

## Call for Expression of Interest

# Business Incubation for Toilet Business Owners in Nigeria

**CEF/NGA/2025/014**

### 1 Timeline

Posted	Jul 29, 2025
Clarification Request Deadline	Aug 6, 2025
Application Deadline	Aug 12, 2025
Notification of Results	Aug 25, 2025
Start Date	Sep 1, 2025
End Date	Jul 30, 2027

### 2 Locations

- A Nigeria
  - a Lagos
  - b Abuja Federal Capital Territory

### 3 Sector(s) and area(s) of specialization

- A WASH and Environment
  - a Basic sanitation

### 4 Issuing Agency

UNICEF

### 5 Project Background

Access to basic sanitation remains a significant challenge in Nigeria, with millions of people lacking proper facilities. According to recent data, 1 in 4 Nigerians (or 48 million people) practice open defecation. This issue disproportionately impacts low-income households and marginalized communities, where affordable sanitation options are limited or non-existent. Poor sanitation directly contributes to health risks such as the spread of diarrheal diseases, which are among the leading causes of child mortality in the country. Additionally, inadequate sanitation hinders economic development and reduces school attendance, especially among young girls who often avoid schools without safe, private facilities. In the sanitation and hygiene sector, weak prioritization and funding have resulted in low demand and public driven supply, coupled with the lack of awareness of opportunities in the sector that keep markets from forming. Sanitation challenges are compounded by barriers to service provision and business sustainability in the sector. Entrepreneurs in sanitation face significant obstacles, including lack of access to financing, limited technical capacity, and inadequate market infrastructure to support sustainable service delivery. For Toilet Business Owners (TBOs), who serve as the primary providers of affordable sanitation services in many rural communities and urban slums, these barriers make it difficult to scale their businesses, expand their services, and contribute to the broader goals of

improving sanitation access. In view of the above, UNICEF is seeking to partner with a reputable organization to provide incubation support to sanitation entrepreneurs, locally known as Toilet Business Owners (TBOs). Since 2016, UNICEF has supported more than 600 TBOs across Nigeria to offer affordable sanitation services, many of which have shown good viability (see Annex A for more details on UNICEF's programme with TBOs). By empowering TBOs through training, mentorship, and access to sanitation loans, the programme aims to overcome the core barriers faced by these business owners, enabling them to deliver affordable, quality sanitation services to underserved communities. The incubation component will build the capacity of TBOs to operate sustainably, grow and reach more households in Nigeria.

## 6 **Expected Results**

The overall objective of the assignment is to strengthen the capacities of at least 20 TBOs expand their businesses via geographic expansion or increasing the number of customers that benefit from affordable sanitation services. Success parameters – By the end of the partnership we expect, at a minimum: • Average monthly toilet sales per TBO increase by  $\geq 30\%$  over baseline. • Geographical reach: at least 50 % of participating TBOs operate in one new LGA or informal settlement beyond their 2024 footprint. • Business viability:  $\geq 70\%$  of cohort TBOs record positive net cashflow for  $\geq 6$  of 12 months post-incubation. These indicative targets will be refined and finalized with the partner during inception. As this is intended to be a partnership agreement between UNICEF and the selected firm, the partner is expected to provide contribution in the form of financial contribution or in-kind contribution.

## 7 **Indicative Budget**

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## 8 **Other Information**

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## 9 **Selection Criteria**

Name	Description	Weight
Other	<p>Technical Proposal: ■ Based on the proposed timetable, scope of work and deliverables in the Call for EOI, a proposal outlining the understanding of the assignment, the detailed approach and methodology, tentative work plan, and schedule is required. At the minimum, technical proposals must include:</p> <ul style="list-style-type: none"> <li>o The design and duration of the training and coaching component of the programme will be proposed by the partner. Details on the proposed content of the incubation programme and examples of what will be covered in each module must be included.</li> <li>o A detailed follow-up plan for the businesses selected after the initial incubation process, with associated timelines.</li> <li>o A proposed list of indicators, including indicators to monitor the growth of the TBOs, and indicators to evaluate the incubation programme.</li> <li>o Details on how the monitoring and evaluation will be conducted.</li> <li>o Documents to be developed for knowledge management (incl. minimum requirements outlined in the Call for EOI).</li> </ul> <p>■ Profiles and CVs of the team members listing similar experiences/assignments, highlighting those focused business incubation. ■ At least two examples of the organization's engagement in similar activities and assignments, outlining the work conducted ■ Two references from previous partners that have been supported for business incubation (email address and phone number) ■ Two references from businesses previously supported (email address and phone number)</p>	70

Other	Financial Proposal: ■ A financial proposal with a breakdown of all costs to be charged to UNICEF, and the partner contribution (financial or in-kind; if the latter, pls quantify the value in Nairas). ■ This includes the estimated number of working days, staff costs outlining the staff position, all office administrative costs, travel costs, as well as any additional requirements needed to execute on the partnership or that might have an impact on the cost or submission of the deliverables. Travel expenses should be based on the most direct route and economy fare. Quotations for business class fare will not be considered. The financial proposal shall be evaluated based on the proposed plan for conducting the incubation process. The costs proposed must be reasonable and offer the best value for money to deliver on the partnership objectives. The total amount of points allocated for the price component is 30.	30
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## 10 **Attachments**

Description	URL
Call for EOI: Business Incubation for Toilet Business Owners. Request for c	<a href="#">Download the document here</a>

## 11 **Concept Note Template**

[Download the document here](#)

## 12 **For more information on this partnership opportunity, and to apply, please visit**

[UN Partner Portal](#)