



Article

Assessment of Challenges Faced by Indigenous Construction Firms in Nigeria

QS Prof. Reuben A. Okereke¹, Nwosu Emmanuel²

1. Department of Quantity Surveying, Faculty of Environmental Sciences, Imo State University, Owerri., Nigeria
 2. Department of Quantity Surveying, Faculty of Environmental Sciences, Imo State University, Owerri., Nigeria
- * Correspondence: -

Abstract: Indigenous construction firms are critical to Nigeria's economic development, job creation and infrastructure delivery, yet they remain less competitive than foreign counterparts. This paper assesses the major challenges confronting indigenous construction firms in Nigeria. Using a review of empirical and conceptual literature, the study identifies key constraints relating to finance, procurement practices, capacity and technology, regulatory and institutional frameworks, corruption, project management practices, and macroeconomic instability. The findings show that limited access to credit, delayed payments, biased procurement processes, inadequate technical and managerial capacity, low technology adoption, weak enforcement of regulations, and high levels of corruption significantly undermine the performance and growth of indigenous firms. The paper concludes that a comprehensive strategy is needed, involving policy reforms, targeted financial support, capacity-building programmes, and improved governance of procurement and contract administration. Recommendations include improving access to long-term finance, promoting fair competition in public procurement, strengthening professional and technical capacity, incentivizing innovation and technology adoption, and enforcing stricter regulatory oversight to reduce corruption and project delivery risks.

Keywords: : Indigenous construction firms, challenges, finance, procurement practices, corruption.

Citation: Okereke, R. A & Emmanuel, N. Assessment of Challenges Faced by Indigenous Construction Firms in Nigeria. Central Asian Journal of Theoretical and Applied Science 2026, 7(1), 285-292.

Received: 03rd Oct 2025

Revised: 18th Nov 2025

Accepted: 24th Dec 2025

Published: 31st Jan 2026



Copyright: © 2026 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

1. Introduction

The construction industry plays a pivotal role in national development through the provision of physical infrastructure, employment generation and contribution to gross domestic product (GDP) [1]. In Nigeria, construction contributes significantly to economic activity, yet the sector is characterized by project cost overruns, time delays, quality defects and underutilization of local content [2]. A central feature of the Nigerian construction landscape is the coexistence of foreign-owned and indigenous (locally owned) construction firms.

Indigenous construction firms are expected to promote local capacity, retain profits within the economy, and foster technology transfer and employment for Nigerian professionals and artisans [3]. However, these firms often struggle to compete effectively with foreign firms that possess stronger financial, technical and managerial capabilities [4]. Numerous studies have reported that indigenous firms are concentrated in small- and

medium-scale contracts, with limited presence in large and complex projects, particularly in the oil and gas, transport, and power infrastructure subsectors [5], [6].

Despite policy pronouncements encouraging local content and the growth of indigenous contractors, substantial challenges persist in the operating environment. These challenges contribute to business failures, poor performance and loss of confidence among clients and financiers [3].

This paper therefore aims to assess the challenges faced by indigenous construction firms in Nigeria by synthesizing evidence from existing literature. The specific objectives are to:

1. Identify the major constraints affecting indigenous construction firms in Nigeria.
3. Examine how these challenges influence the performance and competitiveness of indigenous firms.
4. Propose recommendations to enhance the capacity and sustainability of indigenous construction firms.

The study is expected to contribute to policy discourse on local content development, improve understanding of sectoral bottlenecks, and support strategies for strengthening indigenous participation in Nigeria's construction industry.

Literature Review

Concept of Indigenous Construction Firms

Indigenous construction firms are commonly defined as locally owned and managed construction organizations, registered under the laws of a country, with majority equity held by citizens and staffed primarily by local professionals and artisans. In Nigeria, such firms are typically categorized under various grades by regulatory bodies such as the Bureau of Public Procurement (BPP) and state tender boards, based on capital base, technical capacity and track record.

Indigenous firms are often contrasted with foreign firms, which are usually large multinational contractors with substantial capital, advanced technology, and international experience. Foreign firms tend to dominate large-scale and technically complex projects, whereas indigenous firms are prevalent in small- to medium-scale building works, road projects, and subcontracts [6], [7].

