Un-Ethicalities in the Built World

Unpacking Corruption in India through my Service Design Mindset

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ABSTRACT

This paper studies 'Corruption in the context of the Indian construction industry'. It uses a service design mindset to analyze the problem from a systemic view. For this a series of confidential interviews centred around ethics, with national and international industry experts, students and construction-professionals, journalistic reports against bad practices and articles calling out for change are used, to locate pain points and gaps within this wicked problem. The problem as defined is: the burgeoning of corruption amongst young professionals in the industry due to an inability to identify systemic flaws which in turn bars them from breaking out. The hypothesis proposed is: the possibility of delegating part of the responsibility of limiting the future of corruption to educational institutions. To get to this, first corruption is explored through multiple lenses of business, economy, psychology and more and then narrows its focus down on education through exploring a sub-system between educational institutes-judiciary councils-market norms. This paper does not propose any solutions to the problem of corruption, rather provocates the reader throughout using many critical investigations. The aim of these provocations is for the reader to imagine a future generation that limits the survival of corruption.

KEYWORDS

Corruption, Construction, Education, System, Service-Design,

INTRODUCTION

Lets get started on this journey with something stolen. *"India's relationship status with corruption on facebook would read, 'It's complicated."* [1]No, I do not mean to shame my country or to start off on a wrong foot, neither discredit the cultural vibrance inherit in our air. Rather, I'm trying to set ground for what's to follow, the numerous uncounted practices that might at some point, seem inadmissible to you. It certainly did to me, a couple years back. It wasn't my first instance of it, much as it was a felt first ,gazing from within a victims eye.

It has us all in its grasps, playing out multiple roles within its complexities. You really have to dig deep and seek wider, to see, how many might be victimised at once and how the victimised might at first, seem to be the little gainers. This piece does not mean to simplify corruption or to solve it, rather be a provocation of what's possible, a pre-reflection to prevent from steering towards the deep ends and a designers view of leverages to harness in attempts to bring about the ethical.

Unaware of corruption's intricacies with the built world at the point of entry into my freshers, I was deeply upset about being unable to pursue Architecture, until I one day decided to route into it through the narrower path of 'Interior *Design'* and then the said exposure happened .I briefly experienced the sector through various roles, in all its grimes and glories, which ultimately illuminated a job more important, that of preventing it from the grasps of its grafts.

Hence my aim here is to be able to inform and empower our future generations to effectively identify the gaps within their operating environments, spot the leavers of change and thereafter use these provocations to lead their ways with tangible and ethical change.

Much like the human body, one that is complex but chaotic, a system of systems, I draw on a systemic view of corruption. Using interviews centred around ethics, with national and international industry experts, students and construction-professionals, journalistic reports against bad practices and articles championing voices of those calling out for change, to locate pain points and gaps within this wicked problem. Leveraging the service design mindset , helps me go narrower from a wider ecosystem to identify smaller subsystems, ultimately picking up one to untangle.

In this I study ties between education, judiciary and markets to locate causes that enable corruption to flourish amongst our younger working population. I then hypothesise delegating part of the responsibility from policies and government to educational institutions in order to limit the future of corruption. The deliberate choice of refraining from focusing on the political climate in my paper, is due to my limited experience(restricting empathy and intuition as a designer) and my lack of deep understanding of the wider political/economic/ public climate, in turn enabling me to look at places not widely explored. Using this as my experimental base, I hope to end with provocating you to contemplate the possibility of a corruption-less future, before we digress.

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[1] Murthy, Chirag, 'Corruption, India Ishtyle', *Medium.Com*, 2016 <https://medium.com/interaction-service-design-concepts-principles/corruption-india-ishtyle-47b4fd67d4a3> [accessed 24 January 2021]

Much like any other author, I come with biases of my own, this might be due to my experience of being an internal player within the industry and now an external one viewing the context from the cultural lens of an Indian citizen. Hence, I urge you identify and check your biases as we go, keeping in mind the possibility of multiple realities than just one.

So, as described by WEFs PACI *"Lets Design corruption out of the system"* [2]

[2] World Economic Forum, *Join PACI: Design Corruption out of the System*, 2014 <https://www.youtube.com/watch?v=U8h6BpEM4TA> [accessed 7 February 2021]

SETTING THE CONTEXT

Imagine saving up for over 10 years to be able to build your dream house. You start by hunting for the perfect land in your budget and find a one that suits. You then very carefully ask the proprietor for all the required documents as evidence and approach a lawyer with these, so that he can scrupulously help you in the process (that starts with verification at the Land and Revenue Department). Your diligence has paid off- just before everything was finalised you learnt that the owner of the property was not who he said he was. Phew, saved from the scandal by a thin lie.

But it is not always that simple for all, 'Land records in India are opaque, stored in inaccessible places, and most of the ownership is disputed either in a court of law or because of family fights. The lack of trustworthy online ownership data and the use of incomplete documents make it difficult for both buyers and sellers to enter into property transactions with complete confidence.' [3] *Lack of transparency is identified as a key impediment to tackling corruption in the country, and more specifically in the real estate and construction sectors. But transparency isn't all in my view, even if the data was made available online, would the wider population access it? What about those in rural areas or the ones not comfortable with tech? Or will this change the behaviour of the flouters? The accessibility, regulatory and behavioural aspects are points to consider, while designing such systemic shifts.*

You're more diligent now, you start by learning all possible traps and then end up with a land of your choice. However, it has taken months out of your working life and now all you are waiting for is the final bits of the registry process. You now learn that this will take another few months of your time, until one day some representative from the bureaucracy offers you an easier way out, some off-the-record acknowledgement and a fast track celebration of that piece of land to your name.

WEF says, 'technology can be a main enabler for more transparency in two ways: (1) to make transactions visible to the public, allowing for closer monitoring by citizens (social auditing); and (2) to reduce human interaction in transactions, which can limit opportunities for bribery.' [4] *While this is essential, I believe there is more to consider, for instance, what about possibilities of violations by the controllers of technology. The principles established at the onset of construction of the proposed solution, should hence be ensured to travel down all lines of the service-chain. Similarly, as per PACI's survey opinions, 'some transparency efforts could have diminishing returns—for instance, if requirements to comply with transparency standards are designed in a way that slow down the processes and increase costs but do not deliver the incremental benefit.'* [5]

You had anticipated at the onset, that construction of your dream-house would start within 6 months of sanction of your bank loan, and you are presently at the end of month 7,with the added responsibility of getting your sanction letter renewed. You're aware such tasks take time, so you approach your CA for help and in the meantime look for builders/architects to start planning out your house. You might find yourself exhausted by now, both by financial commitments (the lawyers fee, the registry costs, the land price, the CAs fee, etc) and the mental drainage.

