



The integrity monitor in the Tappan Zee Bridge Project, New York State, United States



Public Procurement Principle: **Integrity, Transparency**



Procurement Stage: **Tendering**



Audience: **Procuring entity, Civil society, Private sector**

Description

In order to counter the corruption risks associated with the Design-Build model of the Tappan Zee Bridge, it was decided to retain an independent procurement integrity monitor for the project. The Governor's office and the New York State Thruway Authority (NYSTA) determined to address the tension between the need, on the one hand, for confidentiality in the evaluation of the proposals and negotiations with the proposers versus, on the other hand, the need for transparency in the decisions surrounding the expenditure of public funds, by having an independent firm, outside of the procurement process itself, monitor compliance with the controls governing that process. The objectives of the integrity monitor included process evaluation, process enhancements and compliance monitoring.

In order to achieve these ends, it was entitled to:

- i) obtain and review selected documentation relating to integrity and security of the procurement process
- ii) make recommendations for enhancements of the process to appropriate personnel
- iii) perform monitoring through: unannounced attendance at meetings selected on a random basis; review of documents produced by the procurement process; interview with those involved in process; physical observation of compliance with all critical security/integrity-related controls; communication with appropriate personnel as to any issues found so as to facilitate immediate remediation
- iv) iv) prepare a final report.

Source: Thacher Associates, "Tappan Zee Hudson River Crossing Project: Report of the Independent Procurement Integrity Monitor", www.newnybridge.com/documents/int-monitor-report.pdf (consulted on 6 November 2019). OECD (2021), *Public Procurement in the State of Mexico: Enhancing Efficiency and Competition*, OECD Public Governance Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/cc1da607-en>

