

Invitation to Tender

Project Management Led Multi-Disciplinary Team

(Project Manager, Employers Representative & Quantity
Surveyor)

for

Delivery of Building Extension at Mullingar Advanced Building Solution (ABS)

at IDA Ardmore B&T, Mullingar, Co. Westmeath



September 2026

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1 Introduction

IDA Ireland has a requirement to appoint a Project Management-Led Team consisting of a Project Manager, Employers Representative and a Quantity Surveyor to lead the delivery of the proposed **extension to the Mullingar Advance Building Solution (ABS)** which is under construction at IDA Ardmore Business & Technology Park, Mullingar, Co. Westmeath. Planning permission for the Mullingar ABS was granted by Westmeath County Council in October 2022 (ref 22/347) however this proposed extension will require a new grant of planning permission.

The Mullingar ABS currently extends to c.50,000 ft² and is due for practical completion in January 2027, note the current works contract for the building is not affected by this proposed extension. It is proposed to extend the building by c. 69,000 ft² of additional Manufacturing space only *subject to detailed design (see Appendix D for proposed extension)*.

Once appointed the Project Management Team consisting of a Project Manager, Employers Representative and a Quantity Surveyor will act as the Lead Entity for the project and will be responsible for project managing the suitably qualified Architect-Led Multi-Disciplinary Design Team which is been procured simultaneously but separate to this competition (*the Architect will act as the Lead Designer and will be supported by a Structural Engineer, Civil Engineer, Mechanical , Electrical Engineers, Energy Management, Sustainability Consultant, Fire and Accessibility Consultant. Additional specialist advisors may also be required to provide design input for all subsequent contracts associated with the project*).

A responsibility matrix has been included in *Appendix E* to provide distinction between the 2 Teams.

Please note Companies who tender for the Project Management Led Multi-Disciplinary Team are not permitted to tender for the position of the Architect-Led Multi-Disciplinary Design Team in order to avoid a natural conflict of interest.

The Mullingar ABS (under construction) comprises a c. 4,650 m² (c. 50,000 ft²) building on a site area of c. 2.26 hectares (c. 5.58 acres). The construction of the building commenced in October 2025, the building has been designed to include a Technology / Manufacturing space of c. 3,496m² (c. 37,630 ft²) with roller shutter doors to a service yard and two storey office accommodation of c. 987 m² (c. 10,624 ft²), it is expected that the building will achieve LEED v4 accreditation and nZEB compliance.

Figure 1 – Mullingar ABS under construction – August 2026



The appointed teams will ensure delivery of the building **extension** to a 'Shell & Core' specification, incorporating LEED certification and compliance with NZEB standards. It is envisaged that the extension will

include for approximately 69,000 ft² of additional Technology / Manufacturing space only (*subject to detailed design*). Car-Parking provisions will comply with the Westmeath County Development Plan, including accessible spaces, EV charging, and bicycle facilities.

The appointed Project Management Team will oversee all aspects of the project, ensuring that the Design Team delivers on key requirements such as legislative and strategic compliance, sustainability accreditation design and performance standards, biodiversity net gain, stakeholder engagement, maintenance considerations and the preparation of all design deliverables. This collaborative approach will ensure the successful delivery of a high-quality building that meets IDA and Client expectations within the indicative timelines outlined in the proposed programme appended to this document.

The building extension must comply with a range of legislative and strategic frameworks. These include, but are not limited to, the Irish Building Regulations – Part L (Buildings Other Than Dwellings), the EU Energy Performance of Buildings Directive (EPBD) (EU/2024/1275), and the IDA Ireland Climate Action Plan. This list is non-exhaustive, and tenderers are expected to demonstrate awareness of and alignment with all other relevant national and European sustainability policies, standards, and guidance documents.

In alignment with national policy, sustainable growth in all its forms is central to IDA strategic objectives. As a strategic land and property owner, IDA Ireland is to implement its own Climate Action Plan to demonstrate leadership in environmental sustainability, from decarbonisation to biodiversity, which IDA aims to promote among its clients.

