



iDICE

Investment in Digital and Creative
Enterprises Programme

Terms of Reference (TOR) for

**Consultancy Services for Design and Supervision
Work: Rehabilitation of Regional Digital and
Creative Incubation Hub/Innovation Centres of
Excellence in Universities/Polytechnics (North West)**

under the

**Investment in Digital and Creative Enterprises
(iDICE) Programme**

Sector: Technology and Creative

Financing Agreement reference: 2000200005160

Project ID No.: P-NG-K00-009

14th August 2025]



1. Background

The Federal Government of Nigeria (FGN) has received financing from the African Development Bank (AfDB), Agence Française de Développement (AFD) and the Islamic Development Bank (IsDB) towards the implementation of the Investment in Digital and Creative Enterprises (iDICE) Programme¹. The objective of the iDICE Programme is to promote entrepreneurship, boost innovation, create jobs, enhance social development, and achieve economic transformation by fostering growth in the digital technology and creative ecosystem, building on brownfield investments and synergies with ongoing initiatives in Nigeria.

The iDICE programme comprises three major components that respond to specific gaps and build on existing initiatives in Nigeria's technology and creative ecosystem. Under Component 1 of the Programme, enterprise and skills development is key to the overarching objectives of the programme. The upskilling of Enterprise Support Organizations (ESOs) and start-ups i.e. Hubs and accelerators, through partnerships with universities and polytechnics that will host onsite innovation centres of excellence and digital labs that will improve access to training for youths.

Against the above background and as part of implementation arrangements, the iDICE Programme Coordination Unit (PCU) within the Bank of Industry (BOI) – the Executing Agency for the Programme appointed by the FGN – is seeking to engage the services of a **Consultant Firm for the Design and Supervision of Rehabilitation Work: Regional Digital and Creative Incubation Hub/Innovation Centres of Excellence (CoE) in Universities/Polytechnics (North West)**.

2. Objectives

The objective of this assignment is for design and supervision of work. This will cover selected regional digital and creative hubs/innovation CoE that will be rehabilitated and ensure compliance to contract requirements and for environmental and social risk management. The Firm shall undertake:

- I. A full assessment of current condition of the proposed hubs/CoE, undertake necessary design options analysis to determine the preferred option and, **(See annexure 1 for project site schedule)**
- II. Do a conceptual design for the rehabilitation work, specification and cost estimate

¹ More details about the iDICE Programme as documented in the Program Appraisal Report (PAR) can be accessed at <https://www.afdb.org/en/documents/nigeria-investment-digital-and-creative-enterprises-i-dice-program-project-appraisal-report>

- III. Based on proposed works, prepare an Environmental & Social Impact Assessment/Environmental and Social Management Plan (ESIA/ESMP) for the hubs
- IV. Assist PCU in preparation of Bidding Documents for Rehabilitation/work incorporating E&S considerations from the ESIA/ESMP and help through Evaluation process for future contracting of rehabilitation works.
- V. Supervision and project monitoring: Certify that works are done, and equipment purchased and installed, are in compliance with the contract including implementation of ESIA/ESMP during construction while ensuring proper arrangements for continuous implementation during operational phase of the hubs.
- VI. Consult with selected ESO aggregators and institutions to ensure that the design and concept of the digital and creative hubs are demand-driven and align with industry standards, delivering fit-for-purpose solutions that meet current and future market needs.

3. Scope of work

The consultancy will involve the following key activities:

Design Phase:

- Development of interior schematics design:
 - Site visits and meeting with the PCU and identified institution's team to finalise the overall concept, layout and functional requirements including mainstreaming E&S consideration into the design.
 - Prepare at least two (2) alternative concept plans/drawings/views/3D animations etc.
- Preparation of drawings and details of the interior space in consideration of all the necessary components that enhance safety and comfort in working spaces such as lighting, ventilation, storage and cabling needed for electricity, and any other component as deemed necessary.
- Detailed drawing: Preparation of the detailed design and construction drawings, including large scale and full-size details based on the approved design. This would include detailed interior designs for electrical, storage, lighting systems, ceilings, and various facilities. The designs submitted should include;
 - Design/as-built drawings
 - Technical specification of materials to be used
 - Stakeholder engagement:
- Consult with selected Entrepreneurial Support Organization (ESO) aggregators and institutions to ensure the design concept for the digital

and creative hubs is demand-driven, aligned with industry standards, and delivers fit-for-purpose solutions that meet current and future market needs.

