

OneSky



onesky.org



The Care Economy
Knowledge Hub

the-care-economy-knowledge-hub.org

Profiling Businesses in the Care Economy

The care economy consists of paid and unpaid labor and services that support caregiving in all its forms. In Africa, Asia and Latin America, women spend between three to five times as many hours on unpaid care and domestic work as men. This represents 80 percent of a household's total hours devoted to unpaid care work.

Care economy businesses can help recognize, redistribute, reduce and reward – also known as the 4 Rs – unpaid and paid care and domestic work in the following ways:



Recognize: Initiatives that increase visibility and recognition of paid and unpaid care and domestic activity as "productive" work that creates real value and contributes to economies and societies.



Redistribute: Services and initiatives that redistribute care work from individuals to public and private sector entities, and redistribute care and domestic work within the household.



Reduce: Products and initiatives that reduce the time spent on and burden of unpaid care and domestic work.



Reward: Products, services and initiatives that ensure that care and domestic workers are paid fairly and have professional growth potential. This provides them with financial reward and security.

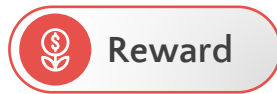
The Care Economy Knowledge Hub aims to address the knowledge gap around care businesses by showcasing various business models and creating a resource base for relevant stakeholders. It also aims to raise awareness and increase knowledge of the state of impact-driven care economy business models and attract a broad range of funders to invest in care economy solutions by showcasing opportunities. These business profiles are intended to showcase said potential investment opportunities. They have been created from information and data provided by the business itself.

This project is supported by Canada's International Development Research Center, in partnership with the Soros Economic Development Fund at the Open Society Foundations. Building on their track record and commitment to transforming the care economy and mobilizing finance for gender equality, they have jointly launched this action research program to help transform the care economy through impact business and investment.

Executive Summary



Recognize



Reward

OneSky is a global non-profit organization that provides responsive care,¹ early education, and training to vulnerable children in China, Hong Kong, Mongolia, and Vietnam.² In Vietnam, OneSky trains home-based childcare (HBC) workers who provide caregiving services to children of low-income migrant workers. The majority of migrant workers are women who are employed in factories across Vietnam's industrial zones. Since 1998, OneSky has trained over 75,878 caregivers and impacted 274,521 children across Asia. In Vietnam, OneSky has trained 1,315 HBC providers in 5 provinces, impacting the lives of over 35,000 vulnerable children. In 2021, OneSky generated a revenue of US\$ 9,370,698 through grants and donations. OneSky has 138 full-time employees.

Enterprise Stage:
Mature

Year Established:
1998



Enterprise Type:
Non-profit

Women Owned/Led:*

- Founded by at least 1 woman
- At least 51% owned by women
- At least 30% women in senior leadership (executive level/c-suite positions)

*According to 2X "women entrepreneurship" and "women leadership" criteria; [2X Challenge Criteria](#)

¹ Responsive caregiving refers to the ability of the caregiver to notice, understand, and respond to the child's signals in a timely and appropriate manner. It also focuses on children's health, nutrition, safety, and security.

² Incorporated in the United States, OneSky operates in all regions through subsidiary entities.

1. About The Enterprise

1.1 Problem

Vietnam has witnessed rapid industrialization over the last 2 decades, with the sector increasing from 25% to 42% in 2009. Rapid industrialization in cities and a lack of work opportunities in rural areas have resulted in large-scale rural to urban migration. Most migrants in Vietnam (6.4 million, or 55.4%) are women, resulting in the 'feminization of migration.'³ As a result, there is a high demand for early childhood education institutions in the country, as many migrant women have young children and work long hours in factories.⁴

Public kindergartens are often inaccessible to low-income migrant workers due to their limited capacity, cost, and the need for household residency requirements.⁵ Therefore, migrants (who do not have permanent residency) cannot send their children to school.⁶ The only other option, private preschools, are even more expensive. Data suggests that migrant families have a higher rate of out of school children aged 5 and above than that of non-migrant families: 1.2 times higher at the age of 5, 1.6 times higher at primary school age and 1.7 times higher at lower secondary age.⁷

Affordable home-based childcare (HBC)⁸ centers have emerged in response to this high demand (and limited supply) of childcare. The Ministry of Education and Training of Vietnam estimates that there are over 16,000 HBC providers (also called private childcare centers) in Vietnam. In industrial zones, most young children (under age 6) attend HBC centers. This rapidly growing sector is led by local entrepreneurial women. Women run independent childcare groups in existing, rented, or upgraded home facilities. However, many of these HBC managers do not have early childhood education qualifications and lack managerial experience.⁹ Support from public education institutions on early childhood education teaching

³ Tran, T., & Doan, T. (2010). *Industrialization, economic and employment structure changes in Vietnam during economic transition*.