Strategic Property Department has proposed an overarching ambitious principle, to adopt building designs capable of achieving a high level of carbon management by setting a minimum embodied carbon target for the construction material in a standard IDA Advanced Office Buildings design specification, aligned to the Low Carbon Development (Amendment) Act 2021.

IDA Strategic Property Department is now seeking to appoint a Project Management led Integrated Multi-Disciplinary Team (Project Manager, Employers Representative & Quantity Surveyor) to deliver **all relevant consultancy** services outlined in this document with respect to the delivery of the proposed **extension** to the Mullingar ABS for IDA.

In line with IDA's current strategy 'Adapt Intelligently' a Strategy for Sustainable Growth and Innovation 2025-2029, delivery of this project should include for sustainable measures in the design and construction stages, while also being in line with Public Sector Climate Action Mandate 2024.

The Project Management Led Multi-Disciplinary Team should consist of suitably qualified and experienced resources including a Project Manager (who will act as the PM for the overall project), Employers Representative and a Quantity Surveyor.

The scope of services for the Project Management Led Multi-Disciplinary Design Team will include Stage (1) Preliminary Design (2) Design (3) Procurement & Assessment of a Works Contractor (4) Construction (5) Handover.

Note all appointments will be made under the Government "Standard Conditions of Engagement for Consultancy Services (Technical)" will be employed.

Procurement Process

IDA Ireland has sent a contract notice and tender documents for the services to etenders and a similar notice has been simultaneously sent to the Official Journal of the European Union (OJEU).

Tenderers are to submit their suitability assessment questionnaire documentation and tender documentation in accordance with the instructions as set out in the in the Particulars Section of the Invitation to Tender.

Tenders will first be assessed for suitability, only tenders that meet the SAQ requirements in full and Pass will be assessed further. Suitably qualified tenderers will then be assessed in accordance with the award criteria as set out in the Particulars Section of the Invitation to Tender.

The contract for the project as detailed below will be awarded to the most economically advantageous tenderer meeting the minimum criteria.

This appointment will be subject to IDA Board approval, and it is anticipated that this approval will be sought in October 2026.

The following are the milestones for procuring this appointment:

Key Milestones	Planned date
Circulation of ITT Documentation	10 th September 2026
Deadline for submission of queries	5 th October 2026
Closing date for responses to ITT	15 th October 2026 (4pm)
Proposed Appointment of successful applicant	October 2026
Proposed Commencement of works	October 2026

2 General Specification

IDA Ireland now proposes to appoint a Project Management-Led Team consisting of a Project Manager, Employers Representative and a Quantity Surveyor to manage the delivery of the proposed **extension** by c. 69,000 ft² (*subject to detailed design*) of the Mullingar Advance Building Solution (ABS) which is currently under construction at IDA Ardmore Business & Technology Park, Mullingar, Co. Westmeath.

The Project Manager will act as the coordinator and client liaison for all aspects of the project as outlined in this document. The successful firm will ensure provision of the required services and appoint all the appropriate consultants under their control as required.

1. Scope of Services

IDA Ireland requires the services of a Project Management-Led Team consisting of a Project Manager, Employers Representative and a Quantity Surveyor to lead the delivery of the proposed **extension** by c. 69,000 ft² (*subject to detailed design*) of the Mullingar Advance Building Solution (ABS) which is currently under construction at IDA Ardmore Business & Technology Park, Mullingar, Co. Westmeath.

The successful candidate will be required to complete all aspects of the project through stages 1-5 which includes the following Scope of Services:

- Provide Project Management, Employer Representative and Quantity Surveyor Services for delivery of the **Extension** to the Mullingar ABS at IDA Ardmore Business & Technology Park, Mullingar, Co. Westmeath for all stages of the project stages 1-5.
- Management of the procured Design Team for delivery of the project from initial design to handover stage
- Development of tender documentation for procurement of a Works Contractor
- Procure, Evaluate, Recommend and Manage a preferred Contractor to deliver the Project in accordance with agreed programme and budget, including site management and inspections with support from the Architect Led Design Team.

