



**iDICE**

Investment in Digital and Creative  
Enterprises Programme

## **Terms of Reference (TOR)**

**for**

**Consultancy Services for Aggregator for Enterprise  
Support Organisations (ESOs) to Administer Centres  
of Excellence in Nigerian Universities & Polytechnics**

**For the South East Region**

**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**

**[Insert Publication Date]**



## 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) Programme<sup>1</sup>. 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.

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 Aggregator for Enterprise Support Organisations (ESOs) to Administer Startup Enterprise Centres in Nigerian Universities & Polytechnics in the South East Region under the iDICE Programme**.

## 2. Objectives

The primary objective of this consultancy is to establish a mechanism to aggregate, match, and monitor the role of ESOs as technical partners to brownfield enterprise centres in Nigerian Universities and Polytechnics. This includes administering iDICE-specific activities in these centres to deliver creative and digital skills training and providing startup incubation services for SMEs within these environments and across both the tech and creative sectors.

These digital and creative centres for skills training and startup enterprise support in both the tech and creative sector is a critical part of the first component of the iDICE programme: Skills and Enterprise Development. The aim of this component is to provide young people (15-35 years old) with learning and upskilling opportunities and support the incubation of startups. This will be driven by centres which would be classified as Centres of Excellence, with relevant private sector players working in partnership with pre-selected Universities in Nigeria who meet the criteria and are able to host trainings in these areas.

The Aggregator must also assign in at least one state in the South East region, the following centres for the following specific purposes:

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<sup>1</sup> 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>

1. A Virtual Reality Learning Centre to serve Senior Secondary School students for accelerated learning outcomes.
2. A Gaming Hub to be established in collaboration with the National Sports Commission (NSC).
3. A Creative Hub established in collaboration with the Federal Ministry of Art, Culture, Tourism and the Creative Economy (FMACTCE)

### **3. Scope of work**

The Consultancy will involve the following key activities:

- a) **Selection Criteria:** Develop a criteria and protocol for applications, verification and selection of ESOs based on relevant gap assessments, reports, studies and other programme relevant documents for the skills and enterprise component of iDICE.
  - The criteria will be based on geographical spread and skills needs across basic, intermediate and advanced levels in the tech and creative sectors.
  - The criteria will be detailed and specific enough to align with the relevant gap assessments, studies, programme documents and research addressing the skills gap in the tech or creative sector in Nigeria.
  - Criteria is approved by the National Universities Commission (NUC), the National Board for Technical Education (NBTE) and the Programme Coordination Unit (PCU) of the iDICE programme.
  - The ESOs are required to be endorsed by at least one participating university or polytechnic before they apply. This endorsement will state that the ESO and the university or polytechnic are willing to work together in delivering the programme, if the ESO is selected by the aggregator.
- b) **Application Process:** Coordinate a process where ESOs apply and are selected based on the pre-approved criteria. This involves:
  - Application platform set up and deployed.
  - Verification of applicants.
  - Selection of qualified applicants as ESOs.
- c) **Matching Process:** Matching selected ESOs with pre-selected universities and polytechnics that match the specific offerings of the pre-selected Universities and polytechnics that have endorsed the ESO who has applied to administer the programme within the university.

- d) **On boarding of ESOs:** Execute an on boarding process for selected ESOs to assure standardization of project delivery, assign tasks and timelines.
- e) **Monitor Delivery of Project:** Monitoring ESOs and their administering of the programme within the universities.
- f) **Reporting:** Prepare a comprehensive report that includes the methodology, findings, analysis, benchmark comparisons, and recommendations. The report should be well-organised, data-driven, and presented in a clear and easily understandable format.

#### **4. Qualification and Experience**

Key qualifications and experience required for this Consultancy include:

- a) At least 5 years' experience in administering innovation hubs, enterprise support projects and tech/creative SME support labs or centres.
- b) At least 5 years of cognate experience in education, technology, curriculum development and training in the tech/creative Sector.
- c) Prior experience with coordinating activities of ESOs and innovation hubs across the country.
- d) Proven relationships with a network of ESOs and innovation hubs across the country.
- e) Experience in providing quality comprehensive analytical reports.
- f) Proven experience working with the public sector.
- g) Experience working with multilateral organisations and development finance institutions preferred.
- h) Evidence of a strong management team with an understanding of the Nigerian technology or creative ecosystem.
- i) Experienced operational staff and robust middle- and back-offices.
- j) Proven existing relationships and network with relevant local and international industry players.
- k) Must possess a clear geographic understanding of the various states in the South East Region of Nigeria.
- l) Must show presence across at least 3 states in the South East region of Nigeria.

