



4th Floor, The Clan Place
Plot 1386a, Tigris Crescent, Maitama, Abuja, Nigeria
Tel: +234 (0) 809 046 0440, +234 (0) 9904 0035
E-mail: info@nsia.con.ng

www.nsia.com.ng

REQUEST FOR EXPRESSION OF INTEREST (REOI) FOR THE PROVISION OF CONSULTANCY SERVICES FOR THE DESIGN OF A UNIFIED OPERATING SYSTEM AND STANDARD OPERATING PROCEDURES (SOP) FOR THE PROPOSED NIGERIA INFRASTRUCTURE FINANCE AND GUARANTEE (NIFG) GROUP FOR NSIA

PROJECT: NIGERIA INFRASTRUCTURE FINANCE AND GUARANTEE PLATFORM (P182128)

REF NO: NG-NSIA-541014-CS-QCBS

1. ABOUT NIGERIA SOVEREIGN INVESTMENT AUTHORITY (NSIA)

The Nigeria Sovereign Investment Authority (NSIA) is an investment institution established by the NSIA (Establishment, Etc) Act 2011 and co-owned by all the federating units of Nigeria. The Authority was established to achieve three broad mandates, which essentially are to:

- build a savings base for the Nigerian people
- enhance the development of Nigerian infrastructure, and
- provide stabilization support in times of economic stress.

These mandates are to be achieved through the management and investment of three statutorily fixed and ring-fenced funds, via the Nigeria Infrastructure Fund, the Future Generations Fund, and the Stabilization Fund.

2. PROJECT OVERVIEW

The Nigeria Sovereign Investment Authority (NSIA), in partnership with the World Bank Group, is in the process of establishing the proposed Nigeria Infrastructure Finance and Guarantee (NIFG) Group: a purpose-built, full-stack de-risking platform that moves infrastructure projects through an integrated conveyor belt of bankability under a consolidated Group structure.

To mobilize private capital at scale, the NIFG Group functions through four distinct but interlinked institutional Facilities:

- Project Preparation Facility (PPF)** – The "Factory": Revolving fund dedicated to financing pre-investment activities to ensure project bankability.
- Viability Gap Fund (VGF)** – The "Bridge": Specialized entity designed to bridge the affordability gap for priority social projects.
- Risk Capital Facility (RCF)** – The "Investor": Catalytic, risk-tolerant arm providing anchor equity, quasi-equity and first loss capital.
- Credit Guarantee Vehicle (CGV)** – The "Guarantor": Final link. Provides a comprehensive suite of credit enhancement products to de-risk senior debt.

To transition from strategy to implementation, the NSIA seeks a highly experienced firm ("The Consultant") to design the Group's Unified Operating System - a comprehensive suite of Standard Operating Procedures (SOPs) that governs the lifecycle of infrastructure interventions across each of the four ring-fenced but interlinked NIFG subsidiaries.

3. SCOPE OF SERVICES

The scope of services includes but is not limited to:

- Establish Group-Wide Governance and Control:** Create a cohesive operational architecture where data, decisions, and projects flow seamlessly across the four Facilities.
- Develop Facility-Specific SOPs:** Draft detailed operational manuals for each Facility.
- Design the Unified Deal Flow:** Define the inter-Facility eligibility gateways, hand-off protocols, and information-sharing mechanisms that allow a project to move through the NIFG conveyor belt.
- Develop Standardized Reporting Templates and Protocols:** Develop consistent reporting

templates and performance monitoring protocols for internal and external stakeholders.

- Benchmark against Global Best Practice:** Validate the resulting control framework against comparable Development Finance Institutions (DFI) operating models.

Detailed Terms of Reference (ToR) will be provided to shortlisted firms at the Request for Proposal (RFP) stage.