⁴ UNICEF. (2017). *The Apparel and Footwear Sector and Children in Vietnam*. <https://www.unicef.org/vietnam/media/1461/file/The%20Apparel%20and%20Footwear%20Sector%20and%20Children%20in%20Viet%20Nam.pdf>

⁵ Vietnam has a household registration requirement. For migrants the household registration is broken into 4 categories- KT1, KT2, KT3, KT4 depending on the permanent or temporary residency.

⁶ Duong, L. B., Linh, T. G., & Thao, N. T. P. (2021). *Social protection for rural-urban migrants in Vietnam: current situation, challenges and opportunities*. Social Protection in Asia.

⁷ UNICEF (2017). *Policy Brief: Situational analysis of children in Ho Chi Minh City, Viet Nam 2017*. https://www.unicef.org/vietnam/sites/unicef.org.vietnam/files/2018-07/Final_Policy_brief_HCM_Eng.pdf

⁸ Home-based childcare is a form of non-parental child care that takes place within the home of either the child or the provider, as opposed to a center.

⁹ Vietnam National Institute of Educational Sciences. (2016). *Survey Report: Actual Situation and Management Mechanism of Independent, Private Child Care Groups in Viet Nam*. <https://www.unicef.org/vietnam/media/1446/file/Conducted%20in%20densely%20populated%20areas.%20%20Industrial%20zones%20and%20ethnic%20minority%20areas.pdf>

is irregular and ineffective.¹⁰ While the Division of Training and Education does organize training for the HBC managers, it has several shortcomings. For example, it is organized during regular working hours and is restricted to very small groups of participants.¹¹

As a result, HBC centers are of variable quality. Recent surveys at the centers revealed that early child education curriculums were not uniformly followed, children often watched television for many hours a day, or safety and child protection issues were identified.¹² UNICEF recently reported that 52% of children in the poorest areas of Vietnam are not receiving the early stimulation and responsive care they need for healthy development.¹³ However, with few childcare options, working parents often resort to leaving their children at HBC centers (even if they are unlicensed or unsafe).

1.2 Solution

OneSky's program builds the capacities of HBC providers through comprehensive training, support programs, and professional development networks. These enable them to deliver high-quality childcare and early learning to young children. Launched in 2016, the key features are as follows:

- **Curriculum development:** OneSky's evidence-based curriculum was built on 'responsive caregiving.' The World Health Organization (WHO) recommends responsive caregiving for all infants and children to ensure early childhood development. OneSky's curriculum strengthens responsive relationships between HBC caregivers and children. The curriculum includes modules on responsive care, child brain development, social-emotional learning, reading and language development, trust and attachment, play and discovery, health and nutrition, daily care routines, etc. OneSky's approach is to enhance HBC's abilities to promote child-centered play and discovery, create safe and nurturing learning environments, practice age-appropriate communication, engage parents and families, and stimulate healthy cognitive, physical, linguistic, and social-emotional development.
- **Professional development support through training, certification, and networks:** The organization's blended approach consists of training, an in-person and virtual HBC visit,

¹⁰ Vietnam National Institute of Educational Sciences. (2016). *Survey Report: Actual Situation and Management Mechanism of Independent, Private Child Care Groups in Viet Nam*. <https://www.unicef.org/vietnam/media/1446/file/Conducted%20in%20densely%20populated%20areas.%20%20industrial%20zones%20and%20ethnic%20minority%20areas.pdf>

¹¹ Vietnam National Institute of Educational Sciences. (2016). *Survey Report: Actual Situation and Management Mechanism of Independent, Private Child Care Groups in Viet Nam*. <https://www.unicef.org/vietnam/media/1446/file/Conducted%20in%20densely%20populated%20areas.%20%20industrial%20zones%20and%20ethnic%20minority%20areas.pdf>

¹² Vietnam National Institute of Educational Sciences. (2016). *Survey Report: Actual Situation and Management Mechanism of Independent, Private Child Care Groups in Viet Nam*. <https://www.unicef.org/vietnam/media/1446/file/Conducted%20in%20densely%20populated%20areas.%20%20industrial%20zones%20and%20ethnic%20minority%20areas.pdf>

¹³ UNICEF. (2021). The State of the World's Children 2021 Interactive Dashboard and Statistical Tables. <https://data.unicef.org/resources/sowc-2021-dashboard-and-tables/>

and an online learning platform. OneSky conducts a training program consisting of 20 classroom sessions, conducted over a period of 9 months. The organization's trainers also conduct in-person and virtual HBC visits to monitor the quality of services and coach care providers (if needed). Coaches use a checklist that covers information on safety measures, learning environments, teacher interactions, etc.