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[3] 'India: Why Land Is at the Centre of All Scandals - BBC News' <https://www.bbc.com/news/world-asia-india-20457766> [accessed 8 February 2021].
[4] Deloitte, 'Partnering Against Corruption Initiative - Infrastructure & Urban Development Building Foundations for Transparency', *World Economic Forum* <http://www3.weforum.org/docs/WEF_PACI_IU_Report_2016.pdf> [accessed 24 January 2021].
[5] [CSL STYLE ERROR: reference with no printed form.].

Finding the right architect/builder I believe is the most crucial part of the puzzle. It requires time and a set filtration criteria. But how will a layman, unfamiliar with the metrics of the subject know what criteria to set? How will he/she know what makes a home energy efficient? What safety measures are to be considered? Which cost saving measures are greener and how can design affect his wellbeing as well as cause less environmental damage? And whose responsibility is it then impart that knowledge and how?

Indian laws do not prohibit non-architects to do architectural work, the only limit to that is that they cannot use the 'Architect' designation. This puts the professional practice in a complex position, as most performing the service neither have the understanding, nor the time to mould their projects, to render rewarding prospects both for the environment and their client. What sticks back is fashion, which is driven by capitalism controlled market trends. But, how would an outsider know how to identify the right experience and skillset capable of delivering all that he is looking for? Wouldn't the easier choice be to employ someone with a low fee promising to do it all? Unlike some developed western countries like the USA and UK where in addition to a degree(like in India) the vetting process requires longer work experience and an additional qualification exam for licensing the right to operate, the Indian council has a fairly easier process of all, wherein all graduates are entitled to licenses irrespective of the rate retention of their taught craft.

You now walk your chosen professional through your requirements, which he/she then correlates with regulations. This takes time and commitment. It is not always easy to find a common ground when it comes to adjusting your desires as per regulations. There is always that 2 feet of extra space that you wish could be incorporated in your house, or another floor (in a hilly quake prone zone) that could have entertained the kids. After multiple iterations, you both come to a mutual agreement, and the final drawings now go out to the concerned departments for approval. This is another lengthy procedure, a handful of obligations to abide by, that might not agree with your predispositions. Unless, you've hired a reputed consultant with a considerable fee, holding an inside-edge in the approval process and experience with the departments. But this costs much more than just that hefty fee.

Technology has enabled in easing the flow of project plan approvals in some states but there is yet a long way to go, for the ground-reality to show a holistically different picture.' Although online submission of project proposals ranks highest in feasibility of implementation of the solutions on average, it ranks relatively low on the expected impact. Respondents seem to believe that simply putting processes online is not enough to boost performance through increased transparency in the permitting processes'. [6] What are the other risks that are yet to be mitigated in such cases, and how are they to be solved? Ethnographic studies with officials, professionals and clients, where such wrong practices take place could yield eye opening results.

In addition, in places where this has not been enabled alongside professionals lacking the internal recognition, this process might take much longer. Lesser experienced Architects/engineers in particular might fall true to this. The flooding of the markets with an increased no. of less experienced freelancers, who lack the experience and depth of knowledge required to deliver efficient and future-forward projects(with a mission and vision), end up in horizons full of subpar structures. The flourishing of such an environment along with the professional's failure to understand systemic issues, has led many to underselling themselves, i.e charging unsustainable fees and at times even over promising about their skills and scope of work (for which they are accountable), all in hopes of progressing in their careers.

After the sigh of relieve from having all the construction approvals and paperwork taken care of, comes the auspicious day of building the foundation of your home. You've managed to find a contractor with a skilled team. However, the impending bills every week has taken

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[6][CSL STYLE ERROR: reference with no printed form.].

away your sleep. You visit your site daily to keep track. But, one day, you notice that the amount of iron rods you paid for seems much more than the unloaded amount. Hence, you begin to enquire from previous projects of the contractor and find out the numerous complaints about missing materials. Worried about overrunning your budget, you put a supervisor on site to keep track, adding an extra expense as a cost saving attempt. But who is to save the supervisor from staying free of fault? Is there a standard vetting process to be used for hiring and tendering that you're unaware of?

Poverty and low pay are just some of the reasons for the sneaking and illicit trade of materials or the delivery of lower than paid for quality of materials on sites. What about the fear of aftermath? Would those in deficit be as comfortable with the graft if the perceived odds of consequences was higher? The comfort of committing to such acts and the increased expectation of them taking place, has added to the depth of granularity with which corruption has imbedded within and around us. Yes, regulation is a key to tackling such issues, but the seriousness of those rules are both to be communicated, as well as to be implemented with force. Additionally, what about those unsustainable low wages, who is to take charge for those? The prevalence of high numbers of uneducated labour workforce in Indian construction has led many to be unaware of their rights and leverage the policies meant to safeguard them. This lack of knowledge also means they don't fully understand the long term consequences of their petty grafts. In view of quality of the product, clarity has to be imparted from the leaders of the organisations on the expectations of the deliverables to all stakeholders involved, so that errors due to lack of attention and alignment are minimised. Hence, there is a need to design a framework to build strong internal and external relationships that encapsulates trust, commitment, accountability and a shared vision.

Amidst the banging clamours of the hammers, on one hand the wiring being laid through the walls and on the other you are in session with your architect/designer, trying to figure out which marble or wood would suit your look .With indefinite options, and sky-high prices, you struggle to figure out an optimal combination. The designer suggests you a range of elements that would make a stand out home, but did he/she tell you about the material aspects of all that he is suggesting? Would the fabric panelling be fire resistant, would that lighting fixture be energy efficient? There is much to wrap your head around, so baffled, you decide to stick to your consultants recommendations. But there are times when tastes don't match or the pockets fire through, making you hunt for eccentric alternatives. This is when the clash starts occurring, and you find yourself struggling to stand up with your choices, particularly in those proposals which involves going out of the consultant's prescribed range of vendors. It is then that the confusion starts getting real. You want to be responsible for the environment, but do not know how. Along this pattern of confusion and friction mistrust develops…

