Unethical Practices in Construction Industry: Prevalence, Impacts, and Strategies for Mitigation[1]

Yamanta Raj Niroula, PMP

Abstract

The construction industry plays an important role in economic progress by delivering essential infrastructure and creating employment opportunities. However, despite its critical role, the sector frequently encounters ethical challenges, such as bribery and fraud, which can result in increased project costs and operational inefficiencies. These challenges are especially prevalent in developing countries, where regulatory gaps and weak enforcement mechanisms create an environment conducive to unethical practices. The cumulative effect of such misconduct jeopardizes the financial credibility of projects and diminishes the industry's appeal to investors and stakeholders.

Addressing these ethical challenges requires a coordinated approach that combines policy reform, institutional accountability, and cultural change. Enhanced procurement oversight, clear compliance protocols, and independent audits help minimize opportunities for unethical behavior. Simultaneously, integrating ethics into professional practices and decision-making is crucial for fostering a culture based on accountability and fairness. Emerging technologies such as blockchain and digital procurement platforms provide tools for enhancing transparency, securing records, and limiting opportunities for manipulation.

Prioritizing ethical governance and technological innovation enables the construction industry to operate more efficiently, compete fairly, and contribute more effectively to sustainable economic development. These measures not only safeguard public resources but also help rebuild trust among stakeholders, reinforcing the industry's capacity to deliver value in both economic and social terms.

Keywords: *Construction, Corruption, Bribery, Fraud, Collusion, Procurement, Bidding, Ethics, Governance, Transparency, Compliance, Oversight, Accountability, Leadership, Regulation, Integrity, Whistleblowing, Blockchain, Sustainability, Trust*

1. Introduction

The global construction market is currently valued at around $17 trillion and is expected to have significant growth in the coming years. Projections indicate that global construction output will reach $17.5 trillion by 2030, with the sector accounting for 14.7% of the world's GDP (Betts, et al., 2015). Despite these optimistic forecasts, the industry is plagued by unethical practices, mismanagement and inefficiency.

[1] How to cite this paper: Niroula, Y. R. (2025). Unethical Practices in Construction Industry: Prevalence, Impacts, and Strategies for Mitigation; PM World Journal, Vol. XIV, Issue VII, July.

The construction industry is consistently ranked as one of the most fraudulent sectors globally. According to Transparency International's Global Corruption Report, corruption within the construction industry has the power not only to influence economies but also to cause substantial harm. Its vulnerability to fraudulent activities is further exacerbated by the substantial capital investments required for infrastructure and development projects, which create opportunities for unethical practices at every stage, from planning to closure and maintenance. Such practices can lead to projects that are unnecessary, poorly designed, overly complex, overpriced, or delayed, leading to financial losses and reduced public trust.

Corruption and bribery pose a severe threat to the construction industry. A Global Economic Crime Survey indicates that one-third of 184 surveyed construction companies across 44 countries reported experiencing economic crime. Further studies have highlighted the prevalence of unethical practices, especially in the bidding process, where collusive tendering, bid rigging, and fraudulent submissions undermine competitive integrity, escalate project costs, and reduce quality (Mason, 2009). In developing countries, there is a widespread public perception associating construction contractors with unethical behavior, indicating systemic issues that necessitate immediate reform. These challenges obstruct ethical professionals from competing fairly and achieving recognition (Mirsky & Schaufelberger, 2015).

This paper explores the widespread occurrence of unethical practices in the construction industry, outlines common types of unethical practices, investigates the contributing factors, evaluates the consequences for projects, stakeholders, and the wider economy, and discusses the strategies for mitigation.

2. Ethics and the Construction Industry

Ethics is commonly defined as motivation driven by concepts of right and wrong (vocabulary.com, 2025). The Oxford Advanced Learner's Dictionary defines ethics as "moral principles that control or influence a person's behavior". Hyatt and Gruenglas (2023) state that moral principles, influenced by cultural, social, religious, and personal factors, enable individuals to differentiate between right and wrong. These principles involve evaluations of what is morally good or bad, virtuous or vicious, and serve as the basis for ethical decision-making, providing a framework for individuals' actions and interactions with others. However, ethics extends beyond recognizing an objective concept of good; it involves the study of thought, language, reasoning, and judgment that influence the choices people make in their daily lives - decisions that impact not only their own well-being but also that of others (Wasserman, et al., 2000).

Ethics in the construction industry stems from the fundamental understanding that business enterprises exist not only for individual profit but also to serve broader societal interests (Grace & Cohen, 1998). Construction activities directly impact public safety, environmental sustainability, resource allocation, and community development, creating a complex network of moral responsibilities that replace simple contractual obligations. At

its core, ethics in construction reflects a commitment to maintaining professional standards while recognizing responsibilities toward clients, workers, the environment, and society at large.

Given its project-based nature, complex supply chains, high financial stakes, and considerable health and safety implications, the construction sector encounters distinctive ethical challenges. Throughout the process, from bid preparation to project execution, multiple decision points emerge where ethical considerations must align with professional conduct. These choices have concrete ramifications, influencing structural integrity, worker safety, environmental impact, and economic outcomes.

3. Types of Unethical Practices in Construction

3.1. Corruption and Bribery

Bribery is one of the most frequently reported unethical practices in the construction industry. It involves offering, giving, receiving, or soliciting anything of value to influence an official's decision in procurement, selection, or contract award (Shakantu, 2006).

Transparency International's *Bribe Payers Index* consistently ranks the construction sector as one of the most vulnerable to corruption (Sohail & Cavill, 2008). The financial implications are staggering, with the American Society of Civil Engineers (ASCE) estimating that corruption accounts for approximately $340 billion in global construction costs annually. Transparency International further estimates that corruption in public procurement alone results in at least $400 billion in losses, inflating overall costs by 20-25%.

These figures align with industry professionals' perspectives. A survey conducted by the Fails Management Institute (FMI) in collaboration with the Construction Management Association of America (CMAA) found that unethical transactions result in financial losses ranging from $5,000 to $50,000 per million dollars in project costs. The Association of Certified Fraud Examiners' report found that 52% of construction fraud cases involved corruption, with a loss of $250,000 per incident (Luna, 2025). This financial impact exceeds many other industries, highlighting the particular vulnerability of construction to corrupt practices.

