

# Tiny Totos

 *TinyTotos* [tinytotos.com](https://tinytotos.com)



The Care Economy  
Knowledge Hub

[the-care-economy-knowledge-hub.org](https://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.

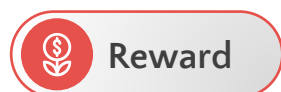


**Reward:** Products, services and initiatives that ensure that care and domestic workers are paid fairly and have professional growth potential. This provides them with financial reward and security.

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



### Reward

Tiny Totos (TTK) is a social enterprise in Kenya that aims to improve the quality of informal daycare services for children, transforming them into profitable businesses. Tiny Totos partners with existing daycares to provide them with access to knowledge, technology, capital, and networks. In doing so, the enterprise is able to increase the business's income and long-term viability. Through the application of a holistic business toolkit, TTK also indirectly contributes to the reduction of unpaid childcare (most often undertaken by women in low-income areas) and improved outcomes for children that attend these informal daycares. TTK also generates revenue from advisory services delivered to NGOs, government agencies, and private sector entities to develop affordable quality childcare services that benefit children, women and the broader society alike. To date, TTK has provided advisory services in Kenya, Ethiopia, Rwanda, and Somalia. Tiny Totos has developed a network of 200 daycares in Kenya, resulting in 17,500 children accessing learning opportunities, improved health and quality care. The enterprise has 17 full-time employees. In 2021, it generated a revenue of US\$ 626,300.

**Enterprise Stage:**  
Mass roll-out/expansion

**Year Established:**  
2014



**Enterprise Type:**  
Social enterprise

**Women Owned/Led:\***

- Founded by at least 1 woman
- Board made up of at least 30% women

**Enterprise Contact:** [ecaddy@tinytotos.com](mailto:ecaddy@tinytotos.com)

Emma Caddy, CEO, [LinkedIn Profile](#)

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

# 1. About The Enterprise

## 1.1 Problem

A lack of affordable care solutions for dependent family members often drives women to seek informal work and perpetuates poverty across generations.<sup>1</sup> In Kenya, the absence of affordable and reliable childcare impedes women from effectively participating in the formal labor market. Currently, 51% of Kenya's urban population lives in informal settlements and has limited access to quality childcare services. Findings from a recent household survey conducted in urban and informal settlements<sup>2</sup> indicated that, on average, women spent 9.1 hours on childcare in a 24-hour period. This is compared to an average of 2.4 hours spent by men.<sup>3</sup> In addition, according to a study by the African Population and Health Research Center in 2017, Kenyan women in informal settlements with access to subsidized daycare services were 17% more likely to be employed than those without.<sup>4</sup>

In low-income settlements, childcare services are typically sub-standard and unregulated. They are most often provided by women who run informal daycares and have not had any formal training in childcare. It is estimated that there are currently 2,700 informal daycares in Nairobi, Kenya.<sup>5</sup> Furthermore, there are no government agencies or private sector associations focused on the regulation or improvement of informal care centers.

Finally, preschool age children in low-income settlements suffer from inadequate access to clean water, electricity, and health facilities, as well as poor nutrition, education, and sanitation services. Further, they are often subjected to detrimental and sub-standard care, which stunts their mental and physical growth. Current estimates show that there are 300,000 preschool age children in low-income settlements throughout Nairobi.<sup>6</sup>

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<sup>1</sup> International Labour Organization. *Extension of Social Protection*.

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/documents/publication/wcms\\_210469.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/documents/publication/wcms_210469.pdf)

<sup>2</sup> The World Bank. (n.d.). *Population living in slums (% of urban population) - Kenya*. <https://data.worldbank.org/indicator/EN.POP.SLUM.UR.ZS?locations=KE>

<sup>3</sup> Oxfam. (2019). *Gendered patterns of unpaid care and domestic work in the urban, informal settlements of Nairobi, Kenya: Executive Summary for a Household Care Survey 2019*. [https://cng-cdn.oxfam.org/kenya.oxfam.org/s3fs-public/file\\_attachments/Eng\\_Kenya\\_HCS\\_ES.pdf](https://cng-cdn.oxfam.org/kenya.oxfam.org/s3fs-public/file_attachments/Eng_Kenya_HCS_ES.pdf)