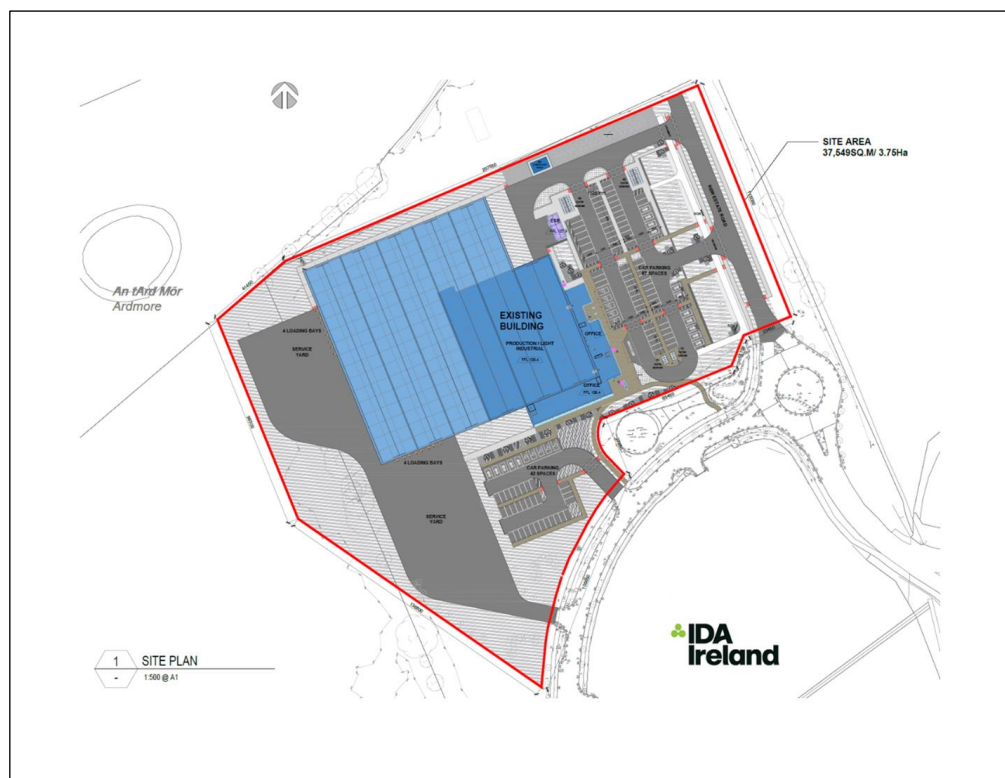
- Employers Representative services, Contract Management services associated with the works contract for the delivery of the Building extension
- Identify and assist with the procurement process of any surveys required for the design of the works
- Provision of services as outlined through stages 1-5 below from Initial stage to design, Planning, Procurement and Construction (as required) to deliver the proposed building extension
- Engagement with relevant Stakeholders including potential end users.
- Employers Representative Services for the duration of the project and construction.
- Co-ordinate and manage handover of the c.69,000 ft² building extension to IDA on completion.
- At all Stages of the Project the Consultant's role will include the following:
 - Monitoring performance of the Design Team to ensure deliverables are achieved in a timely manner
 - Procurement and Performance of the Works Contractor;
 - Quality Monitoring and advise and implementation of remedial measures;
 - Budget and costs;
 - Progress and programme;
 - Contractual matters e.g. compensation events or equivalent;
- Risk assessment and management;
- Health and Safety;
- Key Performance indicators;
- Value for Money;
- Value Engineering;
- Coordination of third party stakeholders as required;
- Sustainability; and Whole Life Costing

Proposed Building Extension

It is envisaged that the proposed building extension will comprise the following (*subject to detailed design*):

- 69,000 ft² of accommodation adjacent to the production area , proposed extension colored light blue below to shell and core specification
- Parking requirements as per Westmeath County Development Plan 2021-27:
- 5% accessible
- 10% EV
- 1no. bicycle space per car space

Figure 2 – Mullingar ABS – Indicative Expansion Area



Stage 1 – Preliminary Design

The Consultant shall:

- Manage co-ordination of Project stage.
- Manage and development of project brief, including programme, budget and risk assessment with IDA Ireland.
- Chair and minute Design Team Meetings
- Manage Key project processes, with particular emphasis on:
 - Client interface and approvals
 - Risk management
 - Management of the activities and performance of all internal and external consultants/vendors
 - Formulating and implementing procurement strategy
- Attend and lead meetings with the Employer and the appointed Design Team to progress the commission.
- Prepare and maintain up to date project directory.