In developing countries, bribery remains widespread in public works contracts, with public officials demanding or accepting bribes in exchange for awarding contracts, permitting substandard work, or overlooking regulatory violations. This corruption manifests throughout the project lifecycle, from planning and design to construction and maintenance. Other financial issues include inflated tender prices, overpricing rates, tender-based kickbacks, and various forms of financial manipulation (Amoah & Steyn, 2023).

In addition to financial losses, corruption disrupts fair market competition, weakens transparency, and compromises construction quality. When contracts are awarded based

on bribery rather than merit, substandard work follows, leading to safety hazards and higher maintenance costs. Ultimately, corruption diminishes public trust and damages institutional credibility, highlighting the need for strong and enforceable anti-corruption measures.

3.2. Collusive Tendering

Collusive tendering refers to illicit agreements among tenderers that create an appearance of competitive bidding while engaging in practices such as price fixing or market allocation, thereby weakening the foundations of fair competition and defrauding clients (Zarkada-Fraser, 2000). From an economic perspective, collusive tendering affects the competitive bidding process by limiting competition and affecting market dynamics. This practice is particularly harmful in public procurement, as it diverts government funds that could otherwise be allocated to deliver essential services to the public. For example, when construction companies collude on a tender for the construction of a school or hospital building, the resulting costs may become artificially increased, thereby reducing the budget available for other crucial public services (The Competition Authority, 2009).

Forms of collusive tendering include the following:

- **Bid Rigging:** This phenomenon occurs when competitors conspire to artificially increase prices during the competitive bidding process for goods or services. Such practices weaken the price advantages generated by a competitive bidding environment and allow collaborating contractors to attain higher profit at clients' expense. Bid rigging may include various subsidiary practices, including market sharing and price fixing arrangements.

- **Cover Pricing:** This strategy entails a bidder submitting a non-competitive price, which is pre-arranged with another bidder designated to win the contract. The competitors agree on who will place the winning bid, while the others submit intentionally non-competitive bids, creating a false impression of competition in the bidding process (Khumalo, et al., 2025).

- **Bid-Cutting:** This practice involves deliberately lowering bids to win a contract, with an understanding that the contract terms will later be negotiated.

Collusive tendering compromises the principles of fair competition. This practice creates an environment where a small group of established companies can dominate markets through secretive agreements rather than superior performance or value propositions. This situation disadvantages smaller enterprises and new market entrants who cannot penetrate these artificial barriers to competition (Ferdinald, et al., 2023). The economic damage extends beyond individual procurement processes to affect entire industry

sectors and, ultimately, national economic performance through reduced productivity and innovation.

3.3. Fraud and Dishonesty

Fraud in construction includes various deceptive practices intended to achieve unfair benefits, both financial and non-financial. These practices can occur at any stage of a project and involve different parties, such as contractors, subcontractors, suppliers, and employees. Common types of fraud include invoice fraud, kickbacks, qualification fraud, substandard materials, and phantom employee schemes.

- **Invoice Fraud:** Invoice fraud involves contractors or suppliers submitting false, exaggerated, or duplicate invoices with an intent to deceive. This can occur individually or in collusion with contracting personnel as part of broader corruption schemes. The International Anti-Corruption Resource Center (IACRC) highlights specific types of invoice fraud, including false invoices for goods or services never delivered, and duplicate invoices for the same work or materials, issued with fraudulent intent. These practices require deliberate misrepresentation, characterized by knowing falsehoods, willful ignorance, or reckless disregard for accuracy.

- **Kickbacks:** Kickbacks are defined as incremental bribes paid by contractors upon receiving payments for work (Cotney, 2025). This practice involves contractors trying to influence the entities awarding the contracts by promising payments that benefit the individuals responsible for contract decisions. Unlike one-time bribes, kickbacks can occur over multiple transactions, making them challenging to trace financial records. Kickback payments can take various forms beyond direct cash; these may include cars, vacations, lavish meals, unpaid loans, credit arrangements, and promises of employment.

- **Qualification Fraud:** Qualification fraud involves the falsification of credentials and experience by contractors or professionals, presenting misleading information in bid documents. This issue is common in developing countries with intense competition and limited opportunities where contractors provide false details about their capacities, qualifications, and past performance. This misrepresentation includes forging documents, altering contract values and scope of works, or even falsifying client signatures and stamps to create the appearance of legitimate experience credentials. This fraud leads to contracts being awarded to companies without essential expertise to successfully complete the projects.

- **Quality Fraud:** Quality fraud in construction involves the intentional use of substandard materials or inferior workmanship while charging clients for high-quality work. This deceptive practice leads to immediate financial losses for clients

and poses serious long-term risks, including safety hazards, structural failures, and costly repairs. Structures built with poor materials require more maintenance and may fail before their expected lifespan, ultimately leading to higher long-term costs. Moreover, this fraud jeopardizes public safety, resulting in potentially dangerous conditions like collapsed buildings and bridges. Such negligence frequently occurs during the project execution phase, as these practices depend on the resources utilized and how the project was planned and managed from the outset (Ibrahim, et al., 2019).

- **Phantom Employee Schemes:** Phantom employee schemes are fraudulent practices where fictitious employees are created on a company's payroll to collect salaries without actually employing anyone. Typically perpetrated by someone in payroll management, this scheme involves inventing employee names and identification details, allowing the fraudulent actor to process regular salary payments diverted into personal accounts instead of legitimate labor. Concealment techniques, like falsifying time sheets and manipulating payroll software, make detection difficult.

3.4. Negligence

Negligence, defined as the failure to exercise reasonable care and skill, manifests in the form of poor workmanship, substandard materials, and inadequate safety standards.

- **Poor Workmanship:** Poor workmanship is the lack of experience and competency among laborers (Salleh, et al., 2022). Insufficient site oversight, inadequate worker supervision, and failures in quality assurance and quality control processes contribute to workmanship issues. Time constraints further impact workmanship as tight deadlines may lead to rushed work and compromised quality, especially when combined with labor shortages or an inexperienced workforce. Ignoring these issues can result in increasing defects in final products, which may pose safety risks for the public.

- **Substandard Materials:** The use of substandard materials has serious implications for both building integrity and safety. Substandard materials are defined as those that do not meet the minimum quality standards outlined in the contract, specifications, and relevant codes. Using such materials in construction projects directly affects structural integrity and creates both immediate and long-term safety hazards. The financial impact of substandard materials goes beyond the construction phase, leading to expenses in the hundreds of thousands of dollars in efforts to address the issues or prevent further complications, which may include extensive repairs, legal costs, and potential fines for failure to meet the standards.