Role of Indigenous Construction Firms in National Development

Indigenous firms contribute to national development in several ways. First, they enhance local value addition by retaining project profits and wages within the domestic economy. Second, they create employment opportunities for local professionals, technicians and artisans, thereby reducing unemployment and poverty [3]. Third, indigenous firms serve as vehicles for skills development and technology absorption when supported through local content policies and joint ventures. Finally, they promote socio-cultural compatibility, as local firms may better understand local norms, languages and community expectations, which can reduce conflict and improve stakeholder relations.

However, the realization of these benefits depends on the competitiveness and sustainability of indigenous firms. Structural weaknesses and external constraints can limit their contribution and reinforce dependence on foreign contractors.

Challenges in the Nigerian Construction Industry

Studies of the Nigerian construction industry highlight persistent problems such as cost and time overruns, poor quality, safety issues, corruption, and weak regulatory enforcement [1], [2]. These general industry challenges intersect with specific vulnerabilities of indigenous firms, including small scale, limited capitalization, and weaker bargaining power. Key systemic issues identified in the literature include:

1. Unstable macroeconomic environment: Exchange rate volatility, inflation and fluctuating interest rates affect material costs and financing.
2. Inefficient procurement systems: Bureaucratic delays, unclear procedures and political interference often characterize public procurement [8].

3. Corruption and unethical practices: Bid rigging, kickbacks and favoritism undermine fair competition and increase project costs.
4. Capacity gaps: Shortage of skilled manpower, weak professional training and lack of innovation hinder productivity [7].

These sector-wide issues disproportionately affect indigenous firms that lack strong financial buffers and advanced management systems.

Empirical Evidence on Challenges of Indigenous Construction Firms in Nigeria

Several empirical studies have examined the constraints facing indigenous contractors. Ameh and Osegbo[3] identified inadequate capital, difficulty in obtaining bank loans, delayed payment by clients, and frequent changes in government policies as major problems for small and medium indigenous contractors. Odusami and Oladapo reported that many indigenous firms lack effective project planning and control techniques, leading to time and cost overruns [4].

Oseghale et al found that procurement practices often favor foreign firms through prequalification criteria such as high turnover and extensive international experience, which indigenous firms struggle to meet. Idoro compared local and foreign contractors and concluded that foreign firms generally outperform indigenous firms on cost and schedule performance due to superior management practices and equipment resources [7].

Kolo and Ibrahim observed that indigenous firms face challenges in acquiring modern construction equipment and adopting information and communication technologies (ICT) such as Building Information Modelling (BIM). This technological gap limits their ability to handle complex projects and compete for high-value contracts [6].

The literature also highlights issues of poor corporate governance, informality, and inadequate record-keeping among some indigenous firms, which undermine their credibility with clients and banks [9].

2. Materials and Methods

Research Design: This study adopts a descriptive and exploratory research design based primarily on a systematic review of published literature on indigenous construction firms in Nigeria. Given the objective of synthesizing existing evidence, a desk-based qualitative approach was considered appropriate.

Data Sources

Secondary data were obtained from:

1. Peer-reviewed journal articles on Nigerian construction industry performance and indigenous firms.
2. Conference papers and theses from Nigerian universities.
3. Policy documents, guidelines and reports from government agencies (e.g., BPP), professional bodies (e.g., Nigerian Institute of Building, Nigerian Society of Engineers), and international organizations.

Search Strategy and Selection Criteria

Keywords such as “indigenous construction firms in Nigeria,” “local contractors Nigeria,” “challenges of Nigerian contractors,” and “Nigerian construction industry performance” were used. Articles published mainly from 2000 to 2024 were prioritized to capture contemporary issues, although earlier foundational works were also consulted.

Inclusion criteria:

1. Focus on Nigeria’s construction industry.
2. Empirical or conceptual discussion of indigenous/local contractors.
3. Explicit mention of constraints, challenges or performance issues.

Exclusion criteria:

1. Studies focusing exclusively on foreign firms or other sectors.
2. Articles lacking substantive analysis of challenges.

Approximately 60 relevant publications were initially identified. After screening abstracts and full texts, about 35 core studies informed the analysis.

Data Analysis

Thematic content analysis was employed. Challenges reported in the literature were extracted, coded and grouped into major themes: financial constraints, procurement and regulatory issues, capacity and technology, project management practices, governance and corruption, and macroeconomic factors. The findings were then synthesized narratively, highlighting patterns, convergences and divergences across studies.