<sup>4</sup> Habib, J. (2022). *How 'Mamapreneurs' in Kenya Are Providing Quality, Affordable Child Care*. Global Citizen. <https://www.globalcitizen.org/en/content/kidogo-child-care-kenya/>

<sup>5</sup> Nampijja M, Okelo K, Wekulo PK, et al. (2021). *Improving the quality of child-care centers through supportive assessment and 'communities of practice' in informal settlements in Nairobi: protocol of a feasibility study*. <https://bmjopen.bmj.com/content/bmjopen/11/3/e042544.full.pdf>

<sup>6</sup> Kitsao-Wekulo, P., & Nampijja, M. (2019). *Providing Nairobi's mothers with subsidized day-care will benefit everyone*. The Conversation. <https://theconversation.com/providing-nairobis-mothers-with-subsidised-day-care-will-benefit-everyone-120994>

## 1.2 Solution

Studies show that access to high-quality care for children between 0–5 years of age has long-lasting benefits.<sup>7</sup> Tiny Totos addresses the lack of affordable childcare services in low-income and informal settlements, by building the capacity of informal daycare businesses to improve their service quality and increase their long-term financial viability. The enterprise accomplishes this by partnering with the daycare businesses directly, to provide them with access to knowledge, technology, capital, and networks.

At the onset of the partnership, informal daycare businesses join a bootcamp and undergo a due diligence process. As part of the bootcamp, the informal daycare businesses are provided with training, technology, and support for a period of 3 months. At the end of the 3 months, interested businesses that have completed the bootcamp and due diligence may join Tiny Toto as a network partner. As network partners, these businesses pay a quarterly membership fee of US\$ 7.50. These network partners are regularly monitored to ensure the quality of their daycare services. Furthermore, these partners receive ongoing group, personal and digital support, access to loans and networks to enhance operations, as well as increase their client base and income. Tiny Totos provides businesses with a phone-based app-based to record and manage their business activities (such as income, child attendance, and expenses). This data provides network partners with visibility on their business operations and profit and loss status. It enables businesses to track revenue and business performance. The partners can also access loans to set up kitchens or buy phones to improve the facilities to attract customers and diversify services and revenue. Tiny Totos' private sector partnerships also provide partner daycares and their customers with a number of value-added products at an affordable price, such as nutritious take-home foods and high-quality educational content, as well as asset financing for clean cookstoves, water filters, and phones.

Tiny Totos' services enable its network partners (childcare businesses) to not only provide affordable and quality childcare services to women living in low-income and informal settlements but also establish profitable childcare businesses. While not a direct care provider, Tiny Totos' services indirectly contribute to the reduction of the burden of unpaid childcare work undertaken by women in low-income areas. For children in low-income areas, the enterprise directly contributes to the reduction of risks for stunted mental and social development which can be caused by sub-standard childcare. Children who attend Tiny Totos daycares consistently score higher than the national average for development milestone outcomes and have reduced malnutrition levels.

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<sup>7</sup> Nampijja M, Okelo K, Wekulo PK, et al. (2021). *Improving the quality of child-care centers through supportive assessment and 'communities of practice' in informal settlements in Nairobi: protocol of a feasibility study*. <https://bmjopen.bmj.com/content/bmjopen/11/3/e042544.full.pdf>