Capitalism and commercialisation feed off each other, involving both the primary service consultants and the material/service providers when it comes to procurement in construction . There is a culture of kickbacks and commissions, to which most buy in and in worst case scenarios, which is the only criteria for operating. While truly transparent commissions are defensible and fair, kickbacks are illicit in their very nature. This is practiced in many ways on ground, for instance, consultants are offered kickbacks by the sellers of goods and services to make strong recommendations to their clients. But it also plays the other way around, in cases where certain professionals have a strong market grasp, they may demand for such rewards in order to enable any purchase from that vendor. So how would you know if around 20-50% of your furniture or flooring costs is in fact ending up in your consultants pocket (wherein the contract was strictly fee based)? What could you have done with the extra cash if saved? And if the mark-ups were in-fact a part of the deal, how would you ensure that the recommendations were not enticed by them? Could your house look just as pretty and feel much comfortable with minimal purchases hence? Illicit kickbacks may add a great deal to the overall cost and subpar quality of a project. In many cases that's the only way of sustenance for those underselling their time and effort. So, who is to lay the ethical groundwork to limit the above mentioned bad-practices at the sources and where does regulation step in and what role does it play for those wrong-doings taking place? If controlled, such efforts can help cut back major

construction costs, helping those who struggle to keep up with those impending loan instalments the most and in the long run help the industry to come up with a fair pay for all.

Congratulations, you now own a home to triumph.

This story is just a mere glue of a handful of the myriad of unscrupulous happenings on ground all around. The above fabrication has not been inspired by any real stories that I know of, but is a concoction of the phenomena, identified on my ongoing discovery. It is essential to note that, it does not take into account those who lead their way with ethics, you find them in every role, championing the ideal nature of their goal.

Hence, what are your takeaways from this story? I'd say none for now, it is too soon to reach for conclusions. With all the above provocations in mind, lets read some more…

WHAT TO MAKE OUT OF IT?

I realise that reading that undone story might have been straining, however it is an inkling of what in reality is far more taxing.

'The hidden costs of corruption to the Indian economy include substandard products and services; increased prices due to a lack of competition; poor public services; negative impact on the ecosystem; and other externalities, such as the weakening of the democratic institutions.'[7] The figures estimating these costs are numbing, however our focus here is not on the scale of it, rather of its dynamics. . Diving into the non-monetary causes of corruption, in addition, might give a clearer picture of what is restraining the advancements to quality and experiences delivered at present.

So, who do you think are the victims and who the little gainers, in our little fiction above?

The answer is not as straightforward as it seems. For this I partly take charge, as the author and narrator, the influence was my bit, but the reality of what happens, not so much mine. To make this clearer, exploring systems, interactions and relational dynamics of all in play, might lead in direction towards our solutions, helping us go beyond our predispositions and subjective gazes. We are just humans after all.

For the reasons mentioned above, I have chosen to deliberately not point to any specific entity: governments, case studies, individuals, policies, organisations, etc. As you read further, the information following is a glue of all my references from studies in countries around the globe (under developed, developing and developed countries). Corruption has been troublesome for all. Hence, I wish to deviate the focus from the specifics and bring your attention to its complexities and widespread reach. With this I also wish to safeguard the handful of formal and informal voices whose generous contributions have been intertwined in this this paper, firstly so that the sum of the few is not mistaken as a product of wider preach and secondly the confidentiality is due to the sensitivity of the topic we are dealing with. Hence my approach is to study the underlying issues from within, and try to unfold patterns unseen.

As I spoke to people about my topic, the most organic and unfocused conversations turned out to be the most interesting ones. To one it reminded of the innocuous young man smoking, unaware of its links to drug cartels long on, to another an artist voicing the unjust in his form, to continue: an activist, a collective movement, a movie, a documentary and so on. Not only did it stop there but went on, to issues of power, ethics, hyper surveillance, inequality, gender rights and much more. So much so that at times they interchangeably referred to 'corruption' as one of the above. Hence, the term itself now signifies to me the strength of their emotions, their stories and the much larger issues so intrinsically tied to 'it', that they cared for.

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[6] Deloitte, 'Partnering Against Corruption Initiative - Infrastructure & Urban Development Building Foundations for Transparency', *World Economic Forum* <http://www3.weforum.org/docs/WEF_PACI_IU_Report_2016.pdf> [accessed 24 January 2021]

The government, national and international organisations(e.g.: WEF) and Businesses are, in collaboration, as well as independently, doing their part in an attempt to tackle corruption. However the degree of granularity and complexity of this puzzle, means that citizens need to chime in their bit, in order for such attempts to show promising results. A combination of systems thinking, co-creation to ensure a multi-stakeholder + transdisciplinary synergy and a human-centred design approach could help us in better understanding and thereafter tackling multiple strands of this issue at once.

Corruption is a man-made disease and hence any attempts to tackle it, should centre around that 'man', pointing out to that use of the human-centred design approach. Being biased to my craft, I wish explore and share how this mindset could be helpful in unpacking this complex phenomenon. 'A good example is the UK-based social innovation organization The Young Foundation (www.youngfoundation.org). The foundation's team comprises researchers, ethnographers, policy experts, general practitioners, and former management consultants. The foundation has been using service design approaches to design a new social enterprise, Care 4 Care (http://care4care.org), which uses time-banking principles to support people in creating additional care capacity and enable older people to live better lives and stay longer in their homes.'[8] Another ground breaking service design initiative is 'inhouse records' – an award winning rehabilitative record label working in multiple UK prisons, helping bring about positive behaviour change and lowering re-offending rates. These initiatives show the power of incorporating real human-insights over the traditional quantitative approaches, which helped come up with eccentric and promising solutions to those complex social issues. However, I am not suggesting the use of one approach over the other, rather use the two fill in the gaps left behind by one another.

 'It is clear by now that politicians and policy makers are struggling to tackle the big challenges and changes(…)The issues that service design uncovers and the solutions that it offers involve significant change management on organizational as well as political and cultural levels, and it is important that we work with professionals in those areas, as well as policy makers and advisors, to make sure the change actually happens.' [9] Collaboration is a key to diving deep into the problems through multiple lenses and then after brainstorming solutions. However this collaboration needs to be holistic and strategic, bringing in experts of many fields with the stakeholders effected by the matter together on a collective goal.

So, lets start unpacking this problem with a twisted take on the discovery phase of the double diamond approach[10]

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[8] Stickdorn, Marc, and Jakob Schneider, 'This Is Service Design Thinking Basics-Tools-Cases' (Lanham: BIS publ., 2012)

[9] Stickdorn, Marc, and Jakob Schneider, 'This Is Service Design Thinking Basics-Tools-Cases' (Lanham: BIS publ., 2012)

[10] 'What Is the Framework for Innovation? Design Council's Evolved Double Diamond | Design Council' <https://www.designcouncil.org.uk/news-opinion/what-framework-innovation-design-councils-evolved-double-diamond> [accessed 29 April 2021]

As I began to contemplate the scope of this study and look for my central hypothesis, I was lost. I had many lenses to look at the problem from but none too reassuring to pick and run. Making me realise that 'corruption' was hence a matter of gaze, a result of scoping, a question of subjectivity and in all a product of multiple perceptions.

