

United States

Tappan Zee Bridge Project, New York State



TYPE OF TOOL:
Project



MAIN SECTOR:
Transport



INFRASTRUCTURE GOVERNANCE PILLARS:
*Management of threats to integrity;
Efficient and effective public procurement*

In a nutshell:



OBJECTIVE: The Tappan Zee Bridge Project aimed at reducing congestion and frustration for motorists, and was designed to accommodate future commuter rail and feature a state-of-the-art traffic monitoring system.



Agency in charge
New York State Thruway Authority



Levels of government
Sub-national



Year of implementation:
2013



Current status:
Operation



Value:
\$3.98 billion

Overview:

A standard practice to encourage collective decisions in the procurement process is the four-eyes principle, also known as the two-person rule. It requires that at least two people take part in any decision-making. It should apply to all phases of the procurement cycle, and beyond, from the needs assessment to the design of projects and selection of bidders. The four-eyes principle limits public officials' discretionary power, ensures a level of deliberation and protects public officials from suspicion. In the United States, for the construction of the Tappan Zee Bridge in the State of New York, several teams were set up to ensure the respect of the four-eyes principle and the fairness of the selection process during the procurement phase.

In order to counter the corruption risks associated with the Design-Build procurement model of the Tappan Zee Bridge project, an independent procurement integrity monitor was established. The Governor's office and the New York State Thruway Authority worked to address the tension between the need for both discrepancy and transparency. On the one hand, confidentiality was needed in the evaluation of the proposals and negotiations with the proposers. On the other hand, there was a need for transparency in the decisions surrounding the expenditure of public funds. This latter was overseen by an independent firm outside of the procurement process that monitored compliance with related established governance controls. The objectives of the integrity monitor included process evaluation, process enhancements and compliance monitoring.

The public and agency involvement programme for the Tappan Zee Bridge Project helped ensure open, collaborative, and meaningful public and agency participation throughout the process.

REFERENCES:

- Thacher Associates (2013), "Tappan Zee Hudson River Crossing Project: Report of the Independent Procurement Integrity Monitor", www.newnybridge.com/documents/int-monitor-report.pdf