

Terms of Reference (TOR)



Investment in Digital and Creative
Enterprises Programme

Consultancy Services

for

**Independent Monitoring, Evaluation and Learning
(MEL) Firm**

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

Sector: Technology and Creative

Financing Agreement reference: 2000200005160

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

21st September 2026



1. Background

The Federal Government of Nigeria (FGN), through the Bank of Industry (BOI) is **implementing the Investment in Digital and Creative Enterprises (iDICE) Programme**, a strategic initiative designed to promote entrepreneurship, innovation, investment and job creation within Nigeria's digital technology creative industries. 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. The programme is jointly financed by the African Development Bank (AfDB), Agence Française de Développement (AFD), Islamic Development Bank and the Federal Government of Nigeria and is implemented by the Bank of Industry through a dedicated Programme Coordination Unit (PCU).¹ As part of implementation arrangements, the iDICE Programme Coordination Unit has established a comprehensive Monitoring, Evaluation and Learning (MEL) system to track implementation progress, measure achievement of development outcomes, support evidence-based decision making, and satisfy donor reporting requirements.

As implementation expands across multiple implementing partners, fund managers, financial institutions, consultants, beneficiaries and ecosystem actors nationwide, the Programme seeks to engage the services of an **Independent Monitoring, Evaluation and Learning (MEL) Firm** to provide technical support throughout the remaining implementation period.

The firm shall complement and not replace the monitoring and evaluation functions of the Programme Coordination Unit by providing independent technical expertise, objective assessments, verification of programme results, specialized evaluation services and strategic learning support.

2. Objectives

The overall objective of this assignment is to strengthen programme performance, accountability and learning through independent monitoring, evaluation and verification of programme implementation and results.

Specific objectives include:

- Conduct independent monitoring of programme activities across all programme components.

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>

- Verify outputs, outcomes and results reported by implementing partners, consultants and services providers.
- Conduct field monitoring missions throughout programme implementation.
- Evaluate programme effectiveness, efficiency, relevance, coherence, sustainability and impact.
- Verify programme data and assess data quality.
- Conduct beneficiary verification exercises and satisfaction surveys.
- Assess implementation bottlenecks and recommend corrective actions.
- Conduct thematic evaluations, generate lessons learned and best practices.
- Support the preparation of the final programme evaluation.
- Strengthen knowledge management across the Programme.

3. Scope of Work

The consultant shall provide independent Monitoring, Evaluation, Learning and Verification services covering all programme components, implementing partners, financial intermediaries, consultants, beneficiaries and activities financed under the programme.

The scope of work for this assignment shall include, but not be limited to:

A. Performance Monitoring and Performance Assessment

The Consultant shall independently monitor implementation of programme activities to assess progress against approved work plans, implementation schedules, contractual milestones and expected programme outputs.

Activities shall include:

1. Monitoring implementation progress across all programme components.
2. Reviewing implementation performance against approved annual work plans.
3. Assessing implementation risks, bottlenecks and mitigation measures.
4. Monitoring the performance of implementing partners, consultants and fund managers.
5. Assessing compliance with programme implementation arrangements.
6. Identifying implementation challenges and recommending corrective actions.

B. Results Verification: The Consultant shall verify programme outputs, outcomes and results reported by the Programme Coordination Unit, implementing

partners, fund managers and other service providers. Verification activities shall include documentary reviews, field visits, beneficiary validation, stakeholder consultations and other appropriate verification methods to confirm the accuracy and credibility of reported results. Where discrepancies are identified, the Consultant shall document the findings and recommend corrective measures.

- C. Data Quality Assurance:** The consultant shall periodically assess the quality of programme data and monitoring systems to ensure that reported results are accurate, complete, reliable, timely and supported by verifiable evidence.
- D. Evaluations:** The consultant shall undertake independent evaluations to assess programme performance and results. Evaluations may include outcome evaluations, process evaluations, final programme evaluations etc. All evaluations shall be conducted in accordance with internationally recognized evaluation standards and shall assess, where appropriate, relevance; effectiveness, efficiency, coherence, sustainability, and impact.
- E. Surveys, Research and Learning:** The Consultant shall undertake surveys and analytical studies to generate evidence that supports programme learning and decision-making. These may include beneficiary satisfaction surveys, stakeholder perception surveys and/or special studies requested by the PCU. The Consultant shall synthesize findings into practical recommendations and learning products for programme improvement.
- F. Knowledge Management and Learning:** The consultant shall support the programme's learning agenda by documenting and disseminating knowledge generated throughout implementation. This shall include preparation of case studies, learning briefs, facilitation of learning and reflection workshops, documentation of lesson learned and recommendations for future programming.
- G. Technical Advisory Support:** The consultant shall provide technical advisory services to the Programme Coordination Unit on monitoring, evaluation and learning matters. They shall also provide technical advice during supervision missions, programme reviews and strategic planning exercise as required. Furthermore, they shall compile evidence supporting reported programme achievements for review by co-financiers.
- H. Capacity Strengthening:** The consultant shall strengthen institutional capacity within the Programme Coordination Unit and among implementing partners through coaching, mentoring and formal training.
- I. Cross-Cutting Themes Assessment:** The consultant shall assess the extent to which programme interventions effectively integrate and promote cross-cutting

priorities including gender equality; youth inclusion, disability inclusion, environmental sustainability, climate resilience, social inclusion etc.

