

Rethinking Aid in Developing Countries: A Framework

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ABSTRACT: When we look at the history of aid, we see that the outcomes are not always reflective of the original goal. So how can we make sure that our aid is effective and accomplishing its original goals? I developed this framework to work as a visual aid for companies and organizations involved in aid in developing countries and communities. This framework is a two-by-two model based on two important factors of aid: sustainability and contingency. After looking at the different aspects of each quadrant in the framework, we see that every type of aid has its place in charitable giving, as long as it is used in the ways in which it is merited. We are also then able to take companies and individual types of aid and see how they fit into the framework.

Part One: The Framework

Introduction

Over the last half-century, Africa has been the go-to continent for many organizations to give of their charitable options, whether it be with money, resources, food, clothing or medical help. In the last fifty years alone, over one trillion US dollars of support have flowed into Africa. One would think with all of this “help,” Africa, as a people, would be thriving. However, the opposite is true. The per capita income in Africa is lower now than it was in the 1970s, and the literacy rate is lower than what it was in the 1980s (Moyo). Of the nearly eight billion people on Earth, almost five billion live on less than a dollar a day, and half of the African population falls into that category, creating a permanent underclass (Lupton, Prahalad). So what went wrong? If all of this charity seems to have worked in opposition to what was intended, is there really anything organizations or other third parties can do?

When looking at cases like Africa, there are a few similarities that can be found. Sometimes aid is not monitored and ends up in the hands of corrupt government officials or warlords, who in turn keep the gift for themselves, causing the people to get poorer and the givers to give even more generously. Other times, a company may enter a country bringing new ideas and systems that have not been tailored to that culture or community, meaning they skip the research step in the aid process, which can end up doing more harm than good.

There are a few steps that should be taken in the process of giving aid in a developing country. One of the most important steps is research and development. A company needs to know not only about the background and goals of the developing culture, but they need to look at those factors in comparison to their abilities and goals as a giving entity. Then, the company needs to

develop a plan that works specifically for those they are working to help. The following model will give these organizations a framework that can be used to do just that.

This thesis is separated into two parts: the development of the framework and the application of a company and its aid to the framework. This thesis is not to say that these different types of aid should not be done. It is to say that they should be approached in sustainable ways, and in general, there should be some strings attached.

The Framework

When giving, organizations want to ensure that they are empowering, not enabling; thoughtful, not rash or frugal; helpful not damaging. Doing research before and after giving aid, as well as monitoring while in the midst of giving aid, will help to create some boundaries on the giving relationship, both for the giver and the receiver. This will also help to establish some due diligence that will ensure that both parties are working towards the common goal and positive returns are being seen. Practicing due diligence will also help an organization know when to pull out and let the locals take over in their endeavors, now able to do for themselves.

The goal of this model is to work as a framework by which a company or organization can measure the effectiveness and potential results of their giving. Looking at this framework and seeing where different types of aid fall, a giver is able to see not only where their giving falls, but if they are unsatisfied with their current status in the framework, they can see the kinds of steps they should be taking so that their giving is having its desired effect. This framework also shows that while there are many different types of aid, not every type of aid is fit for every country's or community's need. Moreover, there are many approaches that can be used with this framework:

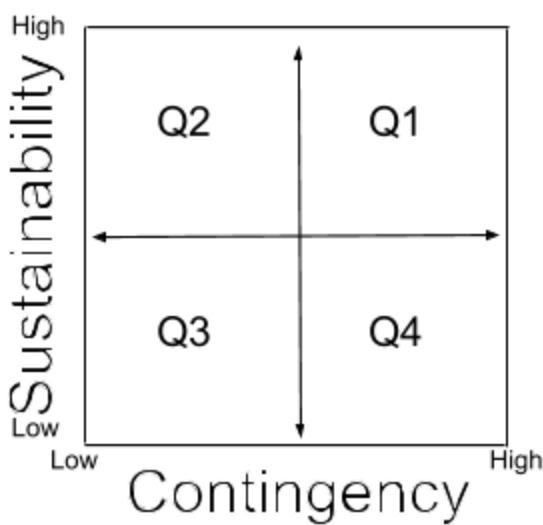
local, national, international, even individual. It can also be used for for-profits, nonprofits, governments, individual, religious, or just about any other charitable entity. For the sake of this thesis, we will focus on businesses and organizations reaching out to developing countries and the people therein.