## 1.3 Customer Segment

Customer Segment	Product / Service Provided	Paid / Unpaid
Daycare businesses (informal babysitters) in informal and low-income settlements (who earn US\$ 50 – 250 per month).	<p>Tiny Totos provides informal daycare businesses with the following services:</p> <ul style="list-style-type: none"> <li>• Knowledge (training and content) to improve their business model.</li> <li>• Technology to monitor daycare activities and progress of attending children.</li> <li>• Access to loans (capped at US\$ 500) for business upgrading, and business licenses.</li> <li>• Sale of products (such as clean cookstoves, water filters, phones, fortified porridge, and lentils). These can be sold to parents of children that attend the daycare.</li> </ul>	<p><b>Paid</b></p> <ul style="list-style-type: none"> <li>• The daycare businesses pay no fee for the first 3 months. After this, they pay a quarterly membership fee of US\$ 7.50. Tiny Totos uses the grants it receives to provide services at this highly subsidized rate.</li> <li>• Tiny Totos receive some income from the interest on loans given to daycare businesses.</li> <li>• The enterprise earns a small commission fee on products sold.</li> </ul>
Parents of children who attend informal daycares. Parents pay a maximum of US\$ 25 on childcare per month.	<p>Tiny Totos provides this customer segment with the following services:</p> <ul style="list-style-type: none"> <li>• Loans for purchasing Tiny Totos-endorsed products, such as clean cookstoves and water filters. Payment history of daycare fees is used to determine credit worthiness of parents and inform loan decisions. Loans are capped at US\$ 50.</li> <li>• Access to products like nutritious porridge and lentil stew for children.</li> <li>• Access to printed and/or e-learning content for home use.</li> <li>• Access to the parent app, where parents can view their children's attendance and payment records, as well as their child's health and development data.</li> </ul>	<p><b>Paid/Unpaid</b></p> <ul style="list-style-type: none"> <li>• Customers pay daycare owners for services like daycare and cooked meals.</li> <li>• Customers pay for products (clean cookstoves, water filters, food products, and learning content). Tiny Totos procures products (clean cookstoves, water filters, and food products in bulk). The enterprise then sells them to customers for a profit.</li> <li>• The enterprise does not charge the parents for using the parent app, or for accessing auxiliary health care services.</li> </ul>

Customer Segment	Product / Service Provided	Paid / Unpaid
	<ul style="list-style-type: none"> <li>Access to health services, wherein the enterprise works with local health authorities to deliver deworming medicines, vitamin A, and vaccines.</li> </ul>	
International NGOs, government agencies, private sector entities	The enterprise provides advisory services that enable these entities to replicate Tiny Totos' social enterprise model or develop childcare support toolkits as needed.	<b>Paid</b> Customers pay for advisory services.

## 1.4 Team And Governance Structure

Tiny Totos has 18 full-time employees, 80% of whom are women. Key senior personnel consist of the Chief Executive Officer, the Managing Director, the Chief Financial Officer, the People and Partnerships Director, the Nutrition and Partnerships Innovation Manager and the Training Content Manager. Currently, 67% of the management personnel are women. Other full-time staff members consist of 2 Field Managers, the Early Childhood Development (ECD) Manager, the Data Manager, the Social Impact Data Manager and the ECD Resource Center Manager. In addition, the enterprise has a Financial Literacy Coach, a Partner Leadership Facilitator, a Technical Lead, a Business Field Coordinator, a Data Analyst, and 2 Finance and Administrative Assistants. Of these, 3 of the 5 board members 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

Policy	Yes / No
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.)	Yes

## 2. Impact

### 2.1 Mission Statement

Tiny Totos exists to solve Africa's childcare crisis. It works to ensure all children in Africa enjoy access to quality care no matter their income while enabling childcare providers to thrive from their service and working mothers to make a decent living without being held back by the childcare penalty.

### 2.2 Intended Impact

Tiny Totos' work is aligned with 3 of the 4 Rs. The enterprise directly contributes to reward, and indirectly contributes to reduce and redistribute. Details are as follows:

- Tiny Totos **rewards** childcare workers (informal daycare entrepreneurs) through increased incomes, as well as by providing them with access to capital, upskilling opportunities, and networks.
- By strengthening affordable and quality childcare services, Tiny Totos indirectly contributes to **reducing** the time spent by low-income women on childcare duties (this care is **redistributed** to external providers).