- **Safety Challenges:** Safety challenges in the construction industry arise from several key factors, including poor safety perceptions, unsafe behaviors, inadequate safety practices, and insufficient commitment from management. Many workers overlook protective measures due to misconceptions, such as viewing Personal Protective Equipment (PPE) as a threat to their masculinity or believing they are invulnerable to accidents (Weerakoon, et al., 2025).. Behavioral issues further increase safety risks, highlighted by incidents of workers ignoring protocols like using mobile phones on-site, engaging in hazardous activities, and resisting safety guidance. Moreover, management failures worsen these challenges, as research indicates a deficiency in proactive leadership regarding the enforcement of safety measures, the solicitation of worker input, and the establishment of a culture of accountability. The absence of qualified Site Safety and Health Officers (SSHOs) further complicates the matter, as a lack of sufficient training leaves many construction sites without the necessary expertise to implement safety protocols effectively. Budget constraints worsen these issues, with high costs associated with safety leading to unsafe work practices, the use of substandard materials, and insufficient safety training.

- **Professional Negligence:** In the legal context, professional negligence is characterized as the failure to apply reasonable care and expertise, with liability assessed according to the conduct of a qualified professional in comparable situations. This concept of negligence involves not only physical execution but also aspects of project administration, where deficiencies such as inaccuracies in cost estimation, errors in material specifications, and miscalculations in interim payment certifications occur. While these issues may not be as apparent as deficiencies in safety or quality, they can adversely affect project's overall success by compromising both financial and operational outcomes.

3.5. Conflict of Interest

A conflict of interest arises when professionals place their personal interests above those of their clients or the broader public. The construction industry, characterized by its complex web of stakeholders, substantial financial transactions, and intricate contractual agreements, is particularly susceptible to such conflicts. These conflicts emerge when individuals or organizations in trusted positions encounter competing professional, personal, or financial interests that may compromise their objectivity (Adnan, et al., 2012). They can take various forms, including financial incentives, personal relationships, or conflicting loyalties, all of which can impair the ability to make impartial decisions.

Professionals such as project managers and quantity surveyors are particularly vulnerable to these conflicts, as they frequently struggle with pressures from stakeholders while overseeing cost management, procurement, and contract management. For example, quantity surveyors are especially at risk of "conscience auctions," wherein they might be tempted by bribery or inappropriate inducements during the evaluation of

completed work (Alfred, 2007). Their critical role in cost management creates avenues for ethical violations that could ultimately compromise their professional responsibilities. Similarly, project managers may struggle with allegiances to their employer, adherence to professional standards, and personal financial interests.

3.6. Client-Side Unethical Practices

In construction projects, while contractors are frequently scrutinized for potential unethical behavior, clients can also engage in unethical practices that can adversely impact project outcomes.

- **Bid Shopping and Bid Peddling:** Bid shopping and bid peddling are practices where clients utilize the bid submitted by one contractor to negotiate reduced prices from other contractors, resulting in a lower overall bid. While bid shopping involves clients leveraging a contractor's bid to obtain more competitive pricing from others, bid peddling occurs when a client discloses one contractor's bid to another in an effort to obtain more advantageous terms (Mikael, 2023). Both practices disturb competitiveness and integrity. Bid shopping is typically employed by clients aiming to minimize expenditure, while bid peddling leads to contractors undercutting their competitors after bids have been submitted.

- **Delayed Payments**: Delayed payments and the unjustified withholding of funds are among the most common unethical practices by clients in the construction sector. Such actions can cause severe cash flow issues for contractors, making it difficult for them to pay workers, purchase materials, and sustain operations. Payment delays are financially damaging, reluctantly tolerated by contractors despite their operational impact. The causes of these delays are multifaceted and systemic, including clients' financial constraints, excessive bureaucratic procedures, and reliance on upstream payments, referred to as the "pay when paid" effect. Contractors have statutory and contractual remedies available, including the right to suspend work if payments are not made as specified in their contracts. However, many contractors are reluctant to exercise this right due to concerns about damaging client relationships or being labeled as difficult partners. The practice of withholding funds becomes particularly problematic when used as a tactic to compel contractors to undertake additional work without proper compensation.

- **Scope Creep:** The scope creep occurs when clients and stakeholders continually add tasks or modify project requirements without formal agreement or adjusting the budget. Clients may also make changes to plans, designs, or materials without informing contractors, leading to confusion, increased costs, and potential issues with standards. While changes can be beneficial if managed through a formal change management process, scope creep becomes unethical when clients take advantage of contractors' willingness to meet customer needs without offering

compensation for extra work. If not addressed, it creates financial strain and instability for contractors. Typically, scope creep begins with minor requests that contractors agree to fulfill, which can subsequently accumulate over time without corresponding changes to the budget.

- **Misrepresentation of Project Details:** One of the most prevalent forms of misrepresentation involves clients providing unrealistic budget or project timeline. This false information creates an unrealistic foundation for contractors, leading to project failures. Some clients may deliberately conceal critical project information, such as site conditions, regulatory barriers or permitting challenges, to avoid additional costs. Analogous to real estate transactions, where sellers are required to disclose material facts, clients within the construction sector have an obligation to reveal all relevant information that may influence the project's cost, timeline, and quality. Failure to address these misrepresentations can lead to project delays, legal disputes, and compromised quality.

- **Unfair Contract Terms:** Clients may impose unfair contract terms that disproportionately benefit them, creating considerable risks for contractors. One such example is overly broad indemnity clauses, which place the burden of responsibility on the contractor for virtually all risks. Clauses that allow for the arbitrary termination of a contract can leave contractors vulnerable to sudden financial strain and uncertainty, especially if these terms are not carefully negotiated. Some clients may demand the ability to issue unilateral change orders, altering the project scope or specifications without mutual consent. This practice can lead to disputes between the parties, as contractors are forced to absorb costs for work outside the original agreement or navigate the implications of scope changes without proper compensation. These unfair terms disturb the balance of a contract, limiting the contractor's ability to manage the project effectively and resulting in additional financial burden or legal challenges.

4. Factors Contributing to Unethical Practices

The construction industry is vulnerable to unethical practices due to a variety of interrelated factors. Understanding these factors is essential for creating solutions to improve ethical standards across the sector. The following analysis outlines the key contributors to unethical behavior, categorized into structural and industry characteristics, economic and financial pressures, cultural and systemic factors, personal and professional motivations, and stakeholder relationships.