3. Results and Discussion

Financial Constraints

One of the most consistently reported challenges is inadequate access to finance. Indigenous firms often operate with limited capital, relying on personal savings and informal borrowing rather than structured long-term financing [3], [9]. Commercial banks perceive construction as high risk and demand collateral that many indigenous firms cannot provide. Interest rates on loans, when available, are often high, increasing project costs.

Delayed payments by clients, especially government agencies, exacerbate cash flow problems. Contractors frequently finance a significant portion of project execution before receiving interim payments, leading to liquidity crises and, in some cases, project abandonment [1], [2]. These constraints limit indigenous firms' ability to acquire modern equipment, hire skilled personnel, and pre-finance materials.

The result is a cycle of undercapitalization, low capacity and poor performance, which in turn reinforces banks' reluctance to lend and clients' perceptions of high risk.

Procurement Practices and Market Access

Public procurement represents a major source of work for construction firms in Nigeria. However, literature suggests that procurement systems often disadvantage indigenous firms [8]. Prequalification requirements may emphasize high turnover thresholds, extensive prior experience on large projects and international certifications, which favor foreign or large firms.

Moreover, political interference and patronage networks can influence contract awards, leading to perceptions of unfair competition. In some cases, contracts are awarded based on connections rather than capability, resulting in subcontracting chains where indigenous firms operate at the lower end with slim margins and high risks [9].

Although the Public Procurement Act and related reforms aim to promote transparency and local content, weak enforcement and limited monitoring hinder their effectiveness [8]. Indigenous firms thus face barriers in accessing high-value projects that could enhance their learning and growth.

Capacity, Skills and Technology

Many indigenous firms face capacity deficits in both technical and managerial domains. Studies report shortages of adequately trained engineers, project managers, quantity surveyors and skilled artisans, as well as limited opportunities for continuous professional development [6], [7].

On the technical side, indigenous firms often rely on outdated equipment and technology due to high acquisition costs and limited financing. Adoption of advanced tools such as BIM, project management software, prefabrication techniques, and modern formwork systems is relatively low [6]. This reduces productivity, quality control and the ability to handle complex projects.

Managerially, weaknesses include poor planning and scheduling, inadequate risk management, limited quality assurance systems, and informal organizational structures [4], [9]. Many firms lack formal corporate governance frameworks, internal control systems and standard operating procedures.

These capacity and technology gaps contribute to frequent time and cost overruns, disputes with clients, and reputational damage, which further diminish competitiveness relative to foreign firms.

Regulatory and Institutional Challenges

Nigeria's construction sector is governed by multiple institutions and regulations, including building codes, professional councils, procurement laws and environmental regulations. However, inconsistent enforcement, overlapping mandates and bureaucratic inefficiencies create uncertainty.

Lengthy approval processes for designs, permits and payments increase transaction costs and delay project delivery. Ambiguities in contract conditions and weak dispute resolution mechanisms create room for conflict and opportunistic behavior [1]. Indigenous firms with limited legal and negotiation capacity are particularly vulnerable to unfavorable contract terms and claims management.

Professional regulation and contractor registration systems sometimes lack robust monitoring of performance, allowing poorly performing contractors to continue operations without effective sanctions or support for improvement [7]. This undermines overall industry standards and can tarnish the image of indigenous firms collectively.

Governance, Corruption and Ethical Issues

Corruption is a pervasive challenge in Nigeria's public sector, and the construction industry is frequently cited as one of the most affected. Practices such as inflated bills of quantities, kickbacks, bid rigging and collusion distort competition and resource allocation.

Indigenous firms may face pressure to engage in unethical practices to secure contracts or expedite payments. Those unwilling or unable to participate in such practices may be sidelined, while those who do participate incur additional informal costs that eat into margins and incentivize cost-cutting on quality and safety.

Weak enforcement of anti-corruption laws and limited protection for whistleblowers perpetuate these behaviors. The result is an environment where transparent, performance-based competition is undermined, particularly harming smaller indigenous firms that lack political connections.