- Validate design proposals, and incorporate feedback to create functional, scalable, and sustainable hub designs that optimize usability, technology integration, and operational efficiency.
- A proposed work plan and delivery schedule
- Preparation of Environmental and Social Assessment/Environmental and Social Management Plan (ESIA/ESMP) for the rehabilitation and operation of the hubs..
- Budget and Cost
 - Preparation of the cost estimates and budget breakdown for each space and room
 - Bill of Engineering Measurements (BEME)/Bill of Quantity (BoQ) and specifications for each space

The Bill of Quantities shall be explicit covering all items of work. It should be as exhaustive as possible to avoid changes, additions, deletions and substitutions during execution and therefore the undesired disputes and claims. The detailed technical and materials specifications should be part of the Bill of Quantities.

Procurement of Contractor (Rehabilitation works) Phase:

- The Consultant will be responsible for assistance in preparation of Bidding Documents for the Civil Works incorporating E&S considerations, including technical specifications, bill of quantities and bid drawings and estimates of all works and materials envisaged
- Support the PCU with the final bid documents
- Provide technical inputs during the pre-bidding phase for any additional requirements.
- The consultant shall assist the procurement team in evaluating the bids submitted by various bidders

Contract Administration and Construction Supervision Phase:

The consultant will administer the civil works contract and supervise the day-to-day civil works on site following construction supervision procedures based on sound international practices to:

- (i) ensure that the Project is constructed in accordance with the provision of the civil works contracts;
- (ii) monitor the completion of the Project within the agreed program and budget and to the quality standards and safeguard provisions stipulated in the Contracts;

- (iii) monitor compliance with the safeguard requirements and ensure that adequate mitigation measures have been taken during the implementation of the Project;
- (iv) maintain communication with stakeholder and help identify and resolve emerging issues and complaints; and
- (v) advise the PCU on matters concerning implementation of the Project
- (vi) Support the PCU in establishing the grievance redress mechanism for the project and its dissemination to the affected stakeholders. The consultant shall also support in the resolution of grievances and reporting on the status of complaint resolution.
- (vii) Ensure all construction equipment is mobilized by the Contractors in accordance with the work programs/Contracts and inspect the Contractors' equipment;
- (viii) Advise PCU on all matters concerning implementation of the Contracts including quality control, work progress, implementation issues, dispute resolution, adjudication or litigation, amendments to the contract, contract termination, certification of payments
- (ix) Identify, on the basis of the project, performance indicators and the targets to be monitored during the implementation of the project and shall establish systems for collecting data and statistics for such monitoring;
- (x) Ensure that prepared ESIA/ESMP is being implemented during construction phase and sustainable arrangements made for continuous implementation during operational phase.

4.0 EXPECTED OUTPUT (DELIVERABLES) AND DELIVERABLES

Reports requested from the consultant under this section, represent a base for monitoring the quality and dynamics of performance under the Services.

Deliverables, including a suggested indicative due date, are the following:

S/N	DELIVERABLE	DESCRIPTION	ESTIMATED DUE DATE
1	Inception report	The report shall include initial findings, detailed Description of Site and unpriced BEME/BoQ, and work plan	D + Week 2
2	Final and approved design and ESIA/ESMP report	The final design report package shall present the previous reports	D + Week 12

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		incorporating all revisions deemed necessary arising from comments received from the Client. Priced BEME/BoQ and ESIA/ESMP report	
	Technical Support for Bid Drafting	Provide Technical Assistance to the procurement committee with the drafting of bidding document	D + Week 34
	Project Monitoring: reports	The consultant will prepare supervisory and update monthly progress report on the basis the Contract. Management Plan (CMP) template	D + week – 56
	Draft project completion report,	Development of final report	D + week 58

Where D is the contract signature date and the number of days reflect calendar days added to the contract signature date

The Consultant shall prepare comprehensive reports for the iDICE programme through the Programme Coordination Unit (PCU). The reports should be well organized, data-driven, and presented in a clear and easily understandable format.