This framework has two specific axes or factors: sustainability and contingency. More or less sustainable has to do with whether or not a certain type of aid is going to be able to last for an unspecified duration of time, maybe even long after the giver has moved on. Sustainability is important to giving organizations, because it deals with time. As the phrase goes, “Time is money,” and in most cases, giving groups will be investing both time and money. Looking at the level of sustainability helps an organization have a better idea of the timeline of the effect of aid. Moreover, when observing the factor of sustainability in aid, it is more apparent whether or not this act of aid will have to be performed over and over again.

The other axis or factor of this framework is that of contingency. Contingency looks at the strings that are attached, either plainly or subtly to the aid given. If the gift is given for the recipient to do with as they please, then there would be no contingencies. However, if something must be done to qualify for the gift, or if the gift aid must only be used in a way chosen by the giver, then we would say it was a contingent benefit or aid. Contingency is important to identifying types of aid, because it highlights the effort done on the part of the recipient and also the due diligence on the part of the giver.

When we combine these two factors, together, we get a framework divided into four quadrants: quadrant one, being both high in sustainability and high in contingency; quadrant two being high in sustainability and low in contingency; quadrant three being low in both sustainability and

contingency; and quadrant four, being low in sustainability and high in contingency. Each of these quadrants has its uses and each can prove beneficial in aid. However, there are different types and situations that merit different types of aid. In looking at each quadrant, this thesis will provide characteristics, examples, pros, cons, and situational uses. This thesis will also develop a title for each quadrant, based on the quadrant's characteristics and examples of use.



Quadrant One

Quadrant one is made up of the types of aid that have higher levels of contingency as well as high sustainability; so it is lasting, but it has strings attached. The receiving people will have to do something to receive this aid, and that can look different from case to case. In some cases, it could be paying back to some extent the entity that has given aid. It could also look like using the aid in a way that is suggested or expected on the part of the giver. Aid in quadrant one can be useful for an individual receiver or to a community of receivers that will work together to meet

the contingencies set down by the giver. Looking at the characteristics of this quadrant, we will call this the “Empowerment” quadrant.

As stated in its name, aid in Empowerment quadrant is going to be empowering, or qualifying the recipients to do for themselves once the giver has moved on. It is going to leave an impact on the receiving country, especially since it is going to last past the short term effects. As a company, moving out and eventually letting the locals take over should usually be a high priority. Passing operations or responsibilities from giver to recipient is going to develop self-sufficiency within the individual or community, that will allow the recipient to persist without the help of aid (Prahalad). Once passing off the torch to one recipient, the giver then has the ability to move operations and aid to a new location to then start again, thus connecting more and more people around the world.

While this quadrant can yield great results, it is not without great effort, possibly on the part of the giver, but especially on the part of the recipient. Because it takes so much effort, to make truly measurable headway in a timely manner, or to at least make sure that the most is being made of a company’s time and resources, the recipient must not only be willing, but also motivated to achieve results. On the part of the giver, this kind of aid often warrants follow up research and monitoring to make sure that the effect of aid has been sustained.

One of the most common types of Empowerment aid today is that of microloans or microfinancing. The idea of microlending was first developed in Bangladesh by economist Muhammad Yunus (Yunus). The idea behind microloans is so that the population that would be unable to get a loan from a regular bank, either because the sum need is smaller or because they would not be able to pay back the interest, might now be able to borrow the sum they need to get

a less expensive item for a business, such as a chicken or a cow. The internet platform, Kiva.org, allows people from all over the world to send microloans to individuals in developing countries, simply by logging on, looking at different needs and stories, then choosing someone to whom they would like to send money. Once the recipient has bought their “investment”, whether it be a cow, a chicken, a sewing machine, or something else, they then make back the money to pay back their microloan. Then the “investor” receives their money back so that they may invest in another person’s goal. Microloans are empowering in that they allow the recipient to pay back the contingency of the loan, rather than just receiving the money as a charity case. They are then left with something that is going to generate at least small amounts of income to provide their family for a better length of time.

Another type of aid found in the Empowerment quadrant is the selling of goods that are handmade by people in developing countries by bigger companies or organizations, that then give back fair wages to the people in that developing community. The organization Sseko takes this a step further, teaching young Ugandan women how to do business and encouraging them to save up for college in their gap year after graduation. These women design and make shoes that are then sold around the world, and a lot of the profits then come back to them, strengthening their business backgrounds and knowledge (Sseko Designs).