- Liaise with the Design Team to ensure any required specialist surveys are procured
- Manage the progression of the Design Team to ensure the completion of Concept Design Drawings
- Ensure Pre-Planning meeting is arranged in a timely manner
- Prepare and update overall project programme.
- Execute services in accordance with agreed project programme.
- Attend monthly Steering Group Meetings.
- Risk Management.
- Manage necessary tendering procedures in compliance with relevant regulations

Stage 1 Deliverables

- Management and Co-Ordination of Project Stage.
- Develop and produce Project brief, including but not limited to Risk Assessment, Programme and Budget
- Concept Design Drawings for pre-planning meeting

Stage 2 – Design

The Consultant shall:

- Manage co-ordination of project stage.
- Chair and minute Design team meetings.
- Manage the progression of the Design Team to ensure that the Design Team submits a timely Planning application, ensure timely responses to Further Information requests (if applicable) , ensure the Design Team satisfies all conditions associated with a grant of planning permission.
- Manage the progression of Utility Connections, the Design Team will compile the requisite information to lodge these applications, the PM should ensure that the necessary applications are made in a timely manner to avoid delays to the project.
- Implement change control procedure
- Implement appropriate project design controls for cost, schedule & scope
- Monitor the work of all design team members in drawing up and co-ordinating production information for tender
- Whole life cycle cost appraisal of scheme in accordance with the requirements of the Capital Works Management Framework
- Risk management
- Design team contract and fee management

Attend monthly Steering Group meetings

Stage 2 Deliverables

- Management of Project brief, including but not limited to Risk Assessment, Programme and Budget
- Health & Safety Plan

- Manage the Design Team to ensure Planning application / other statutory approvals / Utility Connections are lodged in a timely manner
- Manage the Design Team to ensure they complete All requirements associated with LEED
- Secure detailed Architectural Design Drawings & specifications from Design Team.
- Secure detailed Civil and Structural Drawings & Specifications from Design Team
- Secure detailed Mechanical & Electrical Drawings & Specifications from Design Team
- Ensure compliance from the Design Team with all relevant Build Standards and regulations and appropriate certification and registration.
- Ensure all documentation is prepared and available in advance of Tender, Evaluation and Award, including but not limited to:
 - All drawings (Prepared and supplied by Design Team, Management by PM/QS/ER)
 - Bill of Quantities (Prepared and supplied by Quantity Surveyor under this appointment)
 - Any relevant documentation required for Tender Stage issue.
 - Preparation and collation of information for Bill of Quantities and schedule of works – where necessary
 - Preparation of Schedule of Works for tender purposes

Stage 3 – Tender, Evaluation & Award

The Consultant shall:

- Tender the detailed Construction contract under The Public Procurement Guidelines (It is intended to be treated as a Restricted Tender and thus will follow a two-stage process of prequalification followed by tender. Only candidates that can demonstrate sustainable construction experience such as LEED or BREEAM competence will be prequalified to bid, however the candidate may propose an alternative process that will be subject to IDA Approval). It is proposed to use the PW CF1 (Design by Employer)
- Draft and issue a contract notice specifying the minimum technical requirements in the OJEU and invite expressions of interest from potential tenderers or at appropriate threshold limits.
- Draft and issue response to all queries following consultation with IDA
- Prepare documentation and manage and evaluate the prequalification process and returns and prepare a report recommending the preselected candidates including rationalisation of same.
- Prepare and issue those candidates who meet the required criteria the full specification and an invitation to bid and address all queries from the tenderers, assess the tenders and prepare a report recommending the successful contractor to the IDA. The process will include:
 - i. Consultation with IDA
 - ii. Co-ordinate production information
 - iii. Review timetable for construction
 - iv. Appraise & report on tender submissions
 - v. Advise on and obtain approval from IDA of prequalified tender list for the building contract
 - vi. Issue Letters of Intent and Unsuccessful from the process to candidates