#### **5. Reporting and Deliverables**

The Consultant shall prepare comprehensive reports that are well-organized, data-driven, and presented in a clear and easily understandable format for the iDICE

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programme, to be submitted to the Programme Coordination Unit (PCU). The Consultant shall submit the following deliverables:

S/N	Deliverable	Description	Timeline*
1.	Inception Report	<ul style="list-style-type: none"> <li>An inception report detailing relevant gap assessments, studies, programme documents and research addressing the skills gap in the tech or creative sector in Nigeria, as well as the selection criteria or protocol for application by prospective ESOs.</li> </ul>	D+14 days (2 weeks)
2.	Report on Application and Matching Process	<ul style="list-style-type: none"> <li>A report detailing the process for application and verification of applicants, and a list of selected qualified applicants as ESOs.</li> <li>A fully functional application platform i.e., application platform set up and deployed</li> </ul>	D+56 days (8 weeks)
3.	Report on boarding of ESOs	<ul style="list-style-type: none"> <li>Report of ESOs' on boarding process as well as on boarded ESOs, including trainings and project monitoring activities.</li> </ul>	D+77 days (11 weeks)
4.	Completion Report for Centres of Excellence Set up and Monitoring	<ul style="list-style-type: none"> <li>Completion report showing training process, outcomes and COEs set up</li> </ul>	D+245 days (35 weeks)

\*D = Day of Contract Execution with Consultant

### 6. Proposed Payment Milestones

S/N	Milestone Deliverable	Payment
1.	Inception Report	10% upon submission of inception report and approval of selection criteria
2.	Report on Application and Matching Process	35% upon approval of reporting documents
3.	Report on boarding of ESOs	30% upon approval of reporting documents
4.	Completion Report for Centres of	25% upon approval of report

	Excellence Set up and Monitoring	
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## 7. Duration

The specified duration of the consultancy shall be for a maximum of **thirty-six (36) weeks**. Any need for extension should be communicated to the PCU in writing and with justifications stated.

## 8. Eligibility Criteria

The following requirements are applicable to companies/firms that are bidding either as a single firm or a consortium of firms from Nigeria. For a consortium of firms domiciled in Nigeria, the lead member **MUST** meet the requirements / provide the documents stipulated.

### 8.1. Legal and Compliance Requirements

- a) Company / organizational profile; registered address(s), official/functional emails, telephone numbers and point of contact for the company / organization
- b) Evidence of legal registration with the Corporate Affairs Commission (CAC).
- c) Memorandum and Articles from CAC07 (i.e. Particulars of Board of Directors) and Form CAC02 (i.e. Particulars of Shareholders).
- d) Evidence of relevant operating licence(s).
- e) Evidence of registration with professional organizations and regulatory bodies.
- f) Evidence of possession of experience for the assignment.
- g) Provide reference letters from at least three (3) reputable organizations, attesting to active or past business relationship and level of performance (the letters or lists must have relevant addresses, contact persons, telephone numbers and emails) for due diligence confirmation.
- h) Clearance Certificate from National Pension Commission as evidence of compliance with the Pension Reform Act, 2014.
- i) Clearance Certificate from the Industrial Training Fund (ITF) as evidence of compliance with Industrial Training Fund Amendment Act, 2011.
- j) Evidence of Registration with BPP National Database of Contractors, Consultants and service providers.
- k) Sworn affidavit indicating that all documents submitted are genuine and verifiable.

### 8.2. Financial and Tax Requirements

- a) Audited Financial Statement for the last three (3) years
- b) Tax Clearance Certificate for the last three (3) years
- c) Evidence of VAT registration

**Firms that are registered outside Nigeria shall submit relevant legal and compliance documents as applicable to their countries of jurisdiction. Additionally, firms must meet requirements that demonstrate sufficient local knowledge.**

## **9. Confidentiality**

All data and information obtained during the consultancy 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.

## **11. Environmental and Social Management Plan (ESMP)**

Each aggregator to demonstrate internal capacity to develop an ESMP. The ESMP will be developed along with each university/polytechnic appropriate to the scale of activities at each digital hub. The ESMP will cover pre-setup activities and operations of the hub during the operational phase. The ESMP will be reviewed and cleared by the Bank, disclosed by the national environmental authority before commencement of works.