4.1. Structural and Industry Characteristics

The scale and complexity of construction projects create numerous opportunities for concealing inflated costs, fraudulent activities, and other forms of unethical behavior. Each project's unique nature makes direct comparisons between projects extremely

difficult, enabling unethical actors to disguise improper practices behind the veil of project specificity (Bimbola, et al., 2020). This uniqueness creates an environment where unethical actions can flourish without detection or accountability mechanisms in place.

- **Project Complexity:** Construction projects involve numerous phases, diverse stakeholders, and substantial outsourcing to subcontractors. This results in a fragmented responsibility structure that complicates the oversight. The division of responsibility among various entities complicates the establishment and enforcement of uniform ethical standards for all parties in the project. According to research, the construction industry stands among the most dynamic, risky, and challenging business sectors, with a poor reputation for managing risks and ethical practices. The inherent complexity creates vulnerability points throughout the project lifecycle where unethical practices can emerge undetected.
- **Political Involvement:** Political involvement and regulatory frameworks play a critical role in shaping ethical conduct within the construction sector. Government agencies exert control through permits, approvals, and compliance procedures. However, without effective oversight, these interactions can become avenues for corrupt practices. The political landscape further complicates matters through illicit contract awards and changes in administration that may result in the suspension or loss of project funds. When regulatory mechanisms lack transparency and accountability, they can inadvertently create environments where unethical behavior thrives.

4.2. Economic and Financial Pressures

During periods of economic crises, construction professionals and companies face increased pressure to secure work and maintain profitability, leading to ethical compromises. This economic vulnerability creates conditions where questionable practices may be rationalized as necessary for survival rather than viewed as moral failures, making economic factors powerful drivers of unethical behavior.

- **Profit Maximization:** The profit-driven nature of the construction industry creates inherent ethical challenges. The pressure to maximize returns can lead to cutting corners on materials, safety measures, or quality standards, especially when profit margins are thin. This profit-centered approach can override ethical considerations in competitive market conditions, where securing contracts may determine a company's survival. The prioritization of financial outcomes over ethical standards creates systematic pressure toward unethical practices across the industry.
- **Financial Strain:** Financial instability within organizations directly influences ethical decision-making processes. For example, delayed salary payments serve as a source of financial stress to employees. Identified as the second most substantial factor contributing to unethical behavior in the construction sector, such delays can compel both employees and management to engage in dubious

practices - employees may pursue alternative sources of income, while managers might adopt unethical strategies to mitigate cash flow challenges. These observations align with the research conducted by FMI/CMAA, which highlighted salary delays as one of the primary factors leading to unethical practices within the industry.

Wider economic issues further add to this strain. During tough economic times, the pressure to secure contracts and ensure profitability increases, making unethical actions seem necessary compromises rather than violations. Wider economic issues further compound this strain. During tough economic times, the pressure to secure contracts and ensure profitability causes unethical actions appear as necessary compromises rather than violations. Usman et al. (2012) emphasized how financial insecurity, whether stemming from contract losses due to shifting government policies, the threat of unemployment, or anxiety about diminished status post-retirement, can drive unethical choices. These stressors don't operate in isolation; they interact to form a climate where ethical standards are difficult to uphold. In such contexts, contractors and professionals may cut corners, misrepresent facts, or bypass regulations to remain financially strong. The convergence of organizational strain and personal financial anxieties makes economic hardship one of the most persistent and influential drivers behind the deterioration of ethical standards.

4.3. Cultural and Systemic Factors

Unethical behavior in the construction industry is not only a result of individual choices or economic pressures; it is also shaped by cultural norms and systemic limitations. In many regions, established practices, institutional gaps, and broader societal conditions combine to influence ethical conduct, making it difficult for professionals to consistently uphold integrity in day-to-day operations.

- **Industry Culture:** In some construction markets, unethical behavior has become so ingrained in professional practice that resisting it can be both professionally and economically disadvantageous. Contractors may feel obligated to participate in established but questionable practices to stay competitive, even if they personally object (Oluwatosin, 2024). This normalization of unethical practice creates an environment where ethical behavior is overshadowed by cost-cutting, speed, and meeting deadlines. Those who strive to uphold higher ethical standards often find themselves isolated or penalized in a culture that favors expediency over accountability.
- **Systemic Weaknesses:** Systemic weaknesses in ethical oversight contribute to the prevalence of unethical behavior. Without effective accountability mechanisms, unethical actors face limited consequences for their actions, perpetuating a cycle of improper practices. Construction professionals encounter conflicting pressures from various stakeholders with differing interests, leading to ethical dilemmas that

the current system offers little guidance for resolving. The lack of consistent, effective leadership across the industry means that ethical standards are often shaped by market pressures rather than professional principles.

- **Broader Societal Factors:** Beyond the industry itself, wider social realities such as socioeconomic conditions shape the decision-making environment. Ranked eighth among contributing factors to unethical behavior, poverty exerts pressure on individuals to prioritize immediate survival over professional integrity. This is supported by findings from Aigbavboa et al. (2016), which show that economic hardship increases susceptibility to unethical conduct across various roles in the construction process. These external pressures further complicate the ethical landscape, as individuals operate without sufficient institutional support or viable alternatives, forcing them to make difficult compromises in ethically ambiguous situations

4.4. Personal and Professional Motivations

Ethical behavior in construction is influenced by individual motivations, professional discipline, and the quality of ethical education. While systemic and economic pressures shape the environment, personal values and professional conduct determine whether ethical standards are upheld or compromised.

- **Personal Motivation and Values:** Greed, identified as the top-ranked driver of unethical practices among construction professionals, illustrates the power of individual motivations in shaping ethical behavior. When financial gain becomes the primary goal, personal values can override professional obligations. This tendency reflects how individual character traits, such as excessive pursuit of wealth, can damage ethical integrity regardless of external pressures. Even within a faulty or permissive system, personal accountability plays a defining role; those with stronger ethical convictions may resist unethical actions that others rationalize for personal benefit.
- **Professional Indiscipline:** Slips in professional discipline further contribute to unethical behavior across the industry. Professional indiscipline includes neglecting established codes of conduct, ignoring professional responsibilities, and allowing self-interest to dictate decisions. These behaviors are driven by institutional deficiencies, particularly in the training and oversight provided by professional bodies. The gap between professional ideals and real-world practices creates opportunities for unethical decisions to thrive, especially when there is minimal accountability or consistent peer pressure to uphold standards.
- **Lack of Education:** The lack of ethical education in professional institutions leaves construction professionals unprepared for real-world ethical challenges. Currently, only a minority of construction-related programs include dedicated training on ethical decision-making. This gap results in widespread