Lens 1: Remember, corruption, as much as it is a moral dilemma, also has a cultural aspect attached to it. 'Different cultures have varying degrees of tolerance for corruption Gift giving is particularly common among business partners, e.g., in Korea there is a set of practices called Chonji (which literally means money as a token of appreciation).'[11] Living on the land of innumerous cultures, the home to the caste system, magnifies the lens of evaluation even more. One the one hand it makes me think of the match-making process in the system of arranged marriages in India, where a match's eligibility is based on one's ability to afford the price that a particular household puts on itself. I consider this to be a more eloquent form of dowry(yet in existence), but to the other endemics it is likely tradition indeed. So how do we really evaluate what is wrong/right? Should it be based on morals, laws or other factors(unknown to me)? On the other hand reminds me of my favourite fictional movie 'Oh my god' so full of drama, but the plot of which is around corruption, wherein religious leaders are portrayed using people's fears against to them to worship and donate. 'Measures of corruption are in fact strongly correlated with "cultural variables" such as strong family ties, the traditional end of the World Values Survey's (WVS) tradition-rational dimension, the survival end of the WVS's survival-expressive dimension, individualism, and power distance. The decision to be corrupt involves both cultural norms and a calculation of risks and rewards.'[12]

The Indian construction industry depends heavily on manual labour, whether it's for putting the bricks together to the operation of heavy machinery or for supervision of construction to the drafting of complex layouts. The multiple skill levels involved and the rigorous coordination between them means multiple layers of interaction, in turn pointing to a myriad of opportunities for bad-practices to flourish.

Lens 2: One in the economic domain is the issue of low wages to labours and low salaries to low-mid level employees by many small-mid scale companies within the industry. Not only are the unsustainably low wages a direct cause for thefts and bribes but they have much deeper impacts than visible. One to mention is the negative psychological impact on the bearer of the economic scarcity, which in turn is amplified by the traditional management approaches on these low-paid workers.[13] From the employers ends the question is about why the low wage (At times discounting the price of their lives over the risks of their efforts)? Is the employer alone to bear the responsibility for the load? Would they yet have enough clients to sustain if they were to compensate fairly? And how is fair compensation to be calculated in that case? On a larger scale the prevalence of corruption is preventing foreign direct investment: that can provide international standard development, employment and livelihood to a significant number of our residents and sustain economic value for our country as well. 'The full potential of India's competitiveness is being hindered by lack of transparency, ineffective governance and corruption issues which are detrimental to the economy and society, deterring investment and economic development. While the government is successfully working on structural reform, much still needs to be done to improve the environment for business and foster the digital mind-set required for developing replicable, highly-scalable solutions'[14]

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[11] M. Sohail and S. Cavill, 'Accountability to Prevent Corruption in Construction Projects', *Journal of Construction Engineering and Management*, 134.9 (2008), 729–38 (p. 2) <https://doi.org/10.1061/(ASCE)0733-9364(2008)134:9(729)>.
[12] Klitgaard, Robert, 'On Culture and Corruption', 37

[13] Meuris, Jirs, and Carrie R. Leana, 'The High Cost of Low Wages: Economic Scarcity Effects in Organizations', *Research in Organizational Behavior*, 35 (2015), 143–58 <https://doi.org/10.1016/j.riob.2015.07.001>

[14] Deloitte, 'Partnering Against Corruption Initiative - Infrastructure & Urban Development Building Foundations for Transparency', *World Economic Forum* <http://www3.weforum.org/docs/WEF_PACI_IU_Report_2016.pdf> [accessed 24 January 2021]

In construction specifically key issues like complex processes in licencing and permits, lack of transparency, at a larger private-public scale, interestingly also plays out throughout the spectrum within medium to smaller-scale organisations. The very nature of the services within the industry is obscure, leaving external people like customers confused and possibly leading to increased adoption of bad practices.

Lens 3: Lets now look into the world of business 'The struggle for economic survival forces some construction and consulting firms to engage in corruption (Zhang et al. 2017; Locatelli et al. 2016). Resorting to corruption in situations like this can sometimes remain the only or last option for some industries, to survive and stay competitive in declining economies. Such firms would do whatever possible to enable them to survive rather than to get out of business.' [15] Bad-practices in organisations allow corruption to grow multi-fold in no time, as opposed to when individuals indulge in it at a much granular level. This toxicity in the work environment, weather at a decision making level, at a managerial level or an entry level may lead to driving the organisation away from its mission and the motivated few within, away from their goals. Hence, the burst of corruption in an organisation is like bursting a balloon full of air, it flows in both directions: at its top(e.g. managers bribing and rigging in the tendering process) and to the bottom(e.g. employees cheating their way in compliance procedures, kickbacks for petty favours). Although strict and diligently designed institutional structures (rigid and inorganic) and positive organisational culture (organic) can go a long way in foreseeing and tackling such matters, the bottom line is that organisations are run by and run on humans. Hence, understanding the humans and having them at the focus of any organisational design efforts are likely to yield fruitful results. More so, as this approach will not only consider facts and figures in the decision making, but also account for human psychological factors (e.g. the influence informal networks) that may be the underlying causes for negating the effects the present frameworks in play.

'The UN's MY World 2014 survey also identified transparency and corruption as a top priority for people under the age of 34'.[16] However, What is the extent of realisation of 'corruption' by the rest in the ecosystem? Some believe that the urgency of such mega challenges like the climate crisis, racism, gender equality and corruption, is yet widely unknown and which may be the possible cause for slack by the wider civilisation. If that is true, then how do we mobilise such a critical realisation? 'Across the EMEA region (that's Europe, the Middle East, and Africa) and India almost half of all workers think bribery and corruption are acceptable if there is an economic downturn.'[17] Doesn't this put an alarming siren calling for radical change on?