Trainees can access an online learning platform called 1BigFamily, which offers an on-demand, digital, early childhood education (ECE) content library. They can also access an active community of HBC peers, trainers, and local and global ECE experts. Upon graduation, HBC providers receive a certificate co-signed by OneSky and the provincial Department of Education and Training (DOET). Trainees can also access lifelong professional development through an annual conference, 1BigFamily, and post-training courses.

- **Advocacy and systems changes through government partnerships:** OneSky relies on government partnerships to drive systemic changes. In 2018, OneSky (in partnership with the Da Nang provincial government and DOET) launched a pilot HBC provider training program. The program aimed to support women who operate HBCs to improve the quality of childcare for migrant factory workers. The partners set up a model learning center, “The Early Learning Center” at Da Nang’s industrial park. The center serves as the national training hub and hosts government officials interested in learning OneSky’s approach. The center also provides daily care needs to 250 children of migrant workers. Based on the successes of the HBC training at the divisional level, Vietnam’s Ministry of Education and Training (MOET) has invited OneSky to introduce the HBC training program in 18 new provinces. Provinces were chosen due to their high density of industrial zones and will undergo a training of trainers (TOT) pilot in 2023. As part of this phase, OneSky and MOET have hired a technical expert to form a working group on the development of the “Guidance on the Implementation of Early Childhood Education in Independent Private Child Care Groups Nationwide.” This document will serve as the early childhood education standard in HBC centers across the country.

1.3 Customer Segment

Customer Segment	Product / Service Provided	Paid / Unpaid
Home-based childcare providers	<p>Training, certification, and networks:</p> <p>Home-based childcare providers can upgrade their knowledge on early childhood care and education through training programs. Programs use a blended learning approach that combines classroom sessions with hands-on coaching and online learning.</p> <p>The trainees receive the certification co-signed by the Department of Education and Training and OneSky. Afterwards, they have access to online and offline networks.</p> <p>The HBCs are supported by the OneSky trainers through visits, conferences, and workshops.</p>	<p>Unpaid</p> <p>Home-based childcare providers do not pay for the training program.</p> <p>This is supported by OneSky's philanthropic partners.</p>
Government institutions	<p>Training of trainers and technical assistance to governments, to implement the training programs:</p> <p>In 2022, the Ministry of Education and Training partnered with OneSky on TOT's, who will then train the HBC managers.</p>	<p>Paid (in-kind)</p> <p>Government departments have contributed in-kind to OneSky. In the past, the provincial Department of Education in Da Nang has paid for the land and construction costs of early learning centers.</p>

1.4 Team And Governance Structure

OneSky has 138 full-time employees and 8 part-time employees. Currently, 95% of the full-time staff are women. The team works across many departments, such as: Programs, Operations, Impact, Engagement and Development departments.

OneSky has a total of 15 board members, 6 of whom are women. OneSky also has 10 advisory members, 6 of whom are women.

1.5 Enterprise Policies

Policy	Yes / No
Overall HR Policy	Yes
Equal pay for equivalent work policy	Yes
Non-discrimination / Equal employment opportunity / Diversity and inclusion policy (gender, LGBTQ, PWD, etc.)	Yes
Anti bullying and sexual harassment policy / Respectful workplaces	Yes
Whistleblower policy / Employee grievance mechanism	Yes
Maternity / Paternity leave policy	Yes
Safeguarding policies for vulnerable groups (children, elderly, PWDs)	Yes
Safeguarding policies for the environment or to reduce detrimental impact on the environment (covers reducing carbon footprint, reduced water consumption etc.)	No

2. Impact

2.1 Mission Statement

OneSky's vision is a world where every young child has access to quality care and education. OneSky seeks to achieve its vision by training communities and caregivers to provide nurturing, responsive, care and early education. This unlocks the vast potential hidden in the world's most vulnerable children.

