
ME to WE Trips Impact Report

A Summary of Evaluation Results of the ME to WE Trips Model

Mission Measurement, LLC

With a letter from Jason Saul, CEO, Mission Measurement

November 2018

Executive Summary

The purpose of this report is to provide an objective third-party assessment on the research-based findings of ME to WE Social Enterprises, inc., a social enterprise headquartered in Toronto, Canada, to better understand the social value created and outcomes produced through one of its core experiential programs; ME to WE Trips. This report has been produced by Mission Measurement, an international consultancy that specializes in measuring and improving social impact. Mission Measurement has conducted six rigorous evaluations and surveys of ME to WE, and its charity partner, WE Charity (formerly known as Free the Children), interviewing over 1,000 beneficiaries locally and globally over the past eight years. Accompanying Mission Measurement's assessment is a letter from Jason Saul, CEO of Mission Measurement, at the close of this report sharing his professional opinion based on his personal and independent experience and observations.

This report specifically explores three areas of ME to WE Trips: (1) ME to WE as a model social enterprise, (2) the social value, impact and outcomes of ME to WE Trips to its beneficiaries, and (3) the sustainability of the ME to WE Trips model. Mission Measurement's assessment has concluded the following social value and outcomes are produced:

- 1) **Impact on Partner Communities:** ME to WE Trips are a key component to fulfilling WE Charity's sustainable development model in 77 communities around the world, aiming to break the cycle of poverty while yielding a variety of outcomes and benefits. For example, the travel operations required to fulfill trip experiences create 350 jobs annually in partner communities. As a second example, ME to WE's partnerships with medical institutions provide enhanced development opportunities for partner communities through skilled-based service with over 500 doctors at WE medical institutions providing health care to 30,000 patients. Thirdly, ME to WE Trips generate donations post-trip from travellers, resulting in several millions of dollars annually being directed to community infrastructure investments.
- 2) **Impact on ME to WE Trip Participants:** There is a measurable impact on those who participate in ME to WE Trips. This unique experience empowers participants to become engaged and contributing global citizens as travellers leave with a deeper understanding of sustainability, development issues, new perspectives, cross cultural understanding and skills to take action upon their return home.
- 3) **A sustainable and fiscally responsible model:** The ME to WE Trips model aims to minimize the ecological footprint of the trips while providing an equitable, accessible and sustainable social benefit to all participants.

The report will explore ME to WE's model, the ME to WE Trips framework and resulting impacts and outcomes generated in more detail.

Impact of ME to WE Trips

Introduction

This report outlines the research-based findings of ME to WE, a social enterprise headquartered in Toronto, Canada, to better understand the social value created and outcomes produced through one of

its core experiential programs; ME to WE Trips. The most relevant studies for the purpose of this report include:

- Youth Social Impact Study: Social Impact Quantitative Survey
- Adopt A Village: An Examination of Free The Children’s International Community Development Model
- Alumni – Mission Measurement: Mission Measurement, LCC, Alumni Study
- Employee Engagement Survey: FTC, ME to WE, WE Day and Alumni
- WE Day MM: Kitchener-Waterloo Region Impact Assessment Report

The purpose of this report is to provide an objective third-party assessment on the impact of ME to WE Trips. Although other opinions and perspectives may exist on ME to WE’s model and the ME to WE Trips framework, this report specifically focuses on the research and findings from Mission Measurement’s work.

ME to WE as a Leading Social Enterprise

ME to WE is a Canadian-based social enterprise that presents itself as “part of a family organizations that empowers people to make a positive impact in the world through their everyday choices” ME to WE’s program and product design, execution and scalability ingeniously marries social impact with financial sustainability. Mission Measurement regards ME to WE’s model of social entrepreneurship as among the most effective the firm has evaluated to date. Specifically, ME to WE’s intentional design to be a financial support mechanism for their charity partner, WE Charity, directly meets or exceeds accepted standards within the social entrepreneurship industry. ME to WE donates a minimum of 50 percent of its net profits (in the 2017/2018 fiscal year, that number was approximately 80 percent) to support WE Charity. This allows WE Charity to have a low administrative overhead rate of 10 percent, enabling a greater percentage of charitable funds raised to pass through directly to its beneficiaries.

The remainder of this report will explore Mission Measurement’s assessment of ME to WE Trips’ ability to deliver on its commitment to empower people locally and globally, achieving transformative outcomes for themselves and others in a socially, environmentally and economically sustainable manner.

What Outcomes Are Created Through ME to WE Trips?

ME to WE Trips have provided international experiential service learning trips to over 40,000 students, educators, adults and families since 2002. Each ME to WE trip experience takes place in a community where ME to WE’s charity partner, WE Charity, has partnered with community members to implement its holistic and effective five-pillar development model. This model is built on 20 years of experience collaborating with dedicated community members and international development experts to find solutions that work in breaking the cycle of poverty. Mission Measurement evaluated the efficacy of the ME to WE Trips framework on two levels:

- **Impact on Partner Communities:** We found that ME to WE Trips are a key contributor to WE Charity’s sustainable development model, which lifts communities out of the cycle of poverty through job creation, skills-based service, and funds raised by trip participants following their experience for community infrastructure investments.
- **Impact on ME to WE Trip Participants:** Our research showed that those who participate in a ME to WE Trip experience are empowered to become active global citizens. Participants leave

with a deeper understanding of sustainability, development issues, cross cultural understanding and the skills needed to take action upon their return home.