Lens 4: 'Corruption at all levels of all societies is a behavioural consequence of power and greed. With no rulebook, corruption is covert, opportunistic, repetitive and powerful...'[18] Having spoken about a man-made phenomenon, it is vital to study about the relational dynamics between men, the social factors in which these corruption flourish and then-after identify the leavers for change. Bad practices are easier to emerge in and flourish within corrupt environments, whether it's the influence of a relative, a boss, a colleague or just an acquaintance. In construction specifically, a culture of kickbacks as mentioned above has developed, where a significant amount people entering within the industry or maturing in it have either become comfortable with taking part in it or have accepted it to be an unavoidable means of sustaining. It is, to an unsettling degree openly spoken about in the market and for some is regarded as the 'market trend'(higher the kickback, the higher the preference). Nepotism is another of the evils, manifesting itself in different forms of corruption.

[15] Owusu, Emmanuel Kingsford, Albert P. C. Chan, and Ming Shan, 'Causal Factors of Corruption in Construction Project Management: An Overview', *Science and Engineering Ethics*, 25.1 (2019), 1–31 <https://doi.org/10.1007/s11948-017-0002-4>

[16] 'The Impact of Corruption: Perspectives from Millennial Voices' <http://widgets.weforum.org/partnering-against-corruption-initiative/> [accessed 4 February 2021]

[17] 'Corruption Costs Developing Countries $1.26 Trillion Every Year - yet Half of EMEA Think It's Acceptable', *World Economic Forum* <https://www.weforum.org/agenda/2019/12/corruption-global-problem-statistics-cost/> [accessed 22 April 2021]

[18] Lewis, James, 'Social Impacts of Corruption upon Community Resilience and Poverty', *Jamba (Potchefstroom, South Africa)*, 9.1 (2017), 391 <https://doi.org/10.4102/jamba.v9i1.391>

However the good news is, 'Young people today are less entrenched in patronage networks than their parents and grandparents, and less interested in perpetuating these ties than any generation before them'. [19]

'Bringing together these voices to exchange ideas is an important contribution to the global fight against corruption. However, the focus should not be on the individuals but on the corrupt system itself. More importantly, the focus should be on the solutions. We need to create a constructive debate and dialogue across ideological and national borders.'[20] These handful of lenses are a mere start, the beauty of this method lies in the exponentiality of in numerous eyes looking in at once. With each distinctive gaze, comes in a sum of an exclusive set of experiences and knowledge from the world around.

We are now to pick on the ontology of this body of corruption, starting with one out of the many systems, to disentangle and resolve. Hence, narrowing from the stage of discovery towards the definition, in the double diamond framework.

[19] '5 Reasons Why We Can Beat Corruption', *World Economic Forum* <https://www.weforum.org/agenda/2015/01/5-reasons-why-we-will-beat-corruption/> [accessed 22 April 2021]

[20] 'Why Millennials Will Lead the Fight against Corruption', *World Economic Forum* <https://www.weforum.org/agenda/2015/01/why-millennials-will-lead-the-fight-against-corruption/> [accessed 22 April 2021]

THE FOCUS

I started on this journey upset about the hidden kickbacks that architects/designers engaged in quite a lot. I questioned…

If designers are people really good at understanding the depth of whom and what they are dealing with and identifying the needs of these people. Why is it that some who identify themselves as designers end up putting their own wants/desires (profits/fame) at the forefront before even starting this creative process. Hence, why do designers in the Indian construction industry undersell themselves, overpromise about their skills, take kickbacks to earn unethically or pay unsustainable rates to their employees and labour force?

And from where the central question, I was trying to solve emerged

"How can we design truthful solutions to limit the various ways in which design professionals earn unethically in the design construction industry?"

This very question as I later realised, was biased and targeted just one part of the larger puzzle and I needed to understand the whole. So, as my research emerged, I found a surprising link between the educational system and the larger judiciary system being one possible factor in the flourishing of corruption within younger practitioners (all in the context of construction).

As per Chakraborty 'The academy, ideally, should have two clear goals – 1) preparing students for doing respectable justice to the profession and 2) seeking and suggesting improvements, turnarounds and new horizons for the profession. Currently, the academy in general fumbles even at the first goal, of course due to various reasons, and does not even think of achieving the second goal.'[21]

What are the determinants of this respectable justice? Some possible immediate thoughts: individual ethical conduct, quality of work, meeting expectations of the clients, sustainability of the product, ensuring fair treatment to all, but clearly that's not all. Are there any metrics at all? How can we systematise and standardise metrics for performance evaluation. These performance measures can help the educational institute review the effectiveness of their programs and revise those curriculums in a timely manner, it can help the national council ensure levelling the quality of education across the nation and on an international level help countries to compare and improvise their teachings based on learnings from within and around. In addition, promoting an environment of research, will help the institute and its participants to innovate and progress in the industry and develop the industry itself to their desired future states. I learnt about this during my time at the Royal College of Art, where pioneering research and collaboration was all around, more so like culture than curriculum.

"Attending a new institution from thousands of miles apart, through the little screens, in the bounds and familiarity of the walls and with gloomy Covid all around. Day one started centred around this paper that you are reading now, A series of eccentric lectures and talks of topics far unrelated to any of our professions, yet, so profound all around us, and so relatable that it was almost like 'critical therapy' helping us gain multiple new gazes to look at the world with. The ethical framework that I

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[21] Sudipto Chakraborty, 'Bridging the Gap : Profession and Academics in Architecture - ArchitectureLive!' <https://architecturelive.in/bridging-the-gap-profession-and-academics-in-architecture/> [accessed 28 January 2021].

developed in those few months, without a single lecture on ethics was eye opening, and I knew that in my previous life that was missing. "

Many architecture/design schools in India have huge gaps to fill. For instance, in many, the tutors of our coming generations are barred from practicing alongside teaching, while this was done to ensure adequate focus on the students, it has in fact enabled the academics to lose their touch with reality. The regulation of what is taught, comes under the authority of the Council of Architecture (COA), but lack of periodic checking and timely updating of these courses in universities, ends up adding to the weight of obstacles to be dealt with. . (Architecture is just one profession in the milieu of the construction world and hence is used an example to point out some significant gaps in this large sub-system).

Who is to blame in this regard? Is the fault to be borne by the administration, the general educational norm or the system itself? What were such decisions based on? Are there criteria to weigh the benefits of a decision as opposed to its consequences. Aren't there teachers who wish to practice there profession at times on ground? And if so, is such a norm restricting them to follow their wants? Does it affect their phycological state indeed, or make such unmet wants a case for lower motivation? My inability to interview teachers, administrators and more leave countless such questions unexplored. Perhaps the human-centred approach should be bound to account for their struggles and aspirations to learn about the whole.

