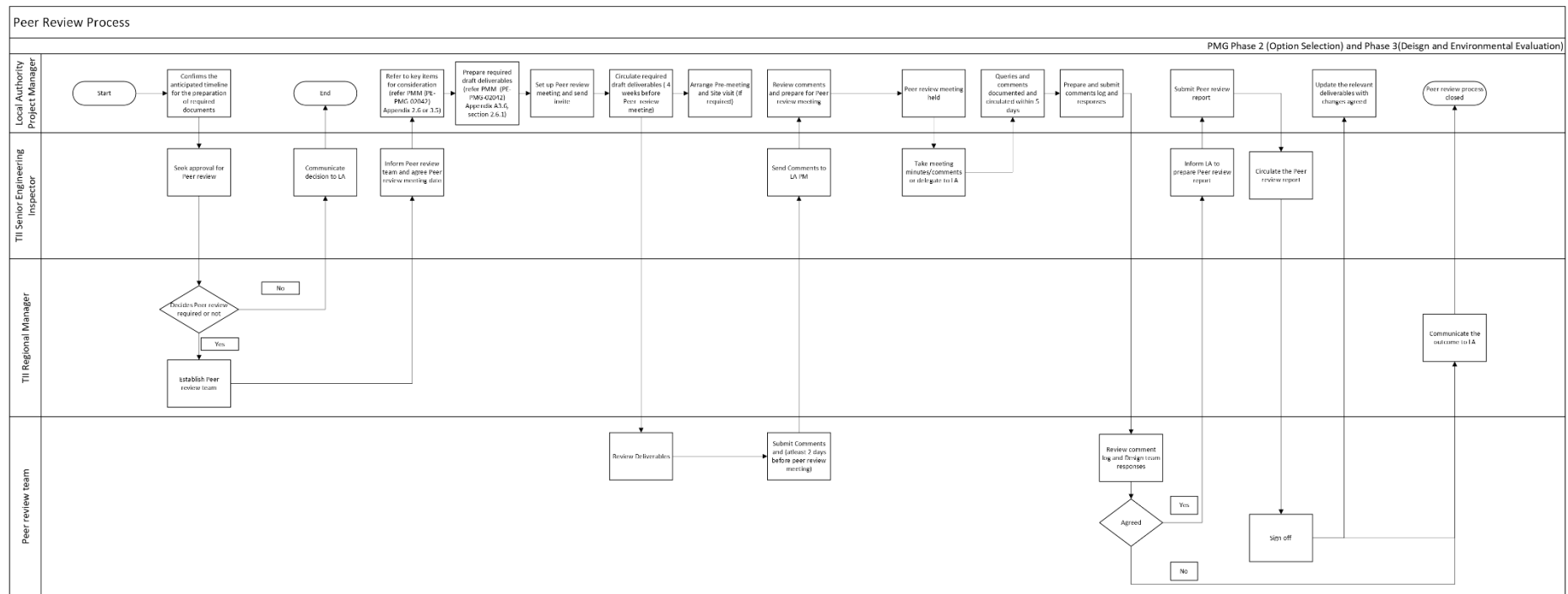
I refer to the Peer Review carried out on the above Project on the (insert date) and the Option Section/ Design and Environmental Evaluation Peer Review Report, dated (insert date) prepared by the (insert Local Authority). Based on this submission and the discussions of the Peer Review Group, the Design Peer Review Report is now accepted subject to the following:

The full set of deliverables for Phase 2/3 along with the Phase 2/3 Gate Review Statement are completed to the satisfaction of the Authority.

The Phase 2/3 Option Selection/ Design Report Peer Review has been completed and below is the sign off from the Peer Reviewers in accordance with TII's Project Management Guidelines.

Prepared by:	_____	Date:	_____
	(insert name), Senior Engineering Inspector		
Peer reviewer:	_____	Date:	_____
	(insert name), Title		
Peer reviewer:	_____	Date:	_____
	(insert name), Title		

8. Peer review process flowchart





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