misconceptions, such as equating legality with morality, or viewing unethical conduct as normative industry behavior. This issue is compounded by the absence of globalized ethics framework, as professionals working internationally face conflicting ethical norms - such as gift-giving, which is considered bribery in some cultures but a business custom in others. Without a foundation in universal ethical principles, many default to situational ethics, prioritizing local customs over international standards (Wang & Buckeridge, 2016). Furthermore, inconsistent certification requirements exacerbate the problem; while engineering disciplines mandate ethics coursework, project management courses often treat it as optional (Mohamad, et al., 2014). As a result, professionals in project management roles may lack the ethical training needed to navigate complex dilemmas related to worker treatment, environmental compliance, or conflict of interest (Irumba & Mwakali, 2007). The uneven development of ethical literacy across disciplines leaves the construction industry vulnerable to unethical practices, especially when individual and institutional safeguards are weak.

4.5. Stakeholder Relationships

The interconnected and hierarchical nature of relationships in construction projects presents persistent ethical challenges. Construction projects involve multiple stakeholders, including clients, contractors, subcontractors, suppliers, and consultants, each with distinct, and sometimes conflicting interests. Navigating these complex relationships demands a high degree of ethical clarity, yet power imbalances, personal interests, and institutional weaknesses frequently give rise to ethical breaches.

- **Conflicts of Interest:** Conflicts of interest are among the most widespread ethical concerns in construction industry. These situations arise when decision-makers place personal or financial gain above professional responsibilities. Examples include favoritism in awarding contracts, accepting gifts or incentives from suppliers, or making biased procurement decisions. As Oluwatosin (2024) noted, managing such conflicts requires clear ethical protocols and transparent decision-making processes. When these are absent or poorly enforced, project outcomes may be compromised, stakeholder trust diminished, and fairness sacrificed for individual benefits. The failure to properly handle conflicts of interest weakens both accountability and credibility.
- **Discrimination:** Discrimination within the construction industry, whether it arises from ethnicity, gender, personal affiliations, or other biases, remains a source of unethical behavior. It is identified as one of the top ten factors leading to ethical violations, as discriminatory practices can compromise hiring, promotion, and task allocation processes, compromising the important meritocratic principles for cultivating a productive and equitable workplace (Bimbola, et al., 2020). These practices not only inflict harm on individuals but also establish an ethical double standard in which principles are applied inconsistently, weakening the overall

integrity of project operations. Favoritism stemming from personal relationships or identity-based biases compromises trust and hampers professional development for marginalized groups.

- **Exploitative Relationships:** The relational structure of the construction supply chain also introduces ethical vulnerabilities. Large contractors exert disproportionate influence over smaller subcontractors and suppliers, leveraging their market power to impose unfair terms and conditions. Research by Dabson et al. (2007), Alutu and Udhawuve (2009), Mason (2009), and Abdul-Rahman et al. (2011) highlighted how such imbalances can facilitate unethical conduct by professionals. Smaller entities, faced with financial dependency or fear of exclusion, may feel compelled to accept exploitative arrangements or engage in ethically questionable actions to maintain their positions. These power dynamics institutionalize ethical compromises and weaken the possibility of equitable partnerships across the project lifecycle.

5. Impacts of Unethical Practices

Unethical practices in construction industry introduce a wide spectrum of challenges, with implications that extend beyond individual wrongdoing. These actions interrupt economic efficiency, degrade project quality and safety, diminish public and professional trust, and reinforce systemic dysfunction across the sector. Unethical conduct diverts resources, affects competitive practices, increases costs, and compromises the reliability of built environments - all while damaging the industry's credibility (Adnan, et al., 2012) (Bowen, et al., 2007). This section explores the multidimensional impacts of unethical practices and their broader consequences for construction environments.

5.1. Economic Consequences

Financial misconduct in construction projects leads to substantial resource depletion and market inefficiencies. Estimates indicate that unethical practices can increase construction costs by 10% to 30%, with projections reaching as high as 45% in certain developing regions, which places a strain on opportunities for inclusive development and affects public infrastructure funding (Azhar, et al., 2011). If left unaddressed, corruption may impose an annual cost exceeding US$ 5 trillion on the global industry by the year 2030 (RICS, 2021). These financial implications are ultimately shouldered by project owners, taxpayers, and end-users, manifesting as increased costs or reduced project scope, which consequently weakens economic returns.

Unethical client practices, such as delayed payments, unjustified fund withholding, and manipulative bid practices like bid shopping and bid peddling, exacerbate financial instability for contractors. Smaller firms, especially those with tight margins, face acute vulnerabilities. These challenges can halt construction activity, trigger layoffs, and force businesses into insolvency. Moreover, unethical bidding tactics reduce competition to a

pricing game, encouraging contractors to submit low bids that compromise quality and cause future claims.

On a systemic level, unethical conduct shifts contract awards away from merit-based decisions toward those influenced by personal gain, patronage, or informal networks. As a result, firms prioritizing integrity find themselves at a disadvantage, while corrupt parties thrive. This environment restricts innovation, raises inefficiencies, and weakens the alignment between investment and value creation, especially in economies where infrastructure delivery is central to growth.

5.2. Project Quality and Safety Implications

Unethical practices in construction directly impact quality and safety. When financial gain drives decisions, contractors may resort to substandard materials, ignore best practices, or bypass safety protocols. These shortcuts result in structures that fail to perform as intended, degrade prematurely, and, in severe cases, endanger occupants or the public (Wankhade & Bhirud, 2021).

The impacts are not limited to the construction phase. Inferior workmanship and hidden errors embedded within successive construction layers make detection difficult after completion. Inaccessible elements, such as structural reinforcements or concealed wiring, may hold defects that only become apparent through costly maintenance or catastrophic failure. This compromises building longevity, increases operational costs, and undermines user experience.

Safety implications may be considered one of the most critical consequences of unethical practices in construction. The construction sector inherently involves significant risks; when safety is relegated to a lower priority in an effort to reduce costs, the likelihood of accidents or long-term structural issues increases. Such decisions transfer the burden of risk onto end-users, who are unaware of the unethical choices that occurred during project delivery.

Persistent quality issues result in higher maintenance requirements and frequent repairs. According to Dalyop et al. (2017), recurring maintenance is a primary consequence of unethical behavior and poor workmanship. These issues not only raise ownership expenses but also interfere with service delivery and shorten the functional lifespan of buildings and infrastructure.