These types of aid have proved contingent in that the recipients have to agree to the model set up by the organization or platform, but then they may reap the benefits of sustainable help.

Empowerment aid is best for people groups, communities, and individuals that are looking for change and development, actively seeking help and guidance, with goals and motivations to become something more than they currently are.

Quadrant Two

In quadrant two, there exists the genres of aid that are still high in sustainability, but have less contingencies attached to their gifts. To give aid to a people group that is going to be sustainable with few strings attached requires a deep understanding of the people, which involves working side by side with the locals. An organization's collaboration with the community and people is made up of different stages, such learning about the people, planning how to attack the issue in a sustainable way, teaching the people how to do the same thing, and then measuring success.

Once the locals have learned how to work the operations, they are then able to start helping themselves and to teach others to do the same. This kind of aid can also multiply, as newer locals come in, learn from the now experienced locals, then spread their knowledge to other communities. While this group of locals has continued to multiply their efforts, the helper organization is able to pull out, at least to some extent, and spread resources to a new group or community that needs help. Although the model can be reused when moving to a new location, methods of execution should be adapted to fit the next recipients. Because it is necessary for giver and receiver to work together to accomplish the goals in this quadrant, we will call this the "Collaborative" quadrant.

One of the biggest advantages of aid in the Collaborative quadrant is that it provides opportunities for the people in developing countries to help themselves just by being willing and available. With less contingencies, this aid allows the locals to receive the aid more naturally in their own culture, rather than having to adapt to the ways of the organization's model. After a few years of working together and learning from one another, the organization can slowly start

relinquishing more and more control to the locals. Tracking progress of aid in the Collaborative quadrant is also fairly simple, given the gradual progress and more localized reach of the aid. With the collaborative quadrant, it can be extremely easy and tempting for the aiding organization to try and take over more and more control or even get to a point where they are trying to convince recipients that they need this help. However, this is not beneficial, and can be received as being demeaning and a forcing of charity onto an unwilling recipient. Collaborative aid cannot and should not be done without the help, input, partnership, and willingness of the community or individual receiving the aid. To do otherwise can result in a dependant community that is working to please their saviors, rather than helping themselves.

Something that a lot of developing countries are suffering from right now is a lack of good education (Moyo). Many companies and organizations are beginning to see the need for teachers in developing countries, but it can go so much further than teaching core subjects to school-aged children. Some organizations go in to teach business practices while others might be teaching English, a very attractive trait in a worker in many foreign countries. There are even examples of communities being taught by a helping organization how to build, maintain, and share a community water well, which not only improves the people's quality of life in a foreseeably sustainable way, but it also allows the community to be entrepreneurial, going to neighboring villages to sell their excess water (Lupton).

Another way that companies are aiding in the Collaborative quadrant is by developing products that even the poorest of the population can afford. For example, in India, a large percentage of the population lives beneath the poverty line, living on less than a dollar a day. In America, an extremely poor person might be able to walk into a Walmart or bargain store and buy an

extremely cheap shampoo, just so that he could maintain hygiene. However, in India, these people don't even have that kind of money. Procter and Gamble, seeing this need, developed small pouches of shampoo and conditioner, that could really only be used once, but they were able to be sold very cheaply (Prahalad). This innovation allowed the poorest of the poor to have access to something as important as hygiene. While the pouches only have single uses, because they are smaller, it allows for these people to come back again and again over time, spending only the money that they have at hand at the moment. This also permits them to feel a good deal of dignity, first when they get to pay their own money for something that they really need and again when they experience the luxury of feeling clean.

There are a lot of groups of people that can benefit from Collaborative aid, specifically people in places that are stuck in a vicious cycle, whether it is one of violence, extreme poverty, or something else, in search of change. This aid is for people looking for change that will last, wanting to change but not necessarily having the resources, ability, or know-how to do so alone. It is so important for these recipients to have the desire for change, because it will help motivate them to actively set up positive parameters for development with the help of an organization.

Quadrant Three

Entering quadrant three, we see a shift. Aid in quadrant three is low in contingencies and also has low sustainability. While these are two very important factors of aid, this type of aid can still be useful and has its place in developing countries. Even if it is not a sustainable gift, this aid can meet an immediate need, which may be imperative to the overall survival of the people. The results can also be immediate, so sustainability would not be necessary for this type of aid. In

terms of contingency, this is more of an “if, then” occurrence. For example, “If these people are in a crisis, then they need this immediate help.” It is less something that they do or need to do to receive the help and more something that has happened to them; it is dependant on their situation and their need. Based on these factors, we will refer to quadrant three as the “Relief” quadrant.

