

Terms of Reference (TOR)



iDICE

Investment in Digital and Creative
Enterprises Programme

Consultancy Services

for

**Enterprise Support Organization Capacity
Development for Improved Startups Service
Delivery to Technology Hubs in Nigeria**

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

Sector: Technology and Creative

Financing Agreement reference: 2000200005160

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

15th July 2026



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 for Enterprise Support Organizations Capacity Development for Improved Start-ups Service Delivery in Nigeria**.

2. Objectives

The main objective of this assignment is to strengthen capacity of ESOs to deliver quality services to technology start-ups in Nigeria, with the following goals:

- Carry out a diagnostic assessment to identify key weaknesses and ascertain gaps in services offered in enterprise support structures within the tech sector in Nigeria.
- Select promising ESOs for placement in the training program through a review process considering the following factors: (i) Unique competencies, (ii) Prior track records, (iii) Operational Capabilities, (iv) Client Testimonials (if any), and finally (v) Management Team and Vision
- Design and implement capacity building of the selected ESOs. The program must include: (i) Training Sessions and Workshops, (ii) Direct one on one Needs Analysis sessions for each ESO, (iv) Monitoring and Evaluation programs
- Develop and Coordinate a Test-Phase period in which beneficiary ESOs implement start-up service for their sector through business development, mentorship, workspace services etc.
- Plan, Direct, and Organize the implementation of the ESO start-up service delivery Program.
- Prepare a plan outlining measures to mitigate potential environmental and social impact, including social safeguards, monitoring and reporting requirements

3. Scope of Work

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>

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 Tech sector.
2. Isolate specific service areas (e.g., funding, mentorship, capacity building) that ESOs can strengthen in tech-based 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 a minimum of **40 ESOs** for the training program using the selection criteria set in table below:

Selection criteria for ESO selection:

Criteria	Description
Sector Focus	Evaluates the alignment of the ESO's offerings and key sector focus to the programme's objectives
Sector Experience	Evaluates the adequacy of the ESOs viz industry presence and reputation, number of years operational in sector and number of executed projects (portfolio)
Sector Performance and Portfolio	Evaluates the reputation and performance of organization in relation to industry benchmarks
Team composition	Evaluates the organizational structures and team composition of the organization for adequacy viz: - Technical competencies - Experience
Potential Impact	Evaluate ESOs current/potential impact for adequacy viz: - Tech start-ups and tech-enabled businesses being supported - Potential of ESOs to make significant impact to start-ups entrepreneurs, etc.

B. ESO Training Programme 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 for a minimum of 40 ESOs on governance, financial models, program innovation and start-up service delivery support.
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

1. ESOs will implement their start-up service support program by testing real-world applicability.
2. Integrate Beneficiary ESOs into a comprehensive framework outlining services to be delivered, including but not limited to:
 - Business Development Services (BDS): Business planning, financial management, legal/regulatory compliance, marketing strategies, product development, and market linkages.
 - Mentorship Services: One-on-one mentorship, group coaching, and specialised support for female-led start-ups.
 - Workspace Services: Access to co-working spaces, meeting rooms, internet connectivity, and shared infrastructure.
3. Implement a voucher-based intervention to enable affordable and structured access to BDS and workspaces. **(Eligibility criteria, voucher value, redemption process).**
4. Beneficiary ESOs to support a minimum of **10 start-ups, ensuring 40% female-led representation within the region. Of the 10 Start-ups, a minimum of 5% start-ups shall be start-ups from vulnerable and marginalized groups “such as At Risk**

Youth, PWDS, Displaced Persons, Youth Not in Employment, Education or Training (NEET Youths)”.

5. Define application processes, selection criteria and on boarding of selected start-ups.
6. Prepare guidelines for delivery of support, including mentorship, workspace access, and voucher intervention.
7. Integrate Enterprise Support Organizations (ESOs) and tech partner services into the framework, detailing roles, onboarding requirements, and contractual arrangements.
8. Develop an Environmental and Social Management Plan (ESMP) to address potential environmental and social risks, including safeguards and reporting requirements.

E. Monitoring and Evaluation

1. Track performance against KPIs and collect feedback from stakeholders.
2. Provide periodic support and refine interventions based on observed outcomes.
3. Establish robust monitoring frameworks to track BDS delivery, measure impact on start-up growth, and document outcomes.

Note that selection of beneficiaries and workshop events should spread across the Country, as much as feasible.

4. Minimum Qualification and Experience

The consultant/team should have the following qualifications:

- 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) Proof of the availability of experienced technical and operational staff with requisite certifications.
- d) Familiarity with Nigeria's creative and cultural industries.
- e) Strong understanding of logistical planning, operational management, data collection, skill development, and processes.
- f) Demonstrated ability to integrate M&E systems into broader program frameworks.

5. Reporting and Deliverables

The consultant/team will report to the iDICE Programme Coordination Unit (PCU). 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,

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implementation, and evaluation of the hackathons and creative competitions. The following table outlines the deliverables, their descriptions, and the corresponding timelines:

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

S/N	Month	Description	Timeline
1.	Diagnostic Report	Highlight challenges for creative sector enterprises and opportunities for ESO involvement.	Months 1-2
2.	Selecting Cohort of ESOs	Tools for Gap Analysis, ESO Selection, and M&E. Select cohort of ESOs for the program using the selection criteria set in this ToR.	Month 3
3.	Develop a comprehensive Training Program Curriculum	Develop comprehensive and customized training program curriculum and materials for each ESO.	Month 4
4.	Execute training programme to build capacity of selected ESOs and address their specific needs	Conduct training and capacity program for ESOs.	Month 4-10
5.	Pilot ESO start-up support Program	Develop a comprehensive start-up business support test programme Launch call for applications, review and select 10 start-ups per beneficiary ESO (40% female-led). Of the 10 Start-ups, a minimum of 5% start-ups shall be start-ups from vulnerable and marginalized groups “such as At Risk Youth, PWDS, Displaced Persons, Youth Not in Employment, Education or Training (NEET Youths)”. Document ESO start-up support Pilot program through business development mentorship, work space services etc.	Month 10-22

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S/N	Month	Description	Timeline
		Monitor results and feedback reports. Highlight ESO progress and challenges through monitoring data.	
6.	End-of-Program Report	Compile an End-of-Program Report consisting of cohort growth / challenges, and results of Pilot Program implementation. Reporting shall disaggregate participation data by gender and vulnerable status.	Month 22-24

6. Duration

The estimated duration of the consultancy shall be for a maximum of **twenty-four (24) months**.

7. Confidentiality

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

8. Gender and Inclusion

The iDICE Programme is committed to promoting gender equity and social inclusion in all aspects of its operations. The programme aims to ensure equal opportunities for men, women, and marginalized groups, and to promote inclusive and equitable access to digital and creative enterprise development. All partners, contractors, and stakeholders are expected to adhere to this commitment, ensuring that all activities and services are designed and delivered in a way that is fair, respectful, non-discriminatory and inclusive regardless of gender, disability, ethnicity, religion, Youth Not in Employment, Education or Training (NEET Youths)

9. 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.

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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.