5.0 CLIENTS INPUT AND DURATION

The PCU shall provide all relevant project reports, documents, etc. relating to the project and qualified counterpart personnel to work in close coordination with the consultant.

The services will be provided for four (4) calendar weeks for the design phase, two (2) calendar weeks for Technical Assistance for Bid drafting, two (2) calendar months for

the supervision of rehabilitation work phase with a reduced number of personnel during the Defects Liability Period (DLP).

6.0 MINIMUM QUALIFICATION AND EXPERIENCE

- The firm must be a legally registered architectural, engineering, or multidisciplinary consultancy firm with valid registration in the country of operation.
- Must possess current practicing licenses and be in good standing with relevant professional regulatory bodies (e.g., ARCON, COREN, FMEEnv accreditation, etc.).
- Minimum of **10 years** of continuous operation in architectural design and construction supervision.
- Demonstrated experience in the **design and supervision of at least three (3) similar projects** in the last 7 years. Similar projects include: ***“Creative hubs, Innovation or tech hubs, Cultural centres, Co-working spaces, Educational or institutional buildings with creative or collaborative functions”***
- Proven capacity to deliver detailed architectural and engineering designs using industry-standard software (e.g., AutoCAD, Revit, BIM tools).
- Proven capacity to prepare and implement ESIA/ESMP
- Ability to supervise construction works and ensure compliance with design, quality, and safety standards.
- Experience with community engagement and stakeholder consultation is an added advantage.

Key Personnel

The firm must have the following professionals either in-house or as part of a consortium:

- **Lead Architect:** Registered architect with at least 10 years of experience and a portfolio of creative or cultural projects.
- **Project Manager:** With at least 8 years of experience in managing multidisciplinary design and construction projects.
- **Structural Engineer:** Registered with at least 7 years of experience.
- **MEP Engineer:** With experience in sustainable and smart building systems.
- **Interior Designer / Space Planner:** With experience in creative or collaborative environments.
- **Quantity Surveyor:** For cost estimation and control.
- **Health & Safety Officer:** Certified in construction site safety and compliance.
- **Environmental and Social Safeguards Specialists:** For preparation of ESIA/ESMP

References and Documentation

- At least **three (3) client references** from similar completed projects.

- Portfolio of past projects with photos, drawings, and completion certificates.
- CVs of key personnel.

7.0 CLIENT CONTRIBUTION: The PCU shall provide the Firm for the duration of the assignment relevant support as may be deemed required.

8.0. METHOD: Quality and Cost Based Selection (QCBS)

9.0 Confidentiality

All data and information obtained during the project must be treated as confidential and used solely for the purpose of this project.

10 Conflict of Interest

Consultant(s) will be required to highlight any areas where there is a potential conflict of interest and should propose mechanisms to resolve or manage these conflicts. This will not be regarded as a negative feature of an application, in as much as the BOI iDICE PCU is satisfied that any conflicts will be handled in a manner consistent with the interests of the project. Wherever possible, prospective Consultant(s) should follow technical, operational and commercial best practices in managing potential conflicts.

Prospective Consultant(s) should note that failure to disclose any material conflict of interest that is subsequently identified in the assessment process will be regarded as a significant negative feature. For joint ventures, the lead partner must have the power of attorney.

ANNEXURE 1

SCHEDULE OF PROJECT SITES

S/N	REGION	INSTITUTION	TYPES OF HUBS	PROJECTS LOCATION
1	North West	Nigerian Defence Academy		Kaduna
		Ahmadu Bello University		Zaria

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		Bayero University		Kano
		Federal University Dutse		Jigawa
		Al-Qalam University		Katsina
		Usman Danfodio University		Sokoto
		Kebbi State University		Kebbi
		Air force Institute of Technology, Kaduna		Kaduna
		Hassan Usman Katsina Polytechnic		Katsina
		Kaduna Polytechnic		Kaduna
		Nigeria College of Aviation Technology		
		Umaru Ali Shinkafi Polytechnic Sokoto		Sokoto