- A tender assessment will be made using the evaluation criteria agreed with IDA prior to commencement of tender competition. Provide appropriate feedback to candidates in line with the Public Procurement Pillars.
- Assist the Employer with appointment of the Project Supervisor Construction Stage (PSCS) and compliance with requirements of the Safety, Health & Welfare (Construction) Regulations 2013.
- Following Approval from IDA Ireland, preparation of all contract documents and arrange for completion of contract documents. Check all compliance issues in association with IDA Ireland. In conjunction with the Design Team coordinate the preparation of contract documents, warranties, bonds and licenses and arrange formal execution by the appropriate parties. Establish and manage procedures for identifying that all insurances required by the contract are in place and copies of appropriate certificates are obtained.
- Arrangement of start on site date
- Ensure works programme is available before start of works on site
- Arrangements for pre-contract meeting.
- Chair and minute Design team meetings.
- Attend monthly Steering Group Meetings
- Design Team fee management
- Risk management

Stage 3 Deliverables

The following deliverables will be produced to a level of detail suitable to fully describe the scope of work to enable competitive tendering, in line with Public Procurement Guidelines, a lump sum Build Contractor.

- Bill of Quantities
- Form of Tender
- Tender Documents & Drawings for each stage of procurement process
- Procure Contractor through relevant procurement process
 - Pre-qualification Questionnaire for issue
 - Preparation of Government E-Tender Prequalification invitations
 - Issue and Management of Procurement Process on E-Tenders
 - Evaluation, Analysis & Reporting of Pre-qualification submissions to IDA Ireland
 - Issue of relevant notifications and clarifications over the entire procurement process
 - Management and co-ordination of Invitation to Tender Stage including documentation
 - Evaluation, Analysis & Reporting of submissions to IDA Ireland
 - Issue of relevant notifications and clarifications over the entire procurement process
 - Issue Report on Tenders and Recommendation of award for preferred Build Contractor to IDA Ireland
- Issue of relevant notifications for tender process to successful and unsuccessful bidders
- Compilation & Execution of Contract Documentation
- Contract Award notice on etenders

Stage 4 – Construction

The Consultant shall:

- Manage co-ordination of construction stage
- Undertake the Employers Representative role under PWC Contract
- Monitor production of bonds and collateral agreements and all necessary contract administration
- Administer terms of building contract
- Conduct meetings with contractor to review progress at intervals to be agreed, at minimum monthly.
- Provide production and construction information as required to the contractor, with input from Design Team
- Visit the works over the construction programme to inspect progress and quality of works and contractors' performance and certify payments.
- Ensure works are being completed in accordance with contract documentation and advise IDA Ireland accordingly
- Raise, log and resolve outstanding design issues with design team and ensure timely decisions
- Vetting and agreement of contractor's drawings in conjunction with design team. Anticipating potential problems and suggesting possible solutions/ contingencies
- Assess all claims under clause 9 and 10 or otherwise in line with contractual timelines.
- Issue payment recommendations and certificates for relevant intervals and milestones
- Continually monitor progress against programme
- Attend and represent the Employer at all meetings with the design team, Contractor and Sub-Contractors on project progress.
- Establish and manage procedures for reporting on the following;
 - Performance of the Contractor where this is likely to affect the design, programme and cost of the work
 - Any potential disputes
 - Actions or incidents likely to affect safety or security
- Prepare monthly report on progress
- Establish and manage procedures for identification of all costs associated with design changes, contract awards, construction activities and Client changes.
- Establish and manage procedures for preparation of financial reports in the form and at the frequency required.
- Manage all change control and report on same
- Co-ordinate Client interface on a continual basis
- Secure opinions on Compliance with Planning Permission and Building Regulations
- Secure as built drawings for Project
- Provide on-going cost plan/budget management services to IDA Ireland at regular intervals