'Teachers have to be special. And the entire system must help them to be special. Only then the academy will be able to play its real role – the pathfinder's role, the role of a guardian even to the profession.'[22]

'It is only when new architecture graduates look for jobs that the wide gap between the students' abilities and the actual professional need becomes apparent. Faced with this situation, many graduates think it simpler to set up their own practice. The CoA admits them as members after they produce a certificate showing that they have worked for one year in a professional office. As a result, large numbers of poorly-trained graduates duly registered with the CoA begin practice, flooding the market with poor professional services. They are also most likely to flout rules and regulations.'[23]Hence explained to some extent, the underselling of their services, the sustenance efforts through kickbacks and the unwitting shadowing of the frivolous market norms.

Why is it that students in such significant numbers are pulled into the force of corruption so early in their professionals lives (so much so for it to be a generalised norm)?Are flouting rules and regulations a given in their novice minds? And what happens to that exciting new spur of catalysing change, so fresh and real to all of industry afar? Is this due to the gap between the taught and actuality? Or is it due to a lack of ethical education engrained deep within? I would say none of the above, so certain for now. However, bear in mind, what if the educational institutes were to take responsibility to limit the future of corruption in part? Would our taught matter or would the systems be radicalised in all?

Hence, I looked at the span right before where reality hit, landing me at the footsteps of educational institutes, considering those designed and designated curriculums indeed. Going through several national and international ones for various professions, I struggled to locate courses on 'ethics', but my discovery led me to learn that it did happen indeed. The downside though is that although the case study methods communicated the importance of being

[22] Chakraborty.
[23] Ranjit Sabikhi, 'The Steady Decline of Architecture in India Points to an Increasingly Chaotic Future', 2020 <https://thewire.in/urban/india-architecture-coa-education> [accessed 21 January 2021].

diligent while performing the craft, I was confused of how many carried this knowledge along afar? As remember, corruption does not really hit the students in the education years, making the empathy and familiarity factor low. This was a big question on my focus on education. Until one day I learnt about the focus on soft issues training in parts of Canada. For the rest that I enquired, the technical side of stuff was yet well cared for, ensuring to teach students the value of quality, attention to avoid mishaps. In addition, the code of conduct for the respective countries was imparted, containing the do's and don'ts under jurisdiction. Yet that missing piece, teaching how to interact with one other and the clients and building values to emanate across all relations is yet to be developed.

What about those entering jobs? Are there organisations free of charge in such a corrupt environment. Chances are: likely not. Will a newbie unaware of the tricks of the trade be able to distinguish the inklings of a toxic environment soon enough? Most of the times freshers, are unable to realise that they are in the middle of bad-practices. The question is how do we enable them to identify those markers early on, so as to stop them from steering towards the deep ends?

In many Indian small-scale companies freshers are hired at unsustainable monthly rates(100-300 Pounds/month)with the aim of cheap workforce, they are promised experience in return (in expectation to work above and beyond).

One suggestion is to give them systemic training early on, so that they can identify the reality and act upon. But how do you teach about systems to someone who has never been exposed to any other discipline (business, engineering, economics, psychology and so on)? Hence what are the challenges to be accounted in designing such courses? How do you factor in the fear of a job loss by acting against those successfully recognised instances of misconduct?

With the many unknown variables in my attempt to write this story, comes a myriad of questions, doubts and dilemmas. This half hence is to contemplate some of your own.

India's young and working population is expected to be the highest by the end of this decade. Hence, the emphasis on preparing this generation to act ethically and lead their way is more urgent than ever before. In addition to all the indicators above experts too point towards the educational path: 'It is absolutely essential that greater attention be placed on the need for comprehensive education for the future generation. Such efforts would involve ensuring that school and university curricula are updated and modernized in line with societal changes and developments to reinforce positive ideas and societal values for future generations and protect vulnerable groups of children.'[24]

Diving deep into the expressed experiences of mature industry professionals(those hiring and nurturing these fresh minds), helped me identify the need to investigate the role played by our educational institutes in misrepresenting prospects and not communicating crucial challenges to their students(that should play a critical part in their career's decision making path). Alongside this unguided assessment, leading many to independently start without questioning the whys whats and hows, the struggle to fight for work in a nearly saturated market makes this situation worst of all. Having a clear mission and vision is key to defining the niche they wish to serve for. However, a lack of direction in acting on those first steps leaves many lost. This further deepens the hole, due to the unripe skills and experience, so needed in the sensitive industry, responsible for building roofs over our nations billion heads.

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[24] '3 Key Steps to End Corruption | World Economic Forum' <https://www.weforum.org/agenda/2015/01/three-ways-to-end-global-corruption/> [accessed 22 April 2021]

The lack of collaboration amongst these professionals means taking more work than they are capable of handling at once, resulting in meagre results, caused by the internal boost of wanting to do it all. However, on my quest to dig to the roots, those handful original inputs led me to question the pedagogies adopted by their formal institutions, making me question: is it a boost at all or have they been tuned to work that way from their core?

Students are trained to be lonely warriors throughout their years of growth, in school, universities , jobs, encouraged and examined on individual excellence over team sport. How can they then break out of their comfort zones to collaborate all of a sudden? For answers I looked into familiar zone: design education and specifically my experience at RCA which helped me to break out of the norm.

The curriculum of service design at the RCA is based majorly on team work, where success depends not on individual input or performance, rather the resilience and collective problem solving skills as a team. And that's not all, the grading the examinations are all a collective sport, in view of getting us one step closer to the real world. But why has such a training of the reality been introduced so late in my life? Shouldn't that have been the way throughout? And if so what would the Modern day pedagogy look like and how would its products act and react, as a result?

'The future demands collective leadership that is visionary, innovative, agile and adaptable. In this context, system theory reframes leadership by focusing on the dynamic interactions between all individuals, explaining how the interactions can, under certain conditions, produce promising outcomes(...)This new type of leadership does not reside at the top of a hierarchical structure and does not work if it is authoritarian. *Systemic leadership* is exercised through inspiration, by means of accelerated interaction and at any level in any organization.)Therefore, it is our responsibility to now imagine this part of the puzzle? How do we want our 'leaders of the future' to behave? What roles do they play and in what capacity do they function? All of this is for us to co-create and answer as a bunch.

Another side of this puzzle, is that of the industry's end-consumers, in specific the group that emphasises on price over quality. Unrealising the experience and skill required to build a strong foundation, results in even more corruption (for e.g. first by appointing the wrong professional and then during approvals of the weak structures. So, who is to blame when a strong earthquake takes down one of these houses, is it the professional who designed it/ the client who demanded it/ the councils who approved the professional and the drawings/ or the institute who failed at communicating to its graduating students: the challenges and considerations in going for these solo ventures?

