

# LEAN ANTI-CORRUPTION TOOLKIT

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## 1 BACKGROUND AND KNOWLEDGE GAP

The construction industry is the most corrupt industry compared to other industries, and simultaneously, the efforts in this industry to fight corruption are the lowest. Therefore there is a necessity for a real revolution against corruption in construction.

The research sees that the most important thing ignored or forgotten by Lean Construction is putting corruption in construction on its agenda. This will be the subject of this research.

## 2 RESEARCH AIM AND METHODOLOGY

The research aims to study corruption from the perspective of the Lean Construction so that “Lean” can protect itself from corruption and provide approaches to limit corruption in the construction. These two phrases form the research aim as illustrated in Figure 1.

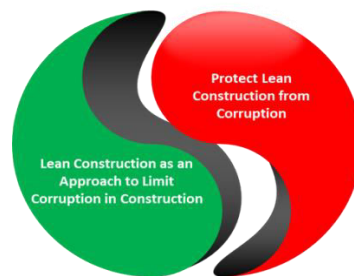


Figure 1: Research Aim

On the other hand Figure 2 shows the research methodology.

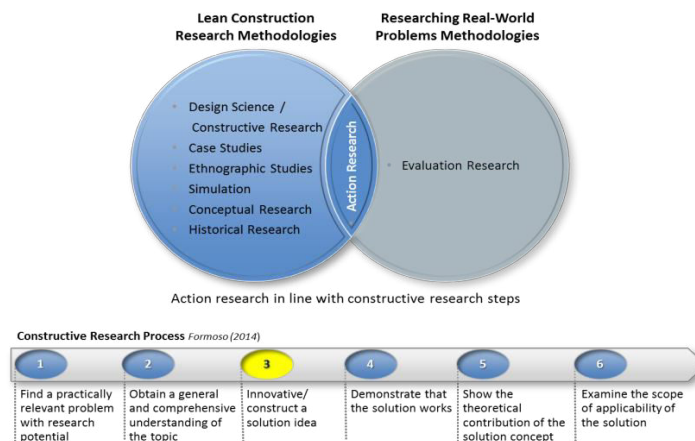


Figure 2: Lean Construction and Real World Research Methodologies

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### 3 RESEARCH FINDING

- **Corruption is a core waste in Lean Construction:** considering corruption as a type of waste in Lean Construction opens the way to defining the root causes of corruption from Lean Construction's point of view as shown in Figure 3.



Figure 3: Causes of corruption in Lean Construction

- **Integrity should be a main principle in Lean Construction:** since transparency and accountability are existing principles in Lean, the research adds the "integrity" principle as "honouring one's word". Through the case study, it was proven that the integrity principle could be implemented in Lean, i.e. into the Last Planner System (LPS) specifically.
- **Lean Anti-Corruption Toolkit:** additional to the developed principles, the research benchmarked the best practices introduced by many international organisations, especially GIACC, TI, ISO and FIDIC to apply them as effective countermeasures to eliminate and prevent corruption waste. However integrity, transparency and accountability form the Lean's immune system against corruption and all other tools and techniques of the toolkit should be based on them, see Figure 4 below.



Figure 4: Lean Anti-Corruption Toolkit

### 4 SUMMARY

The main contribution of this research is to simplify complexities that surround the corruption phenomenon by simplifying and analysing it from a Lean point of view so that corruption becomes a type of waste and then providing a toolkit within Lean to deal with it in a practical way.