### 2.3 Monitoring And Measurement

Tiny Totos measures both the reach and quality of its services:

- **Business and network metrics:** The enterprise tracks children's attendance, daycare revenues, profitability, and maintenance of standards. Indicators (such as attendance and revenues) are recorded by the daycare on a daily basis. Tiny Totos then reviews these



indicators on a monthly basis. The enterprise also tracks the number of daycare businesses in its network on a monthly basis. The enterprise collects extensive baseline data on new daycares at the point of partnership (pre-intervention) to track the growth and impact of its services. The enterprise has a longitudinal quality of care centre assessment tool. It includes monthly performance surveys to ensure the growth and impact of its interventions are tracked, changes identified and standards maintained.

- **Child outcomes:** The enterprise tracks the growth and development of children attending daycares using Caregiver Reported Early Development Instruments (CREDI).<sup>8</sup> It also tracks child growth to assess evidence of stunting or health issues. Children with health problems are referred to the health authorities.
- **User engagement and satisfaction:** The enterprise measures the frequency of attendance at both daycares and parent meetings. It also reviews evidence of user engagement, by recording the conversion rate of invitees to parent meetings. Further, Tiny Totos measures the number of parents on its text database, as well as their levels of engagement in parents' Whatsapp groups (defined by responses and submissions for competitions, etc.). The enterprise also conducts user satisfaction surveys at the end of each training session, as well as more detailed surveys with daycare entrepreneurs/managers (twice a year) to inform their annual strategy.

## 2.4 Results To Date

Tiny Totos has achieved the following results:

### Business and Network Partner Metrics

- Number of partners (daycares): 200
- Mothers/helpers<sup>9</sup>/managers trained in improved childcare practices: 4,000
- Share of daycares that have become profitable: 86% of 200 partner daycares (with over US\$ 628,000 in micro-childcare sales tracked)
- Share of daycares selling food/at least one livelihood or health product (in addition to childcare): 80%
- Share of daycares reporting business performance digitally: 66%
- Number of clean cookstoves sold: 3,273
- Number of bags of fortified porridge sold: 21,000
- Number of learning books sold: 2,239

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<sup>8</sup> The Caregiver Reported Early Development Instruments (CREDI) was designed to serve as a population-level measure of early childhood development (ECD) for children from birth to age 3. It exclusively relies on caregiver reports, and thus primarily focuses on milestones and behaviors that are easy for caregivers to understand, observe, and describe.

<sup>9</sup> Helpers refer to the support staff (if any) at the informal daycares.

- Total value of micro-loans: US\$ 22,000
- Number of loans provided to daycares and parents: 432 (36% of the loans were provided to daycares and 54% of the loans were provided to parents)
- Number of implementation partners (through advisory services provided): 5
- Number of countries where advisory services have been provided: 4

## Child Outcomes

- Number of children benefiting from quality childcare and learning: 17,500
- Number of children who received booster shots for Vitamin A and deworming (from the Ministry of Health in Kenya): 11,000<sup>10</sup>
- Percentage of children meeting development and health milestones: 75% (with 50% attending more than 15 days of daycare a month)<sup>11</sup>
- Share of children meeting age-appropriate development milestones: 82%
- Percentage of children in Tiny Totos Kenya's network that show no signs of malnutrition: 73%

Tiny Totos' work is aligned with the following Sustainable Development Goals (SDGs):



<sup>10</sup> These booster shots are provided for free, however children often miss the shots, as parents are unable to take their children to the health centers due to their work commitments..

<sup>11</sup> Evidence of learning and development is gathered from CREDI child learning assessments.

## 3. Financials

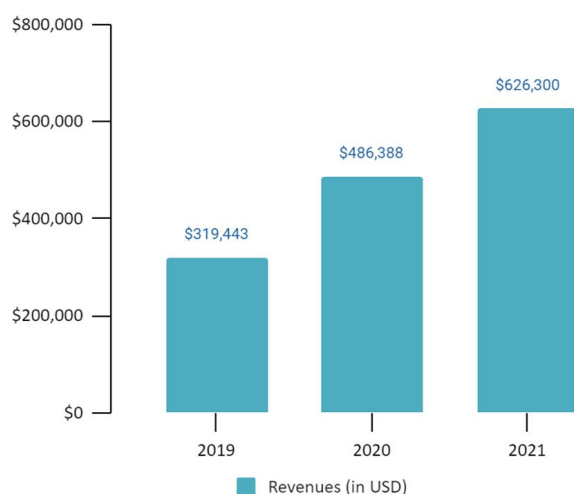
### 3.1 Financial Status

The enterprise aims to be financially sustainable within the next 2 years.