5.3. Industry Reputation and Trust

Unethical practices cause long-term damage to the construction sector's reputation and trust. According to the Fails Management Institute, 84% of professionals encountered unethical acts in the previous year, while 63% believed the industry to be broadly affected by such behavior. These perceptions weaken public confidence, discourage investment, and disincentivize high-caliber talent from entering or remaining in the field.

Trust is also compromised within project teams. Collaboration deteriorates when clients, contractors, consultants, and subcontractors suspect one another of unethical conduct. Communication becomes defensive, and projects are more likely to experience conflict, claims, and delays. These trust issues transform working relationships into adversarial ones, raising transaction costs and negatively impacting project performance.

At an institutional level, persistent ethical failures deter both domestic and international investment. Ethical firms struggle to compete in corrupt environments, and young professionals may choose alternative sectors that appear more aligned with their values. The resulting reputational damage acts as a constraint on the industry's potential, limiting its influence, reach, and ability to advocate for broader societal improvements through the built environment.

5.4. Systemic Impact and Interconnections

Unethical practices rarely exist in isolation; they are part of a self-reinforcing cycle that links economic, quality, safety, and trust-related breakdowns. Financial pressures, such as withheld payments or underpriced bids, lead firms to lower construction quality or ignore safety measures. These compromises increase maintenance needs, slow down delivery, and further strain cash flows, encouraging more unethical decisions. This vicious cycle heightens inefficiency and creates market norms that penalize ethical conduct while rewarding shortcuts.

The societal impacts are also significant. Corruption and poor-quality construction lead to increased project costs, lower value, and delays in accessing critical services like housing, transportation, and healthcare.

6. Strategies for Mitigation

6.1. Regulatory and Oversight Mechanisms

Strong regulatory frameworks and oversight systems are essential for mitigating unethical behavior in the construction industry. These systems incorporate transparent procurement procedures, thorough audits, and enforceable penalties for breaches of ethical conduct. Independent third-party oversight during crucial phases of a project acts as a preventive measure, identifying unethical practices before they impact results.

Regulatory agencies set the standards that govern construction practices, including building codes, safety regulations, environmental laws, and licensing requirements. Clearly defined and consistently applied rules promote an environment of accountability. Regular site inspections and compliance evaluations play a dual role, helping to identify deviations from legal and professional standards while serving as a deterrent and a corrective tool.

Licensing requirements further uphold ethical standards by assessing applicants' technical skills, financial stability, and ethical track records prior to the issuance or renewal

of licenses. Comprehensive background checks and strict revocation policies create significant discouragements for unethical actions.

Whistleblower protection is crucial for revealing internal misconduct, as secure reporting channels enable employees to report unsafe or illegal activities without fear of retaliation. However, varying protections in different jurisdictions reduce the effectiveness of these systems. Standardizing legal protections for whistleblowers would enhance ethical accountability within the industry.

6.2. Industry Initiatives and Cultural Change

Industry-led initiatives play a crucial role in improving ethical standards. Professional associations and trade groups help establish industry norms by creating codes of conduct, providing ethics training, and certification programs. These efforts turn ethics from a mere aspiration into a fundamental requirement.

A key approach is to build a culture of integrity, where leaders consistently model ethical behavior, in challenging situations, influencing decision-making across the organization. Codes of conduct from organizations like the Project Management Institute (PMI) and the National Society of Professional Engineers (NSPE) support this change by emphasizing values such as fairness, responsibility, respect and honesty. These frameworks go beyond compliance, encouraging professionals to maintain public trust and avoid dishonest practices while continually improving their skills.

Structured ethics training strengthens professional responsibility by giving individuals the tools to handle complex ethical dilemmas. Research indicates that a lack of such training contributes to ethical failures. When ethical education is included in training and development, it enhances decision-making and professional behavior.

Open communication systems are essential for addressing concerns early. Anonymous reporting options and clear procedures for escalating issues allow employees to voice concerns safely. The effectiveness of these systems relies on timely and appropriate responses; failing to act can damage their credibility.

Regular ethics assessments, checks for conflicts of interest, and updates to policies help organizations respond to evolving risks. Incorporating ethical oversight into project and organizational workflows increases transparency and enables quick intervention. By combining ethical leadership, practical training, clear reporting channels, and active monitoring, the construction industry can create an environment where ethical conduct is a fundamental standard.

6.3. Organizational Culture and Leadership

Organizational culture plays a critical role in promoting ethical practices. Leaders who demonstrate fairness, accountability, and transparency, influence the behavior of their

teams. Their decisions, especially when ethics conflict with short-term financial interests, serve as critical signals that ethical standards are non-negotiable.

Policies and training should be relevant and tailored to the specific context. Developing customized codes of conduct and conducting scenario-based ethics workshops equips employees with the practical tools needed to tackle ethical dilemmas, as general guidelines alone fall short without real-world application.

Changing organizational culture is a challenging effort that involves multiple levels of engagement. Research shows that cultural shifts in industries typically result from a mix of external pressures and proactive internal agents. Simply mandating ethical behavior from leadership is not enough; employees must also adopt and advocate for ethical values throughout their careers.

Collaborative approaches, such as project alliances, demonstrate how trust and cooperation can replace adversarial relationships. These strategies foster shared goals and transparency, leading to improved ethical behavior. As organizations embrace these methods and recognize their advantages, these values can begin to influence the wider industry.

6.4. Technology and Transparency Solutions

Technological developments are changing how industries address unethical practices. Key tools such as digital procurement systems, blockchain technology, and Building Information Modeling (BIM) are becoming essential for enhancing oversight and decreasing opportunities for unethical behavior.

Digital procurement platforms provide verifiable audit trails that help minimize irregularities in bidding and contracting processes. Blockchain technology ensures the integrity of project data, making tampering nearly impossible. The decentralized nature of blockchain reduces risks related to fragmented supply chains and unclear transactions. By generating tamper-proof records of all project interactions, blockchain enhances transparency and accountability, thereby minimizing the risk of corruption and manipulation. Beyond securing records, blockchain can also verify certifications, trace the sourcing of materials, and automate secure payments. Its immutability ensures that every transaction is securely logged, preventing unauthorized changes or concealment of unethical actions. This increased transparency builds trust among stakeholders and reduces inefficiencies stemming from misaligned project participants (Dounas & Lombardi, 2022).