Accountability is not for a single entity to own, it should be divided in the correct manner across all stakeholders(be it individuals or organisations).

There is much more to this sub-puzzle , wherein situations gets worse due to lack of education and knowledge of the rights one has and requirements they have to oblige to. For instance: compliance at times is just a mere a tick-marking norm, would the uneducated labour yet flout that tick mark if he/she knew about the long term consequences as a result of his/her ignorance? The answer to this is clearly not as certain. This is why I believe policy, rules and activism is not all. Hence, there needs to a system that empowers and balances these inequalities: whether that's in the pay gap, or educational lack, the non-enforcement of the laws or the unawareness of the rights one holds, the unknown realities of the world to a newbie (why are they expected to know it all?).

A takeaway from this last bit hence, is that even in this small sub-system lies multiple focuses and innumerous problems. Some to be tackled as a bunch and some one-by-one. The decision of this lies with us: who do we focus on and solve the problems for(based on priorities)?This can help us map their stakeholders and the ecosystem they are operating in. Although Service design accounts for interests of all stakeholders, defining an initial altitude to design for(user, consumer, organisation, human) helps to define a clear problem and remain focused, till the other end of the tunnel . Hence

for similar reasons, I decided to focus on the students/younger professionals in the above narrower sub-system of education-practice- council.

"How might we help limit corruption or its promotion within the younger generation?"

WHAT IS OUT THERE?

The next part of the double diamond is one develop solutions. This is a space to co-create and ideate, and most importantly prototype it all to see what works and learn from what does not and why. The design thinking method is, hence, a tool for risk management - enabling to get answers to solutions, before investments are made for large-scale rollouts (which always run a risk to fail). But the purpose of this dissertation, as mentioned earlier our aim, is not to come up with solutions to corruptions but anaylse issues on a systemic scale and provocate ethical change. Hence, I urge you to use this solutioning bit as an exercise fill in the missing parts of this complex puzzle.

While I was trying to look for those answers, I realised that I did not know who would be the saviour of us all i.e. Who is the 'we' in the how might we… statement above? And why would the 'we' help? The answers to these questions yet need to be found. So I began to look for initiatives already around, to learn about who the present enablers of change are and what leverages are available to harness from. The system needs agency that enables it to be designed and enforced after all.

'Neo-institutional economists also began to stress the importance of moving away from generalisable theories of anti-corruption towards stressing the importance of understanding local context, emphasising decentralised decision-making and the need to increase levels of transparency across the operations of government (see [42, 43])'. [25]

One such successful initiative is I Paid a Bribe in India:a whistleblowing website, that enables citizens to anonymously report instances of corruption. It is a fantastic example of the power of the collective narrative and the potential of collaborative digital platforms. With a clear mission and vision, it not only provides a place to call out the wrong doings but also appreciates and recognises those who lead their ways with integrity and pride nationwide.

'Citizens were asked to anonymously report when they had paid a bribe to a public servant as well as when they were not asked to pay bribes (through a part of the site called 'I met an honest officer')(…)The aims of the site were not, however, to locate those demanding bribes and to confront them, but rather to use the data collected to recommend procedural reforms and also to launch campaigns that would help citizens understand what they were entitled to (…)this would be an excellent way of helping citizens become more aware of what was indeed a bribe and what was a fair and legal payment. The former helped governments change policies in high- corruption areas such as land-registration and driving licence distribution ([54]: 23–24)'[26]. The anonymity factor in this gives many the power to reflect for within, that they might have generally not done in the fear of legal and societal repercussions. Through the simple recognition of the commonality of phenomenon of corruption, this solution portrays the power that one simple intervention has in delivering multiple positive results(policy change, increased citizen awareness, integrity generation through reflection, motivation to the honest through recognition and power to a victim of extortion)

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[25] Verdenicci, Serena, and Dan Hough, 'People Power and Anti-Corruption; Demystifying Citizen-Centred Approaches', *Crime, Law and Social Change*, 64.1 (2015), 23–35 <https://doi.org/10.1007/s10611-015-9585-3>

[26] Verdenicci, Serena, and Dan Hough, 'People Power and Anti-Corruption; Demystifying Citizen-Centred Approaches', *Crime, Law and Social Change*, 64.1 (2015), 23–35 <https://doi.org/10.1007/s10611-015-9585-3>

'Trend towards citizen participation and engagement in anti-corruption efforts has seen the emergence of two distinct narratives, both of which stem from international institutions and the plethora of non-governmental organisations that work in this field. Firstly, that of the honest, empowered, community-based citizen who is presented as being able to find the best answer to the corruption that they themselves often witness (Johnston, 1998, 2005; Schwenke, 2005; Knox 2009). Secondly, a narrative that sees the task of anti-corruption policy as existing to mobilise – directly and indirectly – empowered citizens against those considered corrupt (Johnston, 1998; Shim and Eom, 2009)'. [27] Some large scale examples of the above are: Building Foundations for Transparency by the Partnering Against Corruption Initiative (PACI) to address the specific needs of the Infrastructure & Urban Development (IU) industries; Integrity Initiatives International and much more.

These large scale initiatives are a major step towards tackling the significant instances given those at bottom of the barrel the confidence to practice 'corruption' as a day to day core. However, this wicked issue needs surrounding and attacking from all possible zones. Existing solutions and efforts majorly sit at the juncture of government policy and citizen empowerment, intrinsically linking the two together in a collaborative fashion. But what about the those bad-practices which have not much to do with policy, power or regulation? Who is to take charge of those? Hence, in my little focus above, my aim to is cut corruption from its very source of mistaken decision making from an individualistic cut. Although ambitious, this is treated as a long-term radical approach to cure corruption starting from an entire generation and beyond. Hence the gaol is on integrity development and knowledge empowerment as the container for our future leaders across all industries to strive on.

A provocation to justify the long-term thinking approach: What if we don't solve corruption? How would it evolve and what would life look like then? What would be the implications on the different economic groups in the world and on the different countries? What would happen to general human trust? And how would our societies function henceforth ?

As per experts 'An emphasis on education, however, is not limited to only the formal school or university setting. It includes the holistic education of the next generation through community and religious institutions, vocational and internship opportunities, and participation in public and political processes as an integral part of socialization and development. Such an approach would be more likely to bridge the gap between the younger generation and political institutions that represent and serve their interests, fostering more productive relationships and more open dialogue'. This gap is more true for India : trying to bring about awareness and engagement from the most vulnerable amongst us all i.e. those poverty stricken with no education and calling out a path for development.