2.2 Intended Impact

OneSky's work is directed towards the following Rs:

- OneSky's work has led to increased **recognition** of HBC caregivers. OneSky's partnership with the government has highlighted the learning and training needs of HBC providers. Vietnam's Ministry of Education and Training formally invited OneSky to scale-up the HBC provider training to an additional 19 provinces. OneSky's partnership with the government, including the training of trainers, Early Learning Centers, and the 'Guidance on the Implementation of Early Childhood Education in Independent Private Child Care Groups Nationwide,' has generated solutions to supporting HBCs.

- OneSky has led to enhanced **rewards** for HBC caregivers through training and certification. Evidence suggests that OneSky's training program has enabled HBC providers to deliver quality childcare (including improvements in physical environments at the centers) and increased childcare-child interactions. Further, training components on communication have resulted in better relationships amongst staff and parents.
- By strengthening affordable and quality childcare services, OneSky also indirectly contributes to **reducing** the time spent by low income women on childcare via supporting **redistribution** to external providers within its network.

2.3 Monitoring And Measurement

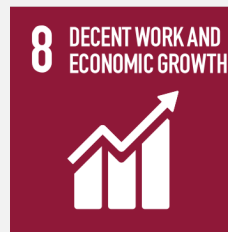
- OneSky has a comprehensive monitoring and measurement mechanism embedded in the program throughout all organizational levels. At the program level, OneSky has developed a monitoring toolkit that includes a mobile-friendly KoboToolbox survey and Google Sheets package. This is used to measure training attendance and session implementation. OneSky monitors HBC visit details, pre/mid/post-training HBC provider knowledge, and behavioral change outcomes. An HBC home visit monitoring checklist was developed with a recommendation from the Harvard T.H. Chan School of Public Health.
- OneSky has developed an automated Looker studio¹⁴ (a live dashboard that analyzes and visualizes collected data for use by frontline trainers and program managers) to assess program progress, improve program quality, and guide future program implementation. Data management and downloadable reports are available on this dashboard. In addition, OneSky publishes mid-year and annual impact briefs that consolidate impact data from OneSky's areas of operation.
- The HBC training program has been independently evaluated by Pressors from Harvard T.H. Chan School of Public Health and the Research and Training Centre for Community Development (RTCCD) Vietnam (in 2019-2020). The findings showed high HBC provider satisfaction, sustained positive improvements in childcare quality, better provider to child interactions, promising spillover effects with other caregivers, and improved child development (including early learning composite scores).
- OneSky is currently developing a new data management app. This app would measure child attendance, meals, activity tracking, and tuition calculation. Trained HBC providers will then use the app to help them reduce the time spent on tracking this information manually. This will combat inaccurate or missing data. The collected data will support the HBCs in keeping track of, streamlining, and improving their financial management, child attendance, and meal schedules. The data will also provide OneSky with useful insights into HBC challenges.

¹⁴ Looker Studio, formerly Google Data Studio, is an online tool for converting data into customizable informative reports and dashboards introduced by Google.

2.4 Results To Date

- OneSky's program has trained 1,315 HBC providers. This has improved the quality of childcare for over 35,000 young children in industrial zones across 5 provinces of Vietnam.
- The model was selected as a regional case study for ARNEC's 2022 Asia-Pacific Regional Conference on Early Childhood Development. It was also named best-in-class at the Government of the Philippines' ECCD Council 2022 Early Years Multi-Sectoral Symposium, co-hosted with the Asia Philanthropy Circle.
- OneSky received national certificate recognition from Vietnam's MOET for "excellent achievements in support of children in industrial zones" and was selected by MOET's Department of Early Childhood Education as a best practice to present at the 2022 national conference: "Policies for Quality Early Childhood Education: International Experiences and Practices in Vietnam." This will be hosted by MOET, the World Bank Group, and Australian Aid.