Macroeconomic Instability and External Factors

Macroeconomic conditions in Nigeria, including inflation, exchange rate volatility and fluctuations in public spending due to oil price shocks, significantly affect the construction sector. Increases in prices of imported materials and equipment create cost escalation risks that are not always adequately addressed in contracts.

Public sector budget cuts and delayed releases of funds lead to project suspensions and non-payment, affecting contractors' financial health. Indigenous firms, with smaller financial buffers and limited diversification, are less able to absorb such shocks compared to larger or multinational firms [5]. Security challenges in certain regions of the country further increase project risks, insurance costs and logistical difficulties, again disproportionately affecting smaller local firms.

Synthesis and Implications

Overall, the challenges faced by indigenous construction firms in Nigeria are multi-dimensional and interrelated. Financial constraints limit investments in technology and skilled personnel; capacity deficits contribute to poor performance; governance and corruption issues distort procurement outcomes; and macroeconomic volatility amplifies all these pressures [10], [11].

Using the resource-based view, indigenous firms' limited strategic resources (capital, technology, skills) explain their weaker competitive position. Institutional weaknesses in procurement, regulation and anti-corruption frameworks further entrench these disadvantages [12], [13].

The implications are significant for national development. If indigenous firms remain constrained, Nigeria's ability to build sustainable domestic capacity in construction is

weakened, leading to continued dependence on foreign firms, capital flight and limited local value addition. Therefore, addressing these challenges is not only a firm-level concern but also a policy priority [14], [15].

4. Conclusion

Indigenous construction firms in Nigeria occupy a central position in efforts to promote local content, employment and sustainable economic development. However, they face numerous challenges that constrain their performance and competitiveness. This paper, drawing on a review of existing literature, has highlighted key problem areas: limited access to finance and delayed payments; procurement systems and market structures that often favor foreign or politically connected firms; capacity gaps in skills, management and technology; complex and weakly enforced regulatory frameworks; pervasive corruption and unethical practices; and broader macroeconomic instability.

These intertwined challenges contribute to undercapitalization, poor project delivery, reputational issues and high business mortality among indigenous contractors. Without targeted interventions, indigenous firms may continue to occupy the lower end of the market and struggle to participate meaningfully in large-scale infrastructure projects.

Strengthening indigenous construction firms therefore requires coordinated efforts by government, financial institutions, professional bodies and the firms themselves to improve the operating environment, build capacity and foster ethical, performance-based competition.

Recommendations

Based on the reviewed evidence, the following recommendations are proposed:

1. Improve Access to Finance
 - a. Establish or strengthen dedicated construction industry development funds or guarantee schemes to provide medium- and long-term financing for indigenous firms at competitive interest rates.
 - b. Encourage banks to develop tailored financial products for contractors, supported by risk-sharing mechanisms and capacity-building in project appraisal.
 - c. Enforce timely payment policies in public projects, including interest on delayed payments and the use of escrow or project accounts.
2. Reform Procurement and Promote Fair Competition
 - a. Review prequalification criteria to balance the need for capacity with opportunities for qualified indigenous firms, including the use of lotting strategies and reserved quotas where appropriate and lawful.
 - b. Enhance transparency in procurement through e-procurement platforms, open publication of contract awards, and stronger oversight by civil society and anti-corruption agencies.
 - c. Enforce local content provisions that encourage joint ventures and partnerships between foreign and indigenous firms with clear capacity-building components.
3. Strengthen Capacity, Skills and Technology Adoption
 - a. Expand industry-focused training programmes for engineers, project managers and artisans, coordinated by professional bodies and tertiary institutions.
 - b. Provide incentives (tax breaks, grants, or subsidized equipment leasing) for indigenous firms to acquire modern equipment and adopt digital tools such as BIM, project management software and e-procurement systems.
 - c. Encourage mentoring schemes where large or foreign firms support indigenous firms through structured knowledge transfer in joint ventures and subcontracting arrangements.
4. Enhance Regulatory and Institutional Frameworks

- a. Streamline approval and permitting processes to reduce bureaucratic delays, using one-stop shops and digital platforms where possible.
 - b. Strengthen contractor registration and performance monitoring systems, linking future eligibility for public contracts to demonstrated performance, quality and compliance.
 - c. Improve dispute resolution mechanisms through construction-specific arbitration and adjudication frameworks to reduce project disruptions and litigation costs.
5. Combat Corruption and Promote Ethical Practices
 - a. Intensify enforcement of anti-corruption laws in the construction sector, with clear sanctions for both public officials and contractors involved in corrupt practices.
 - b. Promote codes of ethics and compliance programmes within construction firms, with support from professional associations.
 - c. Introduce whistleblower protection mechanisms and anonymous reporting channels for corruption and unethical behaviour in project procurement and execution.