Relief is a necessary step on the path to development. Gifts of relief can push people in the direction of development, so these are gifts that should not be passed over (Lupton). Therefore, it is fitting that gifts of immediate relief be gifts that take immediate effect. A mistake that many givers make, however, is prolonging the period of relief, when the recipients should already be on the road to development, with more sustainable aid. This aid is fast acting help, because the ideal period of relief should not last more than seven or eight days, depending on the situation (Lupton).

As there are less contingencies in the Relief quadrant, the givers have to be more intentional with their gifts; it is easy for a gift to go ary. Once the gift is received, the giver has little to no control over how it will be used, so this is often where we see our corrupt officials stepping in to collect. In cases where aid is given past what should have been the timeframe of relief, entrepreneurship and innovation begin to decline, overall decreasing free enterprise (Lupton, Moyo). Over the course of time, this will develop dependency, and in some cases, even entitlement. This can then yield to conflict between giver and recipient. For these reasons, we see the necessity and importance of companies and other givers being aware of the timeliness of relief.

The most common example of aid in the Relief Quadrant is that of the gift, whether of money, food, resources, or something else. These are all things considered necessary for life. However, they are also things usually available to people within their own community, so their need is

outside of immediate relief. If these things are not available within the community or immediate reach for the people, then it may be more worthwhile for the company or organization to work with the community towards the development of this resource. This would be something more sustainable, so it would move the aid outside of the relief quadrant.

Another example of aid in the Relief quadrant is the one-for-one model of giving. There are many organizations in the U.S. that have programs like this, where a consumer can buy a product that in turn sends a product to someone in need in a developing country. One of the most well-known companies for this is Tom's Shoes. Tom's shoes is a social enterprise that allows consumers to buy a trendy shoe with the promise that they are not only buying their own pair, but also a pair for a child in need in a developing country. While these shoes might be semi-sustainable (at least for a couple of years), there are no contingencies for what the people must do with these shoes or to earn these shoes. This could lead to the possibility of putting local shoemakers out of business and potentially causing a dependency in the community for the next time that Tom's shoes comes around.

With these examples, we know that these are some of the things that are going to be necessary immediately after a natural disaster or other crisis. However, others are just dire need. Neither is worth being developed into a continuous gift, as this would then begin to have negative side effects in relationships, local economy, and local ambition.

Quadrant Four

The final quadrant consists of aid that has higher contingencies and low sustainability. This quadrant is made up of short run approaches; these won't accomplish the final goal, but they are

a piece of the puzzle on the path to development. Short-term aid should be done on a case-by-case basis, and should be spaced out from one gift to the next, so as not to incur dependency or expectancy. The contingencies tied with this type of aid generally deal with what the giver asks of the recipient in return. Aid in this quadrant is very generic, mainly based on what the recipient needs at the moment. As this aid does not accomplish any complete goal (merely a step), we will call this the “Nudge” quadrant.

The goal of the aid in the Nudge quadrant is to give the recipient a helping hand on the project that they are already working on personally, therefore most of the plans and goals are all on the recipient’s end. It could be that the recipient is working on a very long and drawn-out goal or that they don’t quite have the resources to accomplish all that they might like. The giver then steps in to fill in a space where there is a need. As the giver is at the mercy of the recipient for planning, Nudge aid is generally very straightforward and simple for the giver.

Similar to the Relief quadrant, aid in the Nudge quadrant has to be chosen intentionally, so as to not cause unnecessary damage. For example, when an individual is in need of some extra labor for their project, the giving entity wants to be sure that they are not providing labor that could be accomplished by local workers in need of work, or giving money when it could actually be earned and worked for by the receiving members. Another trap in the Nudge quadrant is that sometimes nudge aid is used as an opportunity for an organization to use their own people to directly help out in the community or group in need (Corbett & Fikkert). This begins to shift the focus from the receiver to the giver, their desires, and their experience, which can really end up causing more expenses, setbacks, and inconveniences for the recipient than it would be doing good (Lupton).