Particular (Amounts in USD)	FY2019	FY2020	FY2021
Total Revenue <sup>12</sup>	319,443	486,388 <sup>13</sup>	626,300
Total Expenses	478,702	449,657	624,672
EBITDA OR Profit/Loss	(159,259)	36,731	1,628
EBITDA Margin	-49.86%	7.55%	0.26%

#### 3.1.1 Revenue Streams

The enterprise receives revenue from grants and sale of services (technical advisory services, membership fees, sales, and loans). Historically, 97% of the enterprise's revenue comes from grants and 3% of revenue comes from earned revenue. In 2023, the enterprise projects to receive 85% of its revenue from grants and 15% from earned revenue.

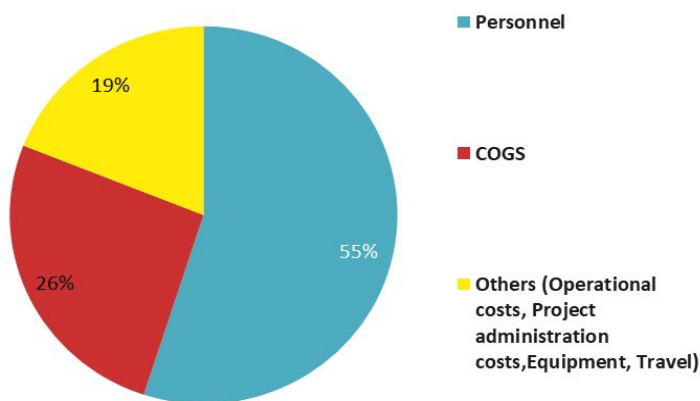


<sup>12</sup> Revenues include revenue from the sale of services and grants.

<sup>13</sup> Tiny Totos received a grant of US\$ 400,000 from CRI Foundation for the period 2020–23, which resulted in a significant increase in its revenue.

### 3.1.2 Expenses

The following pie-chart provides details of key past expenditures<sup>14</sup> for 2021.



### 3.2 External Funding Sources (Past and Current)

Tiny Totos has received grants and donations from various institutions to finance its operations. Funders include angel investors, incubators, foundations, family offices, development finance institutions, and impact investors.

Multiple funders are supporting Tiny Totos to improve its business model, team building, partner networks, and technological development:

- For the period 2020–23, CRI Foundation has provided the enterprise with a grant totaling US\$ 400,000
- For the period 2021–24, Grand Challenges Canada has provided the enterprise with a grant totaling US\$ 550,480
- For the period 2022–24, Elma Foundation has provided the enterprise with a grant totaling US\$ 300,000
- For the period 2022–24, Vitol Foundation has provided the enterprise with a grant totaling US\$ 500,000

Other past and current funders include Kenya Community Development Foundation (KCDF), Energy and Environment Partnership Trust Fund (EEP Africa), Dovetail Impact Foundation, Woodchester Trust, World Food Programme (WFP), Saving Brains, Draper Richards Kaplan Foundation and IFG Foundation.

<sup>14</sup> Please note personnel costs include costs for hiring subcontractors and consultants. Some of the expenses associated with training are accounted for in personnel costs.

### 3.3 Challenges Faced In Accessing Capital

- **Limited availability of patient capital:** The enterprise requires patient capital (such as grants, convertible grants and equity) to develop its platform, network building infrastructure, and assets. These will enhance its model and reduce costs.