4. Methodology and Implementation Approach

The Consultant shall propose an appropriate mixed-methods approach combining quantitative and qualitative techniques, including document reviews, stakeholder consultations, field verification, surveys, key informant interviews, focus group discussions and data analysis. The proposed methodology shall be aligned with internationally recognized evaluation standards and demonstrate how evidence will be triangulated to ensure the credibility and reliability of findings.

The consultant shall adopt a collaborative approach to implementation while maintaining professional independence throughout the assignment. They shall work closely with the Programme Coordination Unit, implementing partners and other relevant stakeholders to facilitate access to information and programme activities. However, all monitoring, verification and evaluation findings shall remain objective, evidence-based and independent.

5. Reporting and Deliverables

The Consultant shall report administratively to the National Coordinator of the iDICE Programme and shall work under the day-to-day technical supervision of the Monitoring and Evaluation Specialist or such other officer designated by the Programme Coordination Unit.

The Consultant shall collaborate closely with relevant members of the Programme Coordination Unit and participate in programme review meetings, technical sessions, supervision missions and other meetings as required.

The table below outlines the deliverables, their descriptions, and the corresponding timelines:

S/N	Month	Description	Timeline
1.	Inception Report	Consultant shall submit an inception report outlining their understanding of the assignment, proposed methodology, detailed workplan, staffing schedule, risk assessment, quality assurance plan; and reporting schedule.	D + Four (4) weeks
2.	MEL Framework and Annual Work Plan	The Consultant shall develop a comprehensive Monitoring, Evaluation and Learning Framework for the assignment together with an Annual Work Plan detailing planned monitoring, verification, evaluation and learning activities.	D + Eight (8) weeks

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S/N	Month	Description	Timeline
3.	Quarterly Monitoring Reports	The Consultant shall submit Quarterly Monitoring Reports summarizing, progress of programme implementation; verification of reported results; key findings; risks and implementation challenges; recommendations for corrective action; and emerging lessons.	Quarterly
		Data Quality Assessment Reports The Consultant shall conduct periodic Data Quality Assessments and submit reports assessing, accuracy; completeness; reliability; timeliness; consistency; and Integrity of programme data. Each report shall include recommendations to strengthen data quality and programme reporting systems.	
		Evaluation Reports The Consultant shall prepare evaluation reports as required during programme implementation, including, final programme evaluation report; and thematic evaluation reports, where requested by the PCU.	
		Surveys and Research Reports The Consultant shall prepare reports arising from beneficiary surveys, stakeholder perception surveys, enterprise assessments and other research activities undertaken during the assignment.	
		Learning and Knowledge Products The Consultant shall prepare knowledge products throughout the assignment, including, learning briefs; case studies; success stories; and lessons learned reports. These products shall support adaptive programme management and knowledge sharing among programme stakeholders.	

S/N	Month	Description	Timeline
		Capacity Building Reports Following each training or capacity strengthening activity, the Consultant shall submit a brief report summarizing, training objectives; participants; topics covered; key outcomes; recommendations; and follow-up actions.	
4	Annual Monitoring Reports	The Consultant shall submit Annual Monitoring Reports summarizing, progress of programme implementation; verification of reported results; key findings; risks and implementation challenges; recommendations for corrective action; and emerging lessons.	Annually

All submitted reports shall be in English in both editable and PDF formats.

6. Minimum Qualification and Experience

The consultant shall be a legally registered consulting firm with demonstrated expertise in monitoring, evaluation, learning, programme performance assessment and advisory services for large scale development programmes.

The consultant shall demonstrate the technical and managerial capacity to undertake complex, multi-sectoral assignments involving multiple stakeholders, implementing partners and geographically dispersed interventions.

The consultant shall further demonstrate:

- A.** A minimum of ten (10) years' experience in providing monitoring, evaluation and learning services for development programmes.
- B.** Successful completion of at least five (5) assignments of similar nature, scope and complexity within the last ten (10) years.
- C.** Demonstrated experience in designing and implementing monitoring systems, programme evaluations, data quality assessments and results verification exercises.
- D.** Experience working on programmes funded by institutions such as the African Development Bank (AfDB), World Bank, Islamic Development Bank (IsDB), Agence Française de Développement (AFD), European Union (EU), United Nations (UN) agencies, USAID, FCDO or similar organizations.

- E.** Demonstrated experience in private sector development, entrepreneurship, digital economy, innovation ecosystems, MSME development, access to finance or related sectors.
- F.** Experience working in Nigeria or similar operating environments.

7. Duration

The initial contract shall be for a period of twenty-four (24) months, with the possibility of extension based on programme requirements, availability of funding and satisfactory performance.

8. Quality Assurance

The consultant shall establish an internal quality assurance system to ensure that all deliverables are technical sound, evidence-based and subjected to appropriate peer review prior to submission.

9. Confidentiality

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

10. 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)

11. 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.