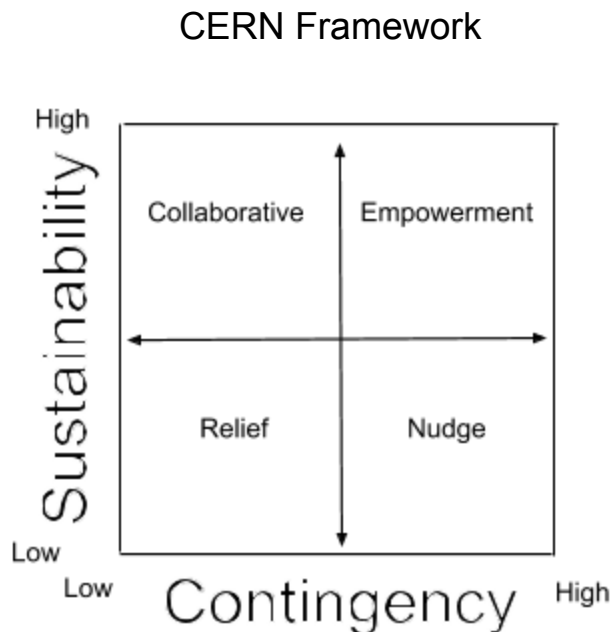
Many of the examples of aid that fall into the Nudge quadrant could also be found in the Relief quadrant, depending on the extent to which contingencies are placed upon the aid. Grants are a popular source of Nudge aid. While grants can easily fall into the Relief quadrant, there are still many grants that have contingencies, such as the recipient having to spend the money a certain way or having to do accomplish certain tasks before they can receive the money. Labor trips are another example of nudge aid. Labor trips are when an organization sends people to the developing country to help with the building or rebuilding stage of development. However, labor trips can come with many strings attached, such as the host community having to house and possibly feed the visitors, maybe even taking them around to see the sights. While labor trips can be good for building awareness for the cause back home, it can end up being very taxing on the host community and can even delay progress if not executed carefully (Lupton).

The situations most in need of nudge aid are the ones where the recipient is already working hard towards a goal and needs an extra “nudge” in the direction of the finish line. Nudge aid should not necessarily be given more than once towards the same recipient unless that recipient’s project stretches across a long period of time. However, if this is the case, it would also be beneficial to look into the community’s goals and projects to ensure that those are where and what they need to be as well.

The Finished Framework

Based on the factors of more or less sustainable and more or less contingent, we see four distinct categories emerge. Below is the finished framework, each quadrant with a name that describes the type of aid found within that quadrant and category. Also, with the newly name quadrants,

the framework will be called Schantz's CERN Framework, based on Collaborative, Empowerment, Relief, and Nudge.



What This Research Adds

When looking at the effect of aid done in foreign countries, it can be easy to get discouraged or to conclude that some types of aid should be terminated altogether. However, when we look at the CERN framework, we see that there can be uses for each of these types of aid if they are used to fit the situation meriting them. When an organization utilizes a type of aid that is not fit for the quadrant they are in, we begin to see more damaging effects. To improve aid and lessen the damages, a company can look at the CERN framework to help determine where they are and where they are going. If they find the results to be unsatisfactory, the company may then begin making changes so that its actions line up with the goals of the company and the goals of the

developing community. The CERN framework also shows the importance of understanding the levels of sustainability and contingency in an organization's giving.

Part Two: Applying Organizations to the Framework

Tomorrow's Shoes

In 2006, Blake Mycoskie, a young Texan entrepreneur, went on a trip to Argentina to learn more about the culture and lifestyle of the Argentinians. While there, he met an American woman that was working with an organization that donates shoes to the children in need in Argentina.

However, as the organization ran on donations of shoes, it was very hard for them to control what sizes and how many shoes they received, so the amount of shoes to be given sometimes ran out before all of the children received shoes (Mycoskie). This encounter left Blake with a desire to do something more for these children.

With his entrepreneurial background, Blake went back to his apartment in California to start making a plan. After making several phone calls and consulting some friends, Blake came up with a One-for-One idea of a for-profit company, where for every pair of shoes that he sold, he would give a pair of shoes to a child in need. After a lot of searching, he finally found a shoemaker in Argentina crazy enough to work with him in his endeavor to create a new twist on the traditional Argentina alpargata shoe. Blake called his shoes, "Tomorrow's shoes," eventually just shortening the name to TOMS (Mycoskie).