## 4. Path To Scalability

### 4.1 Potential Avenues For Growth

Tiny Totos has identified the following avenues for growth:

- **Develop tools for the standardization and scale-up of its model:** During the period 2022-24, the enterprise plans to invest in tools for scale by
  - **Digitizing business operations:** The enterprise is digitizing its operations so that all staff deployment, staff and childcare business reporting processes, quality assessment systems and other operating processes are supported by the suite of phone apps. This enables the enterprise to access data on the network in real time and enhance its operations.
  - **Utilizing social franchise e-training content:** Standardizing childcare enterprise coaching content and incubation strategies for easy replication and ready dissemination on an e-learning platform for staff, partners and daycares to access.
  - **Building a social network:** Creating an authentic and self-reinforcing association of childcare providers and parents. This network will be supported by in-person and technology outreach, to enable both interactive peer learning and community building.
  - **Building partnerships:** The enterprise aims to partner with companies that are keen to access the network to sell products (beyond clean cookstoves, food products, and water filters) to the daycares and their clients. Tiny Totos is also interested in partnering with market research and socioeconomic survey companies. Tiny Totos can provide a range of services due to the network and customer loyalty it has built.
- **Expand daycare networks in East Africa:** Tiny Totos aims to expand the number of informal daycare businesses in its network. Once the enterprise has developed tools for standardization, it will be able to increase the number of daycare businesses served and services provided. Furthermore, resulting operational efficiencies will also allow the enterprise to improve its unit economics.

- **Expand advisory services:** Tiny Totos aims to expand its advisory services to stakeholders (such as government agencies, NGOs, and private sector partners) in other African countries. The enterprise expects to utilize its increased revenue from advisory services to reduce its reliance on grant funding.
  - **Government agencies:** Tiny Totos aims to provide advisory services to government agencies seeking to replicate its model. It has commenced working with the Rwandan government and UNICEF Rwanda, to craft private sector solutions for companies seeking to set up childcare facilities for their employees.
  - **NGOs:** The enterprise aims to provide advisory services to I/NGOs, to support and improve child outcomes in African countries. It has partnered with SOS Children's Villages to replicate its model in other parts of Kenya and Somalia. It has also been contracted by Mercy Corps Ethiopia to conduct a childcare market feasibility assessment.
  - **Private sector partners:** The enterprise aims to provide technical advisory services to companies seeking to establish in-house childcare facilities for its employees. The enterprise has developed a toolkit to guide such companies.
- **Expand customer base:** Once the e-learning platform and content have been developed, the enterprise aims to provide subscription access to multiple customer segments in Kenya and other countries. The platform will provide parents across varying income groups with babysitters, household helpers, daycare operators, etc. It also aims to provide parents with content on childcare and development. Expanding its customer base will enable the enterprise to increase its revenues and reduce its reliance on grant funding.

## 4.2 Risks And Challenges

- **Financial challenge (patient capital required):** Tiny Totos seeks access to additional patient capital (grants/convertible grants), to support the development of its platform, network-building infrastructure, and assets. These funds will be used to achieve social franchise system integrity and efficiencies.
- **Operational challenge (standardizing training content):** The enterprise wants to create standardized training content to expand its network and reduce reliance on individual staff. However, creating effective and user-focused content requires an in-house team and, therefore, has associated costs. The enterprise currently does not have the resources to hire experts for content creation and user experience testing.
- **Operational challenge (personnel):** In the last 5 years, the Tiny Totos network has grown to 10 times its original size. However, the team has only grown by 2 times. Thus, the enterprise seeks additional personnel (across various functions) to not only enhance ongoing operations but to build capabilities and assets. A larger team will allow the enterprise to upscale its model and advisory practices.

- **Operations (social media engagement):** To complement and reinforce its in-person network, the enterprise seeks to further enhance its social media onboarding strategy, to increase outreach and uptake of its services. The enterprise has observed that there is potential to increase organic engagement within its network (daycare entrepreneurs and parents), as well as to encourage behavior changes related to improved parenting practices, learning, balanced nutrition, clean cooking, vaccine uptake etc.
- **Technical challenges (digitization of data to operate at scale):** In order to operate at scale, the enterprise's 3 digitized apps need to be finalized to track and monitor interventions: the manager app<sup>15</sup> is used by the majority of members, the parent app<sup>16</sup> is being rolled out and the field worker app<sup>17</sup> is still in the testing phase. The enterprise seeks support for its ongoing technical app design, user experience testing, and to drive user adoption.

