



iDICE

Investment in Digital and Creative
Enterprises Programme

**Terms of Reference (TOR) for
Development and Implementation of a Startup
Voucher Program 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.

a) 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 for the **Development and Implementation of a Startup Voucher Program under the Creative Enterprise Support Organization Program (CESOP)**.

b) Objectives

The main objective of this assignment is the design, management, and implementation of a Startup Voucher Program under CESOP with the following goals:

- Facilitate access to relevant resources and services for startups within the creative sector to address crucial needs with regards to infrastructure access, product/service development, and business creation.
- Integrate voucher disbursement through two streams:
 - i. CESOP's incubation program
 - ii. Startups that apply for placement in the voucher program.
- Ensure effective tracking of voucher utilization and impact on startups' growth and outcomes through monitoring frameworks.

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>

c) Scope of Work

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

A. Program Design and Framework Development

1. Design a voucher program framework to support startups in key areas such as:
 - i. Product Development and Prototyping
 - ii. Marketing and Customer Acquisition
 - iii. Operational and Legal Support
 - iv. Access to infrastructure and equipment (co-working spaces, software licenses, industry tools and equipment).
2. Clearly define eligibility criteria and application processes for startups.
3. Establish guidelines for voucher disbursement and monitoring.
4. Design a logistical disbursement strategy for the distribution of Startup Vouchers and related services.
5. Engage in partnerships with service providers for startup voucher fulfilment.

B. Startup Voucher Program Implementation

1. Launch a call for applications targeting startups meeting CESOP Startup Voucher Program selection criteria.
2. Review applications and select startups for voucher allocation with input from relevant ESOs and the CESOP Strategy Committee.
3. Disburse vouchers in accordance to startup needs and program guidelines and specifications.

C. Startup Voucher Program Monitoring and Evaluation

1. Develop tools for tracking voucher utilization, disbursement, and impact.
2. Conduct periodic reviews to assess startup progress, voucher impact, necessary disbursement, with the aim of increasing voucher usage and impact.
3. Regularly collect feedback from both startups and service providers to further refine the program.

D. Reporting and Sustainability Planning

1. Compile and an End-of-Program report, detailing voucher usage, startup outcomes, efficacy of service providers, and program impact.
2. Outline recommendations for future changes and scaling.

d) Minimum Qualifications and Experience

The consultant/team should have the following qualifications:

- Proven experience and track record in designing and implementing startup funding mechanisms or similar programs.

Network and partnerships demonstrated through strong network of industry connections and partnerships with other stakeholders (e.g., investors, mentors, entrepreneurship networks etc.) is essential and additional resources and support to the startups.

Capacity and resources including financial, human, and technical, to effectively implement the voucher program. This includes having a skilled team and the infrastructure to manage the program.

- Expertise in the creative economy and familiarity with Nigeria's business landscape.
- Strong understanding of financial management, operational planning, and resource allocation.
- Demonstrated ability to integrate M&E systems into program frameworks with existing systems in place to track progress, evaluate outcomes, and provide transparent reporting.

e) Reporting

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.

f) Deliverables

The consultant/team will be responsible for delivering the following:

1. Voucher program framework, including eligibility criteria, application process, and disbursement guidelines.
2. Application and selection tools for startups.
3. Agreements with service providers to support voucher implementation.
4. Monitoring tools and templates for voucher utilization.
5. Periodic progress reports on startup performance and program impact.
6. End-of-Program Report, including results, challenges, and recommendations.

g) Duration

The consultancy is expected to take approximately 6 months, divided into the following phases:

S/N	Month	Phase	Deliverables
1.	Month 1	Program Design Phase	Develop the voucher program framework. Establish partnerships with service providers. Define application processes and selection criteria.
2.	Month 2	Startup Selection Phase	Launch the call for applications. Review applications and select eligible startups. Finalize voucher allocation plans.
3.	Month 3-5	Program Implementation Phase	Disburse vouchers and onboard startups into the program. Monitor voucher utilization and startup progress. Provide ongoing support through ESOs and service providers.
4.	Month 6	Evaluation and Reporting Phase	Conduct final reviews of voucher usage and startup outcomes. Prepare and submit the End-of-Program Report with recommendations for scaling and sustainability. Report, including recommendations for sustainability and future scaling.

The estimated duration of the consultancy service shall be for a maximum of **[6 Months]**. Any need for extension should be communicated to the PCU in writing and with justifications stated.

h) Confidentiality

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

i) 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.

j) Criteria for Partner Hubs

Hubs to be selected for this activity must meet the following criteria:

Criteria	Description
Sector Focus	Must align with the specific sectors targeted by the iDICE Programme-Technology and Creativity
Sector Experience	Must have a track record of projects

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	Executed relevant to the activity.
Sector Performance and Portfolio	Must have a strong reputation of Performance in the tech or creative Ecosystems.
Team Composition	Must have working team with Requisite experience and competence.
Potential Impact	Potential to impact tech and Creative startups based On present operational Strength.