To avoid running into the same problems as the organization that survived on shoe donations, Blake chose to start TOMS as a for-profit social enterprise, so that his company would not be

limited in the amount and sizes of shoes given but instead could set its own standards for giving as a One-for-One company. The One-for-One business model was developed by Blake at the conception of TOMS, and it is a business model that has since been widely embraced by many other organizations (Mycoskie). The idea is simple: for each pair of shoes that was bought in America, a pair of shoes would be donated to a child in need.

Like many other organizations, TOMS has not limited itself to just one area of humanitarian aid. For Blake Mycoskie, shoes were just the beginning.

As TOMS grew to be an extremely popular company, they were able to spread to many other countries, currently aiding the citizens of over ninety countries face the problems of daily life (toms.com). Where they are able, TOMS produces their shoes in the countries that they are aiding, in order to create jobs for the people that live there and to also get more money flowing within those economies. As their profits grew and their expertise advanced, TOMS also started tailoring the shoes to fit the terrain and seasons of the developing countries. As a result, shoes have become more durable for the people they are working to help (toms.com).

Blake has been able to use his platform for shoes to expand into other markets that can in turn help to meet needs in developing countries. In 2011, TOMS began selling glasses with the goal of helping to provide a pair of glasses to a person in need, following the One-for-One platform. However, this program takes giving the gift of sight a step further than just giving a pair of glasses. It also works to set up eye care programs in communities. They are sustainable and community-run, creating professional jobs and providing basic eye care training to workers. A lot of these jobs go to women in the community, who then help to teach other health volunteers

and teachers (toms.com). Currently, TOMS is helping to restore sight in thirteen countries, so far having serviced over 400,000 individuals worldwide.

During a sabbatical from the company in 2012, Blake Mycoskie was introduced to a man that was using coffee as a platform for helping to build better coffee bean washing stations in Rwanda (Mycoskie HBR). This gave Blake the idea of using the already popular TOMS to get into the coffee industry, reaching yet another segment of people that would be helping to bring about positive change. With the TOMS Roasting Coffee Co., people buying a bag of the coffee would be providing a week's worth of clean drinking water to people in need. TOMS would also be investing in the building of clean water systems in the communities that are providing the coffee beans for their roasting. This is a partnership that they have developed in those countries and communities. The TOMS Roasting Coffee Co. was launched at the end of 2013, and it helped both Blake and other TOMS employees to fall back in love with the company and its cause.

One of the more recent social endeavors that TOMS has moved into is the TOMS Bag Collection. TOMS has developed a line of fashion bags that has allowed them to reach yet another group of people in need. When a customer buys a fashion bag, it provides for a birth kit, given to provide training to birth attendants that help to safely deliver a woman's baby (toms.com). So far, these kits have helped to double the survival rate of babies being born in these communities.

TOMS in the CERN Framework

As TOMS is very spread out with the types of aid that it gives, it crosses over into more than one quadrant. In fact, with its diverse humanitarian efforts, TOMS' aid stretches into all four quadrants. While TOMS One-for-One gifts (shoes and glasses) provide for certain necessities, they are only as sustainable as they are durable. Also, the people receiving these gifts are receiving them from the goodwill of TOMS, so there are no strings attached. When the shoes or the glasses wear out, there is nothing that continues in its place unless another pair is given. However, if another pair is given, it starts a new cycle, which can begin to develop dependency and even expectancy. These factors are characteristics of the Relief Quadrant, which is quadrant three: low in sustainability and low in contingency.

On the other side of the shoe gifts, however, there are some countries that are producing the shoes for TOMS. These communities are provided with steady work and a partnership with TOMS. While this allows communities to keep money and sustain jobs in their own economy, it is not certain that the factory would be able to sustain itself if ever the partnership with TOMS were to end. Thus, the factory's presence is entirely contingent of the presence of a partnership with TOMS and also on its prerogative to produce TOMS' shoe designs. With medium to high sustainability and high contingency, the production facilities established by TOMS in developing countries in the Empowerment Quadrant, quadrant one.