- Assist in execution of legal agreements in respect to practical commencement and practical completion dates of facility.
- Compile maintenance and operation manuals
- Incorporate information prepared by others in maintenance manuals

Stage 4 Deliverables

- Finalised building contract
- Ensure compliance with all relevant Build Standards and regulations.
- Production and Construction information as required by the Contractor
- Reinforcement schedules and all structural design documents
- Full Contract Administration over the course of the Stage
- Minutes of regular site meetings
- Site inspection reports
- Monthly Site Progress Reports
- Periodic evaluations of works progress
- Cost Management & Budget reports at regular intervals
- Agreement of Stage payments and Final Account
- Opinions on compliance with Planning Permission and Building Regulations
- Issue of all relevant certification for building compliance and payment at appropriate intervals
- Registration of building in accordance with BCAR and provide appropriate certification.

Stage 5 – Handover

The Consultant shall:

- Co-ordination of the project stage.
- Oversee substantial completion / certification, including LEED and BCAR
- Arrange procedure for handover. Issue all documentation
- Monitor preparation of 'Handover Package'
- Secure Maintenance Schedules with design team/ contractor input
- Secure as-built drawings
- Liaise with contractor regarding issue of Safety File
- Final account resolution
- Advise contractor of defects arising. Ensure that snag lists are prepared and monitor their completion at the appropriate level.
- Monitor contractor's performance in dealing with defects
- Provide monthly report on actions taken with defects
- Carry out end of defects period inspection
- Check that defects have been rectified
- Issue making good defects and final certificates

- Make recommendation on further retention or release of retention monies and provide relevant certification.
- Risk management.
- Green Budget Report (in line with the principles within the Department of Public Expenditure NDP Delivery and Reform's Green Budgeting Guidance Note) to determine the Carbon Classification of the project (unfavourable/ favourable/ neutral)
- Completion of a 'Lessons Learnt' exercise
- Attend meetings where appropriate.

Stage 5 Deliverables

- Opinions on compliance with Planning Permission and Building Regulations
- Handover of Safety File at Project Completion
- Handover of Operation and Maintenance Schedule to IDA Ireland
- Issue of all certification relevant to the Project, including Payment Certification
- Advise of completion of all defects and production of final certification
- Carbon Classification Report

It must be noted that IDA reserves the right to terminate the contract at any stage throughout the process.

The position of Project Manager, Quantity Surveyor and Employer Representative must be nominated through the response and only with IDA prior consent will the personnel be allowed to change. IDA will only accept a standard of equivalent or better than that proposed should a change be considered in line

3 Conditions of Appointment

Appointment

Note all appointments will be made under the Government “Standard Conditions of Engagement for Consultancy Services (Technical)” will be employed.

Freedom of Information Act 2014:

Tenderers are asked to consider if any of the information supplied by them in response to this request for tenders should not be disclosed because of its sensitivity. If this is the case, tenderers should specify the information that is sensitive and the reasons for its sensitivity. IDA Ireland cannot guarantee that any information provided by tenderers, either in response to this tender or in the course of any contract awarded as a result thereof, will not be released pursuant to IDA Ireland’s obligations under law, including the Freedom of Information Act 2014, EU and Irish Government Procurement Procedures or in response to questions, debates or other parliamentary procedures in or of the Oireachtas (the Irish Parliament). IDA Ireland accepts no liability whatsoever in respect of any information provided which is subsequently released or in respect of any consequential damage suffered as a result of such disclosure.

The Company should be aware that, in accordance with section 6 (9) of the Freedom of Information Act 2014 any record in the Company’s possession shall, in so far as it relates to the service provided under this contract, be deemed for the purposes of the Act to be held by IDA Ireland and shall be made available to IDA Ireland, upon request, for the purposes of the Act, for retention by IDA Ireland, for such period as IDA Ireland considers reasonable in the circumstances.

Information provided to IDA Ireland may be disclosed in response to a request under the Freedom of Information Act 2014. Should the Company consider that any such information is commercially sensitive, it should, when providing the information, identify same and specify the reasons for the sensitivity. IDA Ireland will consult with the Company regarding information identified by it as sensitive before making a decision on any freedom of information request received.