### 4.3 COVID-19 Impact On The Enterprise

Pandemic-related restrictions negatively impacted low-income households' finances and further affected their spending patterns. In addition, social distancing norms imposed in the country affected the feasibility of in-person training models.

To recover from the impacts of COVID-19, the enterprise commenced business training support and diversification strategies in order to mitigate risks. First, the enterprise adapted its model to accommodate social distancing, by blending in-person training with peer-led and tech-enabled coaching. The content was standardized to overcome HR, cost, and distance limitations. Therefore, the enterprise leveraged technology to raise the quality of childcare, while reducing its operational costs.

### 4.4 Support Received To Date

Tiny Totos has received the following technical support:

- In 2019, 2020, and 2022, Ernst and Young provided pro-bono support to Tiny Totos. This support helped the enterprise to build its operating and data management platforms (in Power BI). This significantly enhanced the enterprise's internal capacity for data analysis and visualization.
- In 2022, Tiny Totos was supported by Harvard's Centre for Public Health, to adopt world-class child development assessment tools (such as Caregiver Reported Early Development Instruments (CREDI) and Measure of Development and Early Learning (MODEL). The Centre also conducted an overall audit of Tiny Totos' quality assessment and child growth assessment frameworks, to provide advisory support in synthesizing the 2 into 1 comprehensive framework.

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<sup>15</sup> Manager app is for the informal daycare entrepreneurs that are a part of the Tiny Totos network.

<sup>16</sup> Parent app is for parents that send their children to informal daycares

<sup>17</sup> The Field Worker app is for Tiny Totos' employees.

- Through Grand Challenges Canada, the enterprise receives bi-weekly pro bono advisory support from Dr Anuraj Shankar. Dr Shankar is an expert in public health, statistics and analytics.
- From 2021–22, Tiny Totos received pro bono support from 3 individual businesses/IT system design experts. They supported the enterprise's app design and managed its external consultations. Experts included:
  - Steve Behrendt: a German-based independent expert, sourced by WFP
  - Shelby Lyon: Global Fund, sourced by the CEO through the Said Business School alumni network
  - Jessie Duan: a tech expert who independently approached the enterprise to volunteer
- From 2020–2022, the World Food Programme provided the enterprise with strategic advisory support. This support helped the enterprise to understand how Tiny Totos is perceived by its users. It also received support to improve its visuals and messaging to intended partners, informal daycare entrepreneurs, support staff at informal daycares and low-income parents that send children to these daycares.
- In 2021, Timothy Abuya from Population Council Kenya provided free advisory services to the enterprise, by reviewing its child impact data and systems. As a result of this support, the enterprise was invited to participate in a national study with the Presidential Advisory Strategy Unit. The study assessed the prospect of community-based childcare ventures aimed at meaningfully addressing stunting in Kenya.

## 4.5 Inputs Required For Growth

The enterprise is seeking both financial and non-financial support in the coming decade.

### Financial:

- The enterprise is seeking US\$ 1.5 million in grants/convertible grants over the next 2 years. The enterprise has estimated a growth budget of US\$ 3.5 million between 2022–2024. It has already received commitments for US\$ 2 million. These funds will be used for the development of its social franchise platforms and content (digital learning repository, operating systems, finalization and adoption of tech tools, loyalty points, etc.). Leftover funds will be used for team professionalization.

### Non-Financial:

- HR (learning content creation): The enterprise is seeking personnel with expertise in learning content creation, to facilitate the standardization of its training content. This will be used to build its network and reduce reliance on individual staff for training purposes.
- HR (social media team): The enterprise is seeking a seasoned social media team, to build out its full social network potential.
- HR (IT team): The enterprise is seeking to support its ongoing tech app design and user experience testing through the hiring of IT personnel.