Furthermore, digital procurement and contract management tools improve real-time monitoring of decisions, minimizing the potential for hidden changes or biased contract awards. Their integration with project management software ensures visibility and consistency across the project lifecycle.

Monitoring technologies support early detection of ethical breaches. Automated audits, pattern recognition tools, and real-time risk indicators help organizations proactively identify issues before they escalate. These systems are most effective when applied consistently across projects, rather than in isolated or ad-hoc efforts.

Communication technologies, such as anonymous reporting apps and digital ethics hotlines, reduce the barriers to speaking out. These tools make it easier for employees to raise concerns discreetly and encourage timely resolution.

Collaborative platforms that log decision-making processes also improve transparency. Documenting who participated, what was considered, and why a decision was made limits the potential for biased or unethical choices.

Together, these technologies strengthen ethical conduct by instilling accountability and transparency into everyday operations.

6.5. Integration of Approaches

Addressing unethical behavior in construction industry requires an integrated strategy - one that aligns regulatory enforcement, industry leadership, organizational culture, and technological tools. Addressing these domains in isolation is insufficient; their interaction is what drives meaningful change.

Regulatory systems define minimum requirements and provide enforcement mechanisms but cannot alone instill ethical motivation. Industry-led initiatives encourage professionals to adopt higher standards and take ownership of their roles. Organizational culture translates these values into day-to-day practice through leadership and policy. Technology then supports implementation by enhancing oversight and documentation.

These elements support one another. For instance, whistleblower protections are more effective when supported by a culture that encourages openness and tools that facilitate secure reporting. Industry codes gain practical value when digital platforms make compliance measurable. Ethical leadership sets priorities, while oversight systems help maintain integrity during moments of stress or crisis.

Context matters. Ethical strategies must reflect the diversity of the construction sector, its regional, regulatory, and operational differences. Regulatory tools should balance standardization with flexibility. Industry frameworks must allow for contextual application. Organizational strategies should adapt ethical expectations to specific roles. Technological solutions need to maintain transparency while fitting the operational realities of different project types.

A commitment to continuous improvement is essential. Ethical risks evolve with industry shifts, from technological adoption to global supply chain expansion. Regulatory policies, organizational strategies, and digital tools must be regularly assessed and updated. Renewed focus is important during periods of financial uncertainty or leadership change, when ethical standards are most vulnerable.

7. Conclusion

Unethical practices remain a persistent and complex challenge within the global construction industry. Manifesting in various forms, including bid manipulation, financial irregularities, quality compromises, and exploitative client behavior, these issues reflect deeper structural weaknesses, cultural norms, and intense market pressures. The consequences are far-reaching: economic inefficiencies, compromised safety and quality, diminished stakeholder trust, and a widespread erosion of the industry's credibility.

Addressing these challenges demands a coordinated, multi-dimensional response. Regulatory enforcement must be strengthened to uphold baseline compliance, while professional bodies and industry alliances drive cultural transformation through education, codes of conduct, and ethical leadership. Equally important is the strategic use of technology, ranging from blockchain to digital procurement tools, which can enhance transparency and accountability across project lifecycles.

As global construction industry booms, the urgency to reform ethical standards is no longer just a moral consideration, it is an economic necessity. Losses estimated at 10-30% of project cost due to unethical practices represent a substantial drain on public and private resources. Redirecting even a portion of these losses through improved ethical governance would unlock funding for important infrastructure, housing, and services, especially in regions most in need of sustainable development.

The path forward lies in building an industry culture where integrity, fairness, and professionalism are not optional ideals but embedded norms. This requires collective action across the ecosystem - clients, contractors, consultants, suppliers, regulators, and investors all share responsibility for shaping the standards that define project delivery. Ethical expectations must be strengthened by transparent systems, inclusive organizational practices, and leadership that prioritizes long-term credibility over short-term gain.

Constant commitment to reform is essential. Strategies must evolve with industry trends, including new procurement models, global supply chains, and digital transformation. Integrated solutions that bring together policy, education, oversight, and innovation will be the most effective in both preventing unethical behavior and promoting ethical resilience.

Ultimately, the construction industry must not only build the physical environment - it must also help construct a foundation of trust in how projects are conceived, executed, and maintained. By institutionalizing ethical values and holding all actors to shared standards, the industry can enhance its long-term sustainability and reestablish its role as a responsible force in economic and social development.

References

Adnan, H., Hashim, N., Yusuwan, N. M. & Ahmad, N., 2012. Ethical Issues in the Construction Industry: Contractor's Perspective. *Procedia Social and Behavioral Science,* Volume 35, pp. 719-727.

Alfred, O. O., 2007. Conflict of Interest within Construction Practitioners: Quantity Surveying, Case Study. *Surveying and Built Environment,* 18(1), pp. 35-50.

Amoah, C. & Steyn, D., 2023. Barriers to unethical and corrupt practices avoidance in the construction industry. *International Journal of Building Pathology and Adaptation,* 41(6), pp. 85-101.

Anon., 2025. *Guide to Combating Corruption & Fraud in Infrastructure Development Projects.* [Online]
Available at: https://guide.iacrc.org/potential-scheme-false-inflated-and-duplicate-invoices/
[Accessed 12 June 2025].

Azhar, S., Selph, J. & Maqsood, T., 2011. Unethical business practices and corruption in international construction: A survey of American contractors working overseas.. pp. 457-467.

Betts, M. et al., 2015. *Global Construction 2030: A global forecast for the construction industry to 2030,* London: Global Construction Perspectives and Oxford Economics.

Bimbola, A. E. et al., 2020. *Evaluating the Factors Contributing to Unethical Practices by Quantity Surveyors in Nigerian Construction Industry.* Harare, IEOM Society International, pp. 3418-3428.

Bowen, P., Akintoye, A., Pearl, R. & Edwards, P. J., 2007. Ethical Behaviour in the South African Construction Industry. *Construction Management and Economics,* 13 June, 26(6), pp. 631-648.

Chazal, E. d., 2024. *How to Combat Fraud in the Construction Industry.* [Online]
Available at: https://www.skillcast.com/blog/combat-fraud-construction-industry
[Accessed 12 June 2025].

Cotney, T., 2025. *Kickbacks and the Construction Industry.* [Online]
Available at: https://www.cotneycl.com/kickbacks-and-the-construction-industry/
[Accessed 12 June 2025].