Conflict of Interest

Any conflict of interest or potential conflict of interest must be fully disclosed in writing to the Contracting Authority as soon as such conflict or potential conflict becomes apparent. In the event of any conflict or potential conflict of interest, the Contracting Authority shall, in its absolute discretion, decide on the appropriate course of action. Where a consultant or group of consultants proposes to be on more than one team bidding for the Contract, the relevant Tenderers must provide a statement that they are aware of this multiple participation, and that it has been brought to the attention of all concerned.

The Contracting Authority will then investigate the circumstances to see if this multiple participation could result in a distortion of competition. Where it is felt that competition may be distorted, the consultant (or group of consultants) will be informed of this and instructed that if it still wishes to participate in the competition it must go forward on only the number of bidding teams considered appropriate by the Contracting Authority.

Data Protection

The contractor warrants that it will comply with all obligations under the applicable data protection laws which shall include but not be limited to Regulation 679/2016 and the Data Protection Act 2018.

Audit

1. IDA Ireland reserves the right to carry out an audit of all appropriate records of the appointed consultant relating to the performance of this Agreement at any time, as and when IDA Ireland determines this to be necessary.
2. The appointed consultant shall maintain accurate records at all times. In particular the appointed consultant shall retain all appropriate financial, statistical, administrative and all other relevant supporting papers and records in both hard and electronic form in relation to the performance of this agreement and shall make all such records and papers available to IDA Ireland and its authorised representatives upon reasonable notice for the duration of this agreement and for a period of 7 years following the date of this agreement, or for such longer period as IDA may request.
3. IDA may conduct the audit contemplated by this clause either with its own internal resources or by utilising the services of a third-party auditing firm, in IDA Ireland's absolute discretion. IDA Ireland may copy, at its own expense, any record mentioned by this clause.
4. IDA Ireland reserves the right to meet with the appointed consultant external auditors to discuss any issues that it may identify which could impact on the delivery of the services contemplated in this agreement to IDA Ireland.
5. The financial information referred to in point 7 hereof shall include, without limitation, such information, data, ledgers, bank statements, accounts, authorities, directions and instructions to the appointed consultant auditors, accountants, banks and other servants or agents, and any other papers which may be reasonably necessary to enable IDA Ireland to exercise its right of audit to satisfy itself that the appointed consultant has complied with the terms of this agreement.

Notes

Performance Review

The proposed appointment will be the subject of a 'Performance Review' a sample of the Performance Management Provisions is included in Appendix 3.

Personnel

The position of Project Manager, Quantity Surveyor and Employer Representative must be nominated through this tender response and only with IDA prior consent will the personnel be allowed to change once appointed. IDA will only accept a standard of equivalent or better than that proposed should a change be considered.