4. ELIGIBILITY REQUIREMENTS

Interested consulting firms must meet the following minimum eligibility requirements to be considered:

- Demonstrated experience in the design and implementation of operating models, governance frameworks, and standard operating procedures for DFIs, infrastructure funds, guarantee institutions, or other complex financial platforms.
- Proven institutional capacity for the development of unified operating systems and facility-specific SOPs across multi-entity or multi-facility platforms.
- Evidence of experience in governance, risk management, and fiduciary control frameworks, including familiarity with requirements applicable to World Bank Group's supported or donor-funded projects.
- Demonstrated understanding of the Nigerian institutional, regulatory, and infrastructure financing context, including familiarity with public-sector governance environments, the World Bank Group Environmental and Social Framework (ESF) and international good practices.

5. REGISTRATION AND SUBMISSION GUIDELINES

Interested firms must be duly registered on the NSIA Procurement Vendor Management System (PVMS).

- Firms that are already registered on the PVMS should ensure that their profiles and supporting documents are up to date.
- New firms are required to register on the PVMS via pvms@nsia.com.ng. All due diligence and eligibility reviews will be conducted through the PVMS platform.
- EOIs must be submitted electronically via PVMS as a PDF clearly marked:

"EXPRESSION OF INTEREST (EOI) FOR THE PROVISION OF CONSULTANCY SERVICES FOR THE DESIGN OF A UNIFIED OPERATING SYSTEM AND STANDARD OPERATING PROCEDURES (SOP) FOR THE PROPOSED NIGERIA INFRASTRUCTURE FINANCE AND GUARANTEE (NIFG) GROUP FOR NSIA"

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- The submission deadline is **12:00 hours on Monday, 4th May, 2026**. Late submissions will not be accepted.

Interested firms that meet the eligibility requirements are required to submit the following information and documentation as part of their Expression of Interest:

- A company profile outlining relevant expertise and experience;
- A summary of similar assignments executed in the past ten (10) years and;
- Confirmation of interest and availability to undertake the assignment.
- Where an Expression of Interest is submitted by a

Joint Venture (JV) or association, firms must clearly indicate the composition of the JV, nominate a lead firm, and outline the roles of each participating firm.

6. IMPORTANT NOTICES

i. Conflict of Interest

The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16, and 3.17 of the World Bank Group Procurement Regulations for Investment Project Financing (IPF) Borrowers, Seventh Edition, September 2025 ("Procurement Regulations"), which set forth the World Bank Group's policy on Conflict of Interest.

Consultants shall ensure that they, their affiliates, or their personnel do not have any actual, potential, or perceived conflict of interest as defined under the Procurement Regulations.

No additional conflict-of-interest requirements specific to this assignment have been identified at this stage.

ii. Associations / Joint Venture

Consultants may associate with other firms to enhance their qualifications and expertise but must clearly indicate whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all partners shall be jointly and severally liable for the entire contract, if selected, and the joint venture shall nominate a lead firm authorised to act on behalf of the association.

iii. Selection Method

A Consultant will be selected in accordance with the Quality- and Cost-Based Selection (QCBS) method, as set out in the World Bank Group Procurement Regulations.

iv. Key Experts

Key Experts will **NOT** be evaluated at the EOI stage. At the Request for Proposals (RFP) stage, the shortlisted firms will be required to propose suitably qualified and experienced Key Experts with relevant professional qualifications and experience appropriate to the assignment. Membership of recognised international or national professional bodies will be considered an added advantage.

v. Further Information

Further information may be obtained from the NSIA Procurement Unit via email through: procurement@nsia.com.ng during official working hours **08:00 to 17:00 (WAT)**.

vi. Disclaimers

- Only shortlisted firms will be invited to the next stage of the procurement process;
- NSIA reserves the right to verify all claims and to reject submissions at any stage if false information is detected;
- This invitation does not constitute a commitment on the part of NSIA to award any contract; and
- NSIA shall not be responsible for any costs incurred in connection with the submission of EOIs.

Signed:

Nigeria Sovereign Investment Authority (NSIA)