'The aim of millennials is not to become part of a corrupt system, but to change it-to create new generation who value meritocracy over partiality and honesty over duplicity'.[28]

But the world has hope as todays millennials are on the roads fighting against the unjust issues weather against corruption, racism , rapes or gender gaps. Bringing them into the conversation both with the top level policy makers and internal organisations rallying against the flouters is a major step towards a neater world. Systematising this change from

[27] Verdenicci, Serena, and Dan Hough, 'People Power and Anti-Corruption; Demystifying Citizen-Centred Approaches', *Crime, Law and Social Change*, 64.1 (2015), 23–35 <https://doi.org/10.1007/s10611-015-9585-3>

[28] '5 Reasons Why We Can Beat Corruption', *World Economic Forum* <https://www.weforum.org/agenda/2015/01/5-reasons-why-we-will-beat-corruption/> [accessed 22 April 2021]

the very core however, is the next step towards any such initiative weather citizen led or citizen empowerment to gain traction and mobilisation at exponential powers.

'Educated citizens are unsurprisingly often best able to articulate community needs, whereas low literacy and education levels have consistently been acknowledged to reduce citizens' ability and confidence to participate in providing evaluation and oversight in relation to the actions of both public officials and the state (Bertot et al, 2010; Mansuri and Rao, 2013)'. A laudable initiative by a young man who through qualitative insights recognised the opacity of pay data soiling fairness in the markets and resulting need for higher awareness hence. Design Pay Transparency helps bring fairness by enabling those with less insights to learn and take actions before blindly committing their time and efforts.

' With a mission to 'Democratise pay data and provide insights to empower people to start having a honest conversation about pay to shape a fairer and more transparent design industry'[29] We don't talk about pay openly for designers. The unique mix of gender, business, culture, education, immigration, and even family affects the dynamics of how we perceive this as a something that is not meant to be discussed publicly, particularly in South East Asia'. Such efforts address the unspoken pain-points of in-numerous people, hoping for equal opportunities barred through non-regulatory aspects like that of culture and behaviour. These are particularly needed in India, wherein students and freshers throughout the country(irrespective of the industry) are being exploited, where in many instances they are paid nothing at all in their jobs in exchange for a work-experience certificate which will someday help secure a job with a significant salary to coverup for these initial costs. How can then someone from a poor family on educational loan, bear the burden of such an unjust market conditions? And who is to stand up for them to get an honest compensation?

'The challenge of how to deal with collective action dilemmas is epitomised in work on social capital and the related idea of social trust, and it is this that provides the most direct and explicit links to citizen-centred anti-corruption mechanisms'. [30] Hence, to conclude , there are a myriad of theories, lenses and solutions out there, which give a greater deep dive into the larger phenomenon of corruption, as well as its specific cases. Solutions, I believe, are an advanced space to research into, as they not only act on the theories and findings into the problem, but also provide an additional dimension to analyse and learn from reaction by its target users. This generally acts the latest set of data waiting to be extracted and worked upon.

Congratulations, for making it this far. We have neared the end of our journey

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[29] 'Design Pay Transparency' <https://designpaytransparency.asia/> [accessed 29 April 2021]

[30] Verdenicci, Serena, and Dan Hough, 'People Power and Anti-Corruption; Demystifying Citizen-Centred Approaches', *Crime, Law and Social Change*, 64.1 (2015), 23–35 <https://doi.org/10.1007/s10611-015-9585-3>

CONCLUSION

In this eccentric form of my double diamond approach, we are now at the final bit of delivery. In the traditional approach it would mean, clarity on what the solution is and how it is to be implemented. However, the flexibility is that it can take any form: a map, a blueprint, an app, operating principles etc. For us however, it's a space to reflect on the journey, re-check our assumptions and restate the final hypothesis being proposed to be taken forward.

The central question I ask: "How might we help limit corruption or its promotion within the younger generation?"

My hypothesis: Can we delegate part of the responsibility of limiting the future of corruption to educational institutions?

Lets recapture and rewind: We started with the characterisation of 'corruption' as a complex and chaotic system of systems. Using the service design mindset the goal was to focus on the power of using a combination of systems thinking, co-creation to ensure a multi-stakeholder + transdisciplinary synergy and a human-centred design approach to unapck and thereafter tackle multiple strands of the wicked issue at once.

The human-centred approach was to enable to get to the grassroots of corruption(whether petty or large). This in turn required us to deviate focus from the masses to dive into the humans at an individual level, to make sense of all the mass data generated and available to us through the use of qualitative research methods. [31]

The aim was to first research wide through various lenses of looking at the problem (business, economy, society, psychological) and then narrow down i.e. on education. The multiple lenses helped us to connect the dots between all of the chaos and systematise the understanding of corruption. From the educational lenses, we spotted a sub-system between education-judiciary-market norms as being the cogs permeating the burgeoning of 'corruption' amongst the younger professionals.

The wider research through multiple lenses can help map the ecosystem for corruption in the context of the entire industry. This can help in imagining eccentric possibilities and measuring impact. The narrower sub-system, can be used to identify stakeholders and study their relations. This is an important bit to problem definition: as it enables us to consider the pains and gains of all the entities involved and hence analyse and solve keeping in mind a holistic sketch.

We defined the problem to be: Young professionals being drawn into the force of 'corruption' very early on, they are unable to identify systemic flaws and thus barred from breaking out.

This helped target 'who we are designing for i.e. the young professionals'

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[31] 'Design Kit' <https://www.designkit.org/methods> [accessed 29 April 2021]

We ultimately explored some existing solutions in order to portray the following potentials:

1. Learn about the leverages to harness from i.e. where is the activity happening, who are the enablers, what systems/structures are they using to officiate change.
2. Help us to see the gaps to be fulfilled in the market and thus, providing clear focus to spend our energies on.
3. Acts as a pre- prototype to learn from user reactions to these solutions, in turn useful for us to identify early on what might possibly work and what not, in order for a grounded prioritisation and speculation.

Lastly I use some questions to provocative thinking of futures with and without 'corruption' in order to demonstrate the urgency and direction moving forward.

Hence to reiterate '**Lets Design Corruption out of the syste**m'.[32]

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[32] World Economic Forum, *Join PACI: Design Corruption out of the System*, 2014 <https://www.youtube.com/watch?v=U8h6BpEM4TA> [accessed 7 February 2021]

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