OneSky's work is aligned with the following Sustainable Development Goals (SDGs):



3. Financials

3.1 Financial Status

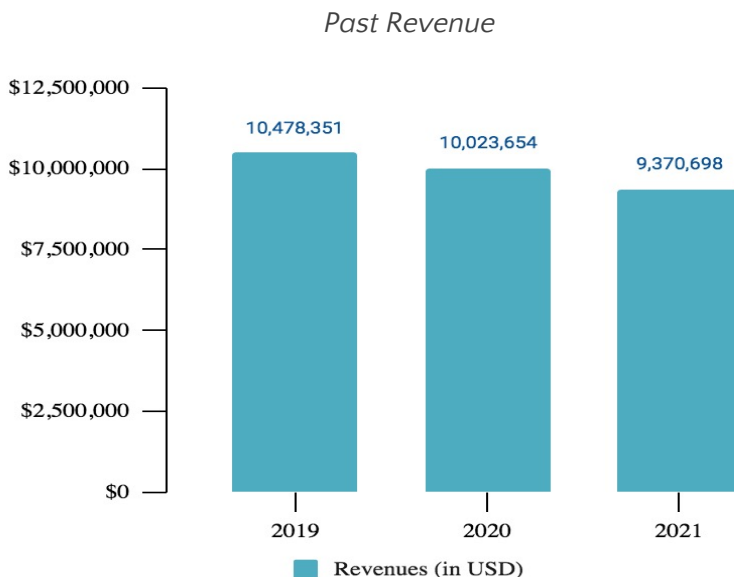
OneSky is a non-profit and is currently financially sustainable through grants and donations received by individual donors, private foundations, corporations, multilateral institutions, and government.

Particular (Amounts in USD)	FY2019	FY2020	FY2021
Total Revenue	10,478,351	10,023,654	9,370,698
Total Expenses	9,837,525	9,128,075	8,536,651

Note: The revenue and expenses shown are consolidated amounts from all regions where OneSky operates.

3.1.1 Revenue Streams

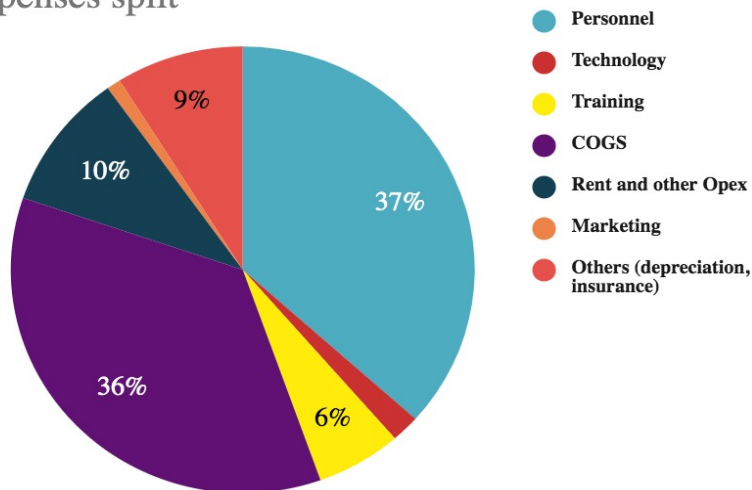
Currently, 100% of OneSky's revenue is received through grants and donations. Close to 75% of this is in the form of individual donations and 25% is from restricted grants and institutional funding. Revenue decreased as a result of the COVID-19 pandemic. Thus, OneSky entities are leveraging the growing philanthropic sector in other countries, such as China.



3.1.2 Expenses

The following pie-chart displays OneSky's main expenses in 2021.

Expenses split



Note: The expense split is for all regions where OneSky operates.

3.2 External Funding Sources (Past and Current)

OneSky had a revenue in the range of US\$ 9-10 million in each of the last 3 years. This is all a result of philanthropic funding. The funding is in the form of donations from individuals, foundations, and corporate funders. The main corporate funders are: the Target Foundation, IKEA Foundation, the Skoll Foundation, Lorinet Foundation, Bainum Family Foundation, Grand Challenges Canada, Porticus, Nomura, and the Walt Disney Company.

3.3 Challenges Faced In Accessing Capital

Availability and accessibility: OneSky faces challenges in unlocking large-scale government and multilateral financing. To date, OneSky has relied primarily on philanthropic funding and recognizes that such capital will not be sufficient and is limited. Most industrial zone private sector employers are interested in running on-site factory childcare centers, rather than supporting home-based childcare. Industrial zone employers also pay a social welfare tax to the government and are, therefore, reluctant to pay additional fees for childcare training programs. OneSky has found that the private sector is disinterested in funding and supporting HBC-centered models for quality childcare provision. As such, OneSky seeks to unlock large-scale public financing through the government to introduce its training program nationally.

4. Path To Scalability

4.1 Potential Avenues For Growth

By 2025, OneSky plans to expand the training program to 10 provinces in Vietnam and to train an estimated 2,300 HBC providers. In total, this will allow the organization to reach 64,000 children. OneSky intends to lead this through government partnerships, corporate social responsibility programs, and philanthropic and public funding.

