

Country case: Four-eyes principle used in the Tappan Zee Bridge Project, New York State, United States

Description

The “four-eyes” principle is a requirement that two individuals review and approve some action before it can be taken. 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:

- A Procurement Management Team, comprised of a team of public and private employees, responsible for directing the overall evaluation and selection process.
- A Legal Team, comprised of legal advisors, both public and private to conduct a legal pass/fail analysis of aspects of the proposals and provide guidance throughout the procurement process.
- A Financial Team to perform a financial pass/fail review and a net present value analysis of the price proposals.
- A Price Reasonableness Team to conduct reviews of each of the proposals and provide recommendations regarding the reasonableness of the pricing for each of the proposals.
- A Technical Evaluation Teams to evaluate the technical strengths and weaknesses of each proposal.
- A Value Assessment Team comprised of engineers and other professionals from both the public and private sectors, to assemble all of the reports for each proposer, and where feasible, use the accumulated reports to quantify the technical strengths and weaknesses of each proposal.
- A Blue Ribbon Selection Committee to present a non-binding recommendation to the Selection Executives. A Bridge Design Aesthetic Team, comprised of artists and architects, to review the proposed bridge designs and assist in the evaluation process.
- A group of Selection Executives comprised of the members of the Major Projects Committee of the Thruway Authority’s Board, to review the selection and findings of the BRSC. The ultimate determination to award a contract was made by the full NYSTA Board.

Public Procurement
Principle: **Integrity, Risk
Management**

Procurement Stage:
Tendering

Audience: **Policy Maker,
Procuring Entity, Private
Sector**

Source: OECD (2015), [Effective Delivery of Large Infrastructure Projects: The Case of the New International Airport of Mexico City](#), OECD Publishing, Paris.