Leaving the One-for-One gift of sight in quadrant three, the sight clinics that accompany the gift of sight have a few different characteristics. As they are being taught, the workers at the sight clinic are able to begin working to teach other members of the community and even surrounding communities how to effectively provide good sight care. Even starting out with the help of TOMS and its partners, eventually these clinics will be self-sustaining, left to the community no

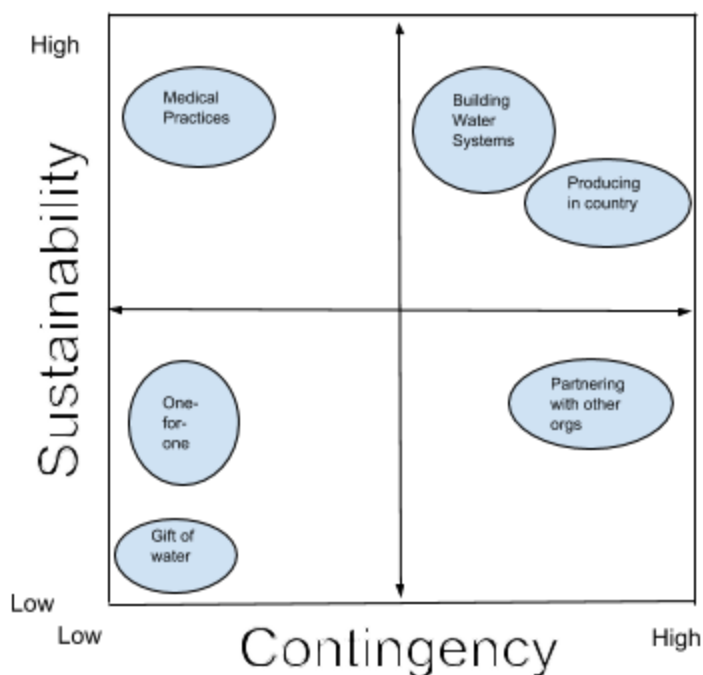
matter what the future holds for the company of TOMS. The training given to birth attendants lies in the same place, as its results are the same. The birth kits provided by the TOMS bags also double the survival rate of babies born in these communities (toms.com). In terms of contingencies, there are currently no contingencies that TOMS holds for these clinics, so the medical training and practices fall in the Collaborative Quadrant, embodying the high sustainability and low contingencies of quadrant two.

The sustainable water systems that TOMS is helping to fund could fall into one of two quadrants, depending on who is building the water systems and how involved the giving entity is. Also, as TOMS is partnering with a few other organizations to help with the water systems, there is a second aspect of the gift that falls into another quadrant entirely (toms.com). Since the clean water systems are being funded in the countries that are producing the beans for coffee, contingencies are placed upon that bean production. After the systems are up in running, if the locals know how to maintain them, then they will be very sustainable. Assuming all of the above, then the aid of the water systems falls into the Empowerment Quadrant. For the areas where TOMS is partnering with other organizations that are already involved, their aid is less directed at the developing community and more towards the organization that is already there helping. This could be considered aid that falls into the Nudge Quadrant, high in contingency, low in sustainability, as it is a short term partnership helping the other organization in an already planned out goal.

Finally, there is the gift of fresh water for a week that is given to an individual in need after a consumer buys a bag of the TOMS Roasting Coffee Co. coffee. This gift has no strings attached

and has the definitive end date of a week, falling very low on both the sustainability and contingency scales, so it is found in the Relief Quadrant, quadrant three.

Below, the framework is laid out with the different types of aid given by the company of TOMS. This is how any company, organization, or individual can plan out their aid and see its effect and effectiveness.



Conclusions for TOMS

Currently TOMS is doing a lot of good things for developing communities and individuals.

Something that TOMS does that people may not think about is that they allow the everyday consumer to be a part of a bigger impact. They give the consumer the feeling that they are really making a difference in someone's life just by buying a pair of shoes, a bag, some glasses or a bag

of coffee. History has shown us that people love the feeling that charity gives them when they feel that they have helped someone else. By finding a way to basically sell that feeling, TOMS has increased their profits, increased the number of people that they are able to help, and has used their name and popularity to move into different industries so that they might be able to help different groups of people in need.

Evaluating their place in the CERN framework, TOMS has types of aid from each quadrant in their organization. While all of these types of aid are helping people, there might be ways for them to either increase the amount of people that they are helping or move the aid to have a more lasting effect on the community. Should TOMS decide that they are not pleased with the location of some types of aid in the framework, they are able to look and see what some of the factors are that they need to adjust, whether it is helping the producers to have more partners or encouraging a receiver of shoes to use a job that is easier for them to do now that they have shoes.

The framework works as a map, not an instruction manual, and no, not even a report card. It merely gives the company a visual representation of where they are and what kinds of effects they should expect to see. A company, such as TOMS, is then able to take this information and apply it to their giving platforms, making decisions and adjustments accordingly.

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