Implementing these recommendations would help create a more enabling environment for indigenous construction firms in Nigeria, enhance their competitiveness, and contribute to sustainable national development.

REFERENCES

- [1] A. A. Aibinu and G. O. Jagboro, "The effects of construction delays on project delivery in Nigerian construction industry," *International Journal of Project Management*, vol. 20, no. 8, pp. 593–599, 2002.
- [2] M. O. Dada and G. O. Jagboro, "Core skills required of project managers in the Nigerian construction industry," *International Journal of Project Management*, vol. 30, no. 3, pp. 258–264, 2012.
- [3] O. J. Ameh and E. E. Osegbo, "Study of relationship between time overrun and productivity on construction sites," *International Journal of Construction Supply Chain Management*, vol. 1, no. 1, pp. 56–67, 2011.
- [4] K. T. Odusami and A. A. Oladapo, "Project planning and control practice of indigenous and expatriate contractors in Nigeria," *Journal of Construction*, vol. 1, no. 2, pp. 1–12, 2008.
- [5] G. I. Idoro, "Influence of quality performance on clients' patronage of indigenous and expatriate construction contractors in Nigeria," *Journal of Civil Engineering and Management*, vol. 16, no. 1, pp. 65–73, 2010.
- [6] B. A. Kolo and A. D. Ibrahim, "Technology adoption in Nigeria's construction industry: A focus on indigenous contractors," *Journal of Engineering, Design and Technology*, vol. 19, no. 5, pp. 1–18, 2021.
- [7] G. I. Idoro, "The influence of project documents on the outcome of construction projects procured by design–build in Nigeria," *Journal of Construction in Developing Countries*, vol. 17, no. 2, pp. 1–19, 2012.
- [8] C. Amadi, O. Duru, and A. Ogbonna, "Evaluation of public procurement procedures on project delivery in Nigeria," *Journal of Construction Business and Management*, vol. 2, no. 2, pp. 11–21, 2018.
- [9] A. Afolabi, O. Fagbenle, and T. Mosaku, "Barriers and prospects of construction SMEs in Nigeria," *Journal of Construction in Developing Countries*, vol. 23, no. 2, pp. 1–18, 2018.
- [10] S. Plattard, "Security in space: Should space traffic management also concern payloads management?," *Space Policy*, vol. 33, pp. 56–62, Aug. 2015, doi: 10.1016/j.spacepol.2015.02.005.
- [11] H. Barnard, T. Bromfield, and J. Cantwell, "The Role of Indigenous Firms in Innovation Systems in Developing Countries: The Developmental Implications of National Champion Firms' Response to Underdeveloped National Innovation Systems," in *Handbook of Innovation Systems and Developing Countries*, Edward Elgar Publishing, 2009. doi: 10.4337/9781849803427.00017.
- [12] V. Poltoratskaia and M. Fazekas, "Data Analytics for Anti-Corruption in Public Procurement," in *Routledge Handbook of Public Procurement Corruption*, Routledge, 2024, pp. 42–59. doi: 10.4324/9781003220374-6.
- [13] A. Hadjimanolis, "A Resource-based View of Innovativeness in Small Firms," *Technology Analysis & Strategic Management*, vol. 12, no. 2, pp. 263–281, Jun. 2000, doi: 10.1080/713698465.

-
- [14] T. J. Lebakeng, "Political Polarisation, Compromised Procurement and Poor Service Delivery in the Kingdom of Lesotho," in *Public Procurement, Corruption and the Crisis of Governance in Africa*, Springer International Publishing, 2021, pp. 205–222. doi: 10.1007/978-3-030-63857-3_11.
- [15] C. P. Ogbu, "Survival practices of indigenous construction firms in Nigeria," *International Journal of Construction Management*, vol. 18, no. 1, pp. 78–91, Jan. 2017, doi: 10.1080/15623599.2016.1277056.