- **Training of trainers employed by the government:**¹⁵ OneSky will test the embedding of its HBC training program into existing systems of government-led training programs and public financing. In partnership with MOET and the 5 provincial DOETs, OneSky will undertake training of government trainers already on the government's payroll. OneSky will work with the MOET on the selection of participants. Thus, OneSky will be able to expand through the public budget with minimal external support. OneSky also aims to generate evidence through randomized and controlled trials. This evidence will be used to unlock additional public financing throughout the next phase (2025 onwards). The overall aim is a national training program in all 63 provinces and municipalities of Vietnam.

4.2 Risks And Challenges

- **Social:** Child safeguarding is critical for buy-in and investment in HBCs, as many stakeholders have expressed interest in understanding how safety is ensured in the centers. OneSky works to strengthen child safeguarding measures at the HBCs through bi-monthly visits, wherein trainers evaluate aspects that could pose risks to children. Some examples of this would be unprotected electric points, proximity to bodies of water, etc. OneSky is also leveraging its learning on child protection and safeguarding in other areas of operation, such as China and the United States.
- **Financing:** OneSky's model is dependent on philanthropic, corporate social responsibility, and public sources of funding. Mobilizing public funding is difficult, as the government is following austerity measures post COVID-19. Vietnam is also now categorized as a lower to middle-income country, which has reduced the availability of grants. Additionally, the private sector is reluctant to directly invest in HBC models, instead favoring onsite childcare centers. However, these centers can often only serve a small proportion of their

¹⁵This training of government trainer's model has already been implemented with success and financial sustainability in various community development projects (by many leading NGOs) in Vietnam. NGO's include East Meets West and RTCCD, which have managed to secure government financing for further national scale-up.

workers, thus the majority of children must still attend external HBCs. As parents cannot receive financial support, it remains challenging for a OneSky-branded HBC model to up-scale. This is because HBCs often work with end-users who are low-income. OneSky will continue building a coalition of partners and collaborators (both inside and outside of government) to generate greater demand for childcare investments and affordability, by showcasing evidence from their evaluations.

- **Regulatory:** OneSky is working to codify their training model into national policy and guidance, so that the project is transition-proof (beyond particular government officials' terms). To address broader political commitments and public financing challenges, OneSky is collaborating and aligning with the childcare advocacy agendas of global and regional networks like: ECDAN, the World Bank, and ARNEC. Together, they will make the case for HBCs directly to the highest levels of government.

4.3 COVID-19 Impact On The Enterprise

The COVID-19 pandemic led to temporary restrictions and closures of the operations of many childcare centers in industrial areas of Vietnam. OneSky's Early Learning Centers also closed during the COVID-19 lockdown.

OneSky transitioned its program to a fully virtual mode of delivery (via Zoom) during COVID-19. Engagement, learning, and homework were instead supported by OneSky's online platform, 1BigFamily. This spurred OneSky to improve features, interfaces, content, and mobile app functionalities. In-person home visits shifted to 40-minute virtual discussions, built to emulate a home coaching session. OneSky has now resumed its in-person and blended training components.

4.4 Support Received To Date

OneSky's HBC training program in Vietnam has been recognized for its impact on learning, leading to its technical collaborations with global institutions, networks, and platforms. This has resulted in validation of its results through measured evidence. OneSky has used these recognitions to build relationships, as well as seek government partnerships with the following:

- MacArthur's 100 & Change Bold Solutions Network
- Bernard van Leer Foundation's Early Childhood Matters Journal
- The World Bank's Education Division
- The International Finance Corporation
- Childhood Education International
- The International Labour Organization
- Women in Informal Employment: Globalizing and Organizing

4.5 Inputs Required For Growth

Financial:

- OneSky is seeking US\$ 1.5 million in philanthropic funding (corporate social responsibility, multilateral, and bilateral) to pilot its new training of trainer's model with MOET. This capital will also fund a randomized and controlled trial, to measure external impact. Over time, this will enable OneSky to unlock greater public financing and government support for national scale-up.

Non-financial:

- OneSky seeks capacity building and other pro bono support in areas such as: legal, IT, monitoring and evaluation, and partnership development.
- OneSky aspires to leverage national, regional, and global networks to gain additional recognition, support, and funding. This will be used for scaling up its HBCs and provider training programs in Vietnam.
- OneSky seeks to explore various models through which nonprofits have unlocked public financing in the childcare sector.