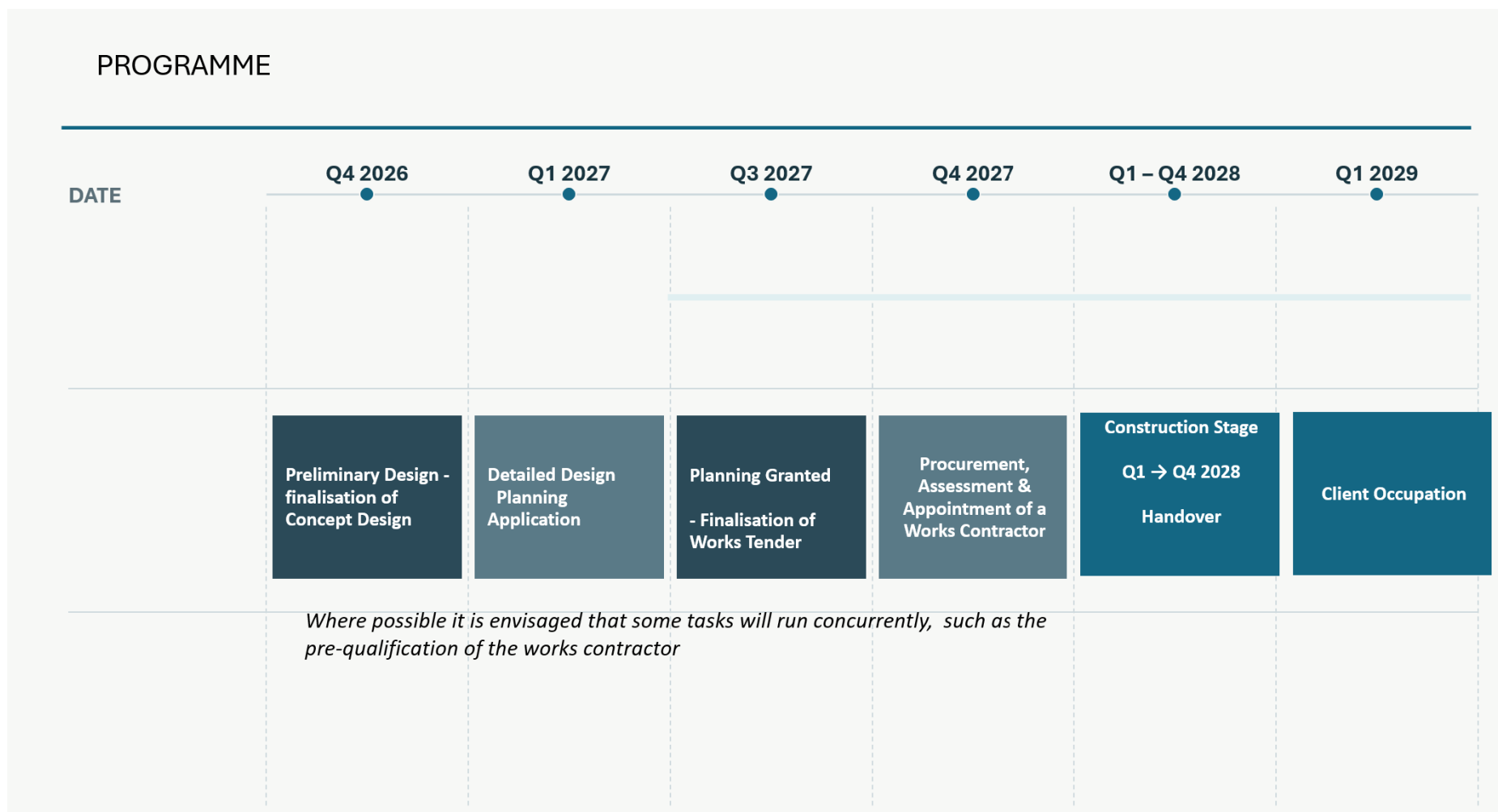
Appendix A – Site Location (proposed expansion site outlined in yellow)



Appendix B – Indicative Expansion Front Elevation



Appendix C – Programme



Appendix D



Appendix E – Roles and Responsibilities Matrix

Activity	PM / ER / QS Team	Architect-Led Design Team
Overall Project Governance	Lead	Support
Design Leadership & Coordination	Support	Lead
Programme Management	Lead	Support
Risk Management	Lead	Support
Planning Strategy & Programme Management	Lead	Support
Preparation of Planning Application	Support	Lead
Statutory Approvals (FSC, DAC etc.)	Support	Lead
Utility Strategy & Connection Coordination	Support	Lead / Technical Input
Contractor Procurement Process	Lead	Support
Preparation of Technical Tender Documentation	Support	Lead
Tender Evaluation	Lead	Technical Input
Contract Administration	Lead (ER)	Support
Claims / Variations Assessment	Lead (ER/QS)	Technical Advice
Payment Certification	Lead (ER/QS)	Technical Input
BCAR Process Management	Lead	Support
Design Certifier / Ancillary Certifiers	Monitor	Lead
Site Inspections & Technical Compliance	Support	Lead
Handover Documentation	Lead	Technical Input
LEED / Sustainability Deliverables	Monitor & Report	Lead Technical Delivery