Dalyop, D. J. S., Bogda, P.-O., Peter, O. & Elizebeth, D., 2017. Unethical Professional Practices and Poor Craftsmanship of Construction Projects Performance in Nigeria: Consequences and the Way Forward. *Journal of Civil Engineering and Environmental Sciences,* 3(1), pp. 022-030.

Dounas, T. & Lombardi, D., 2022. *Blockchain for Construction.* 1st ed. Singapore: Springer Nature Singapore Pte Ltd..

Ferdinald, D. J., Manurung, E. H. & Wasito, K., 2023. Collusive Tendering Damages Construction Services Business Competition. *International Journal of Sustainability in Research (IJSR),* pp. 61-72.

Grace, D. & Cohen, S., 1998. *Business Ethics: Australian Problems and Cases.* Melbourne: Oxford University Press.

Ibrahim, Z., Hamzah, N. & Kho, M. A., 2019. Research on the Unethical Conducts and Practices among Professionals in the Construction Industry. *International Journal of Recent Technology and Engineering (IJRTE),* pp. 1130-1136.

Irumba, R. & Mwakali, J. A., 2007. *Ethics In Construction: Examples From Uganda.* s.l., s.n., pp. 2094-2105.

Khumalo, J., Nqojela, P. & Njisane, Y., 2025. *Cover pricing in the construction industry: understanding the practice within a competition context,* Pretoria: s.n.

LetsBuild, 2023. *Why is construction prone to corruption?.* [Online]
Available at: https://www.letsbuild.com/blog/construction-prone-corruption
[Accessed 12 June 2025].

Luna, D., 2025. *Corruption: Top Fraud Threat to Construction Companies.* [Online]
Available at: https://jlkrosenberger.com/corruption-fraud-threat-construction/
[Accessed 12 June 2025].

Mason, J., 2009. Ethics in the construction industry: the prospects for a single professional code. *International Journal of Law in the Built Environment,* 1(3), pp. 194-204.

Mikael, G., 2023. *Most Common Unethical Practices of Construction Clients.* [Online]
Available at: https://www.cdohomebuilder.com/post/most-common-unethical-practices-of-construction-clients
[Accessed 12 June 2025].

Mirsky, R. & Schaufelberger, J., 2015. *Professional Ethics for the Construction Industry.* New York: Routledge.

Mohamad, N., Usman, I., Mohamad, N. & Surat, M., 2014. Significance of Ethics Education And Training For Construction Professionals. *Journal Design + Built,* 7(1), pp. 1-9.

Oluwatosin, E. A., 2024. Ethical Considerations In Construction Project Management. *International Journal Of Novel Research And Development,* 9(6), pp. d954-d964.

Project Management Institute, 2025. *PMI Code of Ethics and Professional Conduct.* [Online]
Available at: https://www.pmi.org/about/ethics/guidelines
[Accessed 12 June 2025].

RICS, 2021. *The cost of corruption in construction.* [Online]
Available at: https://www.rics.org/news-insights/wbef/the-cost-of-corruption-in-construction
[Accessed 12 June 2025].

Salleh, N. M. et al., 2022. Factors Affecting Quality of Workmanship in Building Construction. *International Journal of Academic Research in Business and Social Sciences,* 12(8), pp. 1620-1628.

Shakantu, W., 2006. *Corruption in the construction industry: Forms, susceptibility and possible solutions.* Port Elizabeth, s.n., pp. 274-283.

Sohail, M. & Cavill, S., 2008. *Does Corruption Affect Construction?.* Trinidad & Tobago, W.I., s.n.

The Competition Authority, 2009. *The Detection and Prevention of Collusive Tendering.* Dublin: The Competition Authority.

vocabulary.com, 2025. *Ethics. In Vocabulary.com Dictionary.* [Online] Available at: https://www.vocabulary.com/dictionary/ethics [Accessed 12 June 2025].

Wang, G. C. & Buckeridge, J. S., 2016. *Teaching Ethics For Construction Management Majored Students: Standalone Or Micro-Insert? – Globalization and Sustainability Considerations.* s.l., American Society for Engineering Education, pp. 1-16.

Wankhade, G. S. & Bhirud, A. N., 2021. Ethical and unethical Issues in Construction Industry: Contractor's Perspective - A Review. *International Journal for Research in Engineering Application & Management (IJREAM),* 7(1), pp. 300-303.

Wasserman, B., Sullivan, P. & Palermo, G., 2000. *Ethics and the Practice of Architecture.* New York: John Wiley & Sons, Inc..

Weerakoon, A., Thorpe, D., Heravi, A. & Chakraborty, S., 2025. Assessing the Key Construction Safety Challenges in Sri Lanka: A Survey-Based Study. *Safety,* 11(2).

Zarkada-Fraser, A., 2000. A Classification of Factors Influencing Participating in Collusive Tendering Agreements. *Journal of Business Ethics,* 23(3), pp. 269-282.

About the Author

Yamanta Raj Niroula, PMP

Kathmandu, Nipal

Yamanta Raj Niroula is a seasoned Project Management Professional with over 17 years of extensive experience in engineering, infrastructure development, and project management across diverse global environments. His expertise includes project planning, procurement, contract management, stakeholder coordination, and risk mitigation, with a strong focus on executing projects in remote and developing regions under complex operational conditions.

Yamanta holds a Bachelor of Engineering in Civil Engineering and a Master of Arts in Rural Development, along with a Diploma in Civil Engineering. He is a certified Project Management Professional (PMP®) and an active member of the Project Management Institute (PMI) since 2010.

Yamanta has extensive experience in project management, successfully overseeing all stages of construction projects from initial planning to final evaluation. He specializes in managing complex processes, including procurement, contracting, and execution, while maintaining efficiency and regulatory compliance. By staying updated on industry standards and advancements, he has ensured that projects are forward-thinking, sustainable, and adaptable to changing environments.

Yamanta has successfully managed large-scale infrastructure projects, including roads, electrical infrastructure, wastewater treatment plants, logistics facilities, and disaster recovery programs. He has served in various capacities as Project Controls Specialist, Design Manager, Planning Manager, Engineer and Project Manager across international organizations and UN agencies in Nepal, the Maldives, Singapore, Afghanistan, the Philippines, Nigeria, Yemen, Sudan, and Ethiopia.

Yamanta lives in Kathmandu, Nepal and can be contactad at niroulayr@gmail.com.

View his full correspondent profile at https://pmworldlibrary.net/yamanta-raj-niroula/.

To view other works by Yamanta Raj Niroula, visit his author showcase at https://pmworldlibrary.net/authors/yamanta-raj-niroula/