



iDICE

Investment in Digital and Creative
Enterprises Programme

**Terms of Reference (TOR) for
Development of an Enterprise Support Organization
Training Program and Training Activity under the
Creative Enterprise Support Organization Program
(CESOP)**

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

**Sector: Technology and Creative
Financing Agreement reference: 2000200005160
Project ID No.: P-NG-K00-009**

19th of May 2025



BANK OF INDUSTRY
...transforming Nigeria's industrial sector.

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.

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 Development of an Enterprise Support Organization Training Program and Training Activity under the Creative Enterprise Support Organization Program (CESOP)** in collaboration with the Federal Ministry of Arts, Culture.

The CESOP consists of 4 key program:

- I. Hackathon and Creative Competitions
- II. Startup Voucher Program
- III. Startup Incubation Program
- IV. Enterprise Support Organization Training Program.

The program will be conducted across all 6 Geo-Political Zones, with multiple vendors participating in the execution of the Hackathons and Creative Competitions Program, each covering a **maximum of 2** zones.

2. Objectives

The main objective of this assignment is to develop a comprehensive ESO Training Program under CESOP, with the following goals:

- Identify key weaknesses and ascertain gaps in services offered in enterprise support structures within the creative sectors in each of Nigeria's 6 Geo-Political Zones.
- Select promising ESOs for placement in the training program through a review process considering the following factors: (i) Unique competencies, (ii) Prior track

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>

records, (iii) Operational Capabilities, (iv) Client Testimonials (if any), and finally (v) Management Team and Vision

- Design a program that develops the capacity of the selected ESOs. The program must include: (i) Capacity Building Sessions and Workshops, (ii) Direct one on one Needs Analysis sessions for each ESO, (iv) Monitoring and Evaluation programs through a Test-Phase period in which ESOs implement support services for their sector
- Plan, Direct, and Organize the implementation of the ESO Training Program on behalf of the FMACT&CE.

3. Scope of work

The scope of work for this assignment includes, but is not limited to:

a) Needs Assessment and ESO selection

1. Conduct a comprehensive sectoral review uncovering key weaknesses in the support structures as well as service gaps in offerings by existing ESOs within the creative economy.
2. Isolate specific service areas (e.g., funding, mentorship, capacity building) that ESOs can strengthen in creative enterprises.
3. ESO Review and Selection:
 - i. Invite ESOs to submit proposals demonstrating their unique competencies, track records, operational capacity, and vision.
 - ii. Evaluate applications against predefined criteria, including testimonials, team strength, and unique competencies and service offerings.
 - iii. Finalize the selection of ESOs for the training program.

b) ESO Training Program Outlining, Design, and Development

1. Create a modular training curriculum focused on governance, financial sustainability, sector-specific expertise, and innovation.
2. Develop interactive training methods, such as workshops, case studies, and peer learning.
3. Define the sequence and duration of capacity-building sessions, needs analysis, test phases, and evaluations.
4. Establish monitoring and evaluation (M&E) frameworks to track ESO progress and program impact.
5. Develop a system for spot checks and independent quality assurance to validate reported results.

c) Develop the capacity of selected ESOs and address their specific needs

1. Hold Capacity Building Workshops training ESOs on governance, financial models, and program innovation.
2. Provide sector and sub-sector specific insights tailored to creative industries (e.g., intellectual property, digital marketing).
3. One-on-One Needs Analysis: Conduct individual sessions with ESOs to develop organization specific, curated development plans.

d) Test-Phase Implementation and Monitoring

1. Pilot Program Rollout: ESOs implement their improved programs for creative enterprises, testing real-world applicability.
2. Track performance against KPIs and collect feedback from stakeholders.
3. Provide periodic support and refine interventions based on observed outcomes.

4. Minimum Qualification and Experience

- a) Proven expertise in Incubator and Accelerator programs.
- b) Experience with capacity-building and training programs, particularly in job creation or workforce development contexts.
- c) Familiarity with Nigeria's creative and cultural industries.
- d) Strong understanding of logistical planning, operational management, data collection, skill development, and processes
- e) Demonstrated ability to integrate M&E systems into broader program frameworks.

5. Reporting and Deliverables

The consultant/team will report to the CESOP Strategy Committee and work closely with representatives from the Federal Ministry of Arts, Culture, Tourism, and the Creative Economy. Regular progress updates will be required to ensure alignment with program goals.

The consultancy is expected to take approximately 24 months, divided into distinct phases. Each phase will focus on specific deliverables to ensure the successful design, implementation, and evaluation of the hackathons and creative competitions. The following table outlines the deliverables, their descriptions, and the corresponding timelines:

| S/N | Deliverable | Description | Timeline |
|-----|-------------------|--|------------|
| 1. | Diagnostic Report | Highlight challenges for creative sector enterprises and | Months 1-2 |

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| | | opportunities for ESO involvement. | |
| 2. | Selecting Cohort of ESOs | Select cohort of ESOs for the program. | Month 3 |
| 3. | Comprehensive Training Program Curriculum | Develop comprehensive training program curriculum and materials. | Month 4 |
| 4. | Tools for Gap Analysis, ESO Selection, and M&E | Create tools for gap analysis, ESO selection, and monitoring & evaluation. | Month 4 |
| 5. | Detailed Program Timeline and Implementation Plan | Develop a detailed program timeline and implementation plan. | Month 4 |
| 6. | Customized Development Plans | Create customized development plans for each ESO. | Month 4-10 |
| 7. | ESO Pilot Program Results and Feedback Reports | Document ESO Pilot program results and feedback reports. | Month 10-12 |
| 8. | Monitoring Data | Highlight ESO progress and challenges through monitoring data. | Month 12-22 |
| 9. | End-of-Program Report | Compile an End-of-Program Report consisting of cohort growth/challenges, and results of Pilot Program implementation. | Month 22-24 |

6. Duration

The estimated duration of the service shall be for a maximum of **[24 Months]**. Any need for extension should be communicated to the PCU in writing and with justifications stated.

7. Confidentiality

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

8. 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.