Impact on Partner Communities

Mission Measurement conducted a four-month study to understand the effectiveness, sustainability and cost-effective nature of WE Charity's development model, WE Villages, through a close examination of the design of the model in comparison with best practices in international development (such as the United Nations, the World Bank and other non-government organizations with similar goals). This was supplemented with a review of academic literature and evidence from WE Villages communities and member beneficiaries.

WE Villages

WE Villages is a five-pillar development model founded on economic empowerment that partners with communities to implement sustainable infrastructure and practices to lift themselves out of poverty. The WE Villages asset-based approach to empowering a healthy and self-sustaining community is like building the framework of a house. Each of the five pillars (education, health, food security, clean water and economic opportunity) provide crucial support, without which the whole structure would crumble. The five pillars are founded on the idea that no problem and no solution stand alone. To do this, WE Charity seeks to advance outcomes in each pillar that lead to sustainable impact when combined. WE Villages model has been adopted in 77 communities in nine countries around the world, empowering 115,000 community members. Over its 20-year history, WE Villages has transitioned out of 23 communities following the successful implementation of the five-pillar model. This year alone, WE Charity has formally exited five communities.

Through this assessment, Mission Measurement has concluded that WE Villages is strongly aligned with the Sustainable Development Goals. The WE Villages model approaches development from a rights-based perspective that seeks to empower individuals through the creation of institutions that effectively improve access, change behaviour and change the short, mid, and long-term transformative outcomes within each pillar. Pairing the development model with the ME to WE Trips operations model further fuels and accelerates the economic empowerment in each community through job creation, skills-based service, contributions to sustainable development projects, funds raised, and capital committed by visitors following their experience.

Impact on ME to WE Trip Participants

Mission Measurement conducted a study assessing the short and long-term social and behavioural impact on individuals who participated in ME to WE's programming. The study surveyed and interviewed 1,000 youth (12-18), young adults (19-35) and educators. The study conclusively determined that ME to WE Trips meets and exceeds industry standards in its ability to provide a unique opportunity for participants to not only have the opportunity to contribute to the sustainable development of communities abroad, but also contribute to their own personal development through ME to WE service- and leadership-based programming.

The framework of each ME to WE trip experience allows for facilitated community-first interactions, where participants meet and work with community members learning about the community's needs, strengths and traditions to understand their joys and challenges, and better understand their livelihood

and the impact holistic development initiatives are having on their family. In addition to the global education modules and programming on a ME to WE Trip, ME to WE has developed a series of education resources that families and educators can use to onboard and facilitate learning with their students prior to the experience. Through the combination of pre, during and post-educational opportunities, Mission Measurement's study has identified measurable educational and behaviour impacts on participants in a ME to WE service learning experience.

Outcome #1: Civically Engaged Citizens.

- 7x more likely to be agents of positive change in their local and global communities
- 2.9x more likely to actively look for ways to improve their communities
- 87% agree they can make a positive impact on society

Outcome #2: Academically Successful Students.

- 1.6x more confident to discuss complex topics with educators and peers
- 82% agree that they value their education more than prior to their ME to WE Experience

Outcome #3: Skilled Professional Leaders.

- 2.5x more likely to actively look for opportunities to lead others
- 2.0x more likely to bring people together to solve problems
- 2.3x more confident when speaking in a public setting
- 95% agree that their future employer reacted positively to their involvement

Through Mission Measurement's assessment of the impact of ME to WE Trips on economic empowerment, poverty reduction and participant attitudes and behavior, it is our professional opinion that the ME to WE Trips program generates positive outcomes through job creation, WE Villages project development, skills-based service, global education and increased fundraising.

A Letter from Jason Saul, CEO of Mission Measurement

October 31, 2018

To whom it may concern:

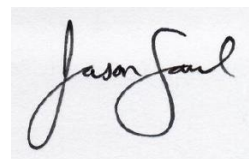
My name is Jason Saul and I am the CEO of Mission Measurement, an international consultancy that specializes in measuring and improving social impact. I am a recognized expert in the field of social impact measurement and evaluation. I teach at Northwestern University's Kellogg School of Management, where my courses focus on corporate social responsibility and nonprofit management. I am the author of numerous books, including *Benchmarking for Nonprofits: How to Manage, Measure and Improve Performance* (Fieldstone Press 2006); *Social Innovation, Inc.: Five Strategies to Drive Business Value through Social Change* (Jossey-Bass, October 2010); and *The End of Fundraising: How to Raise More by Selling Your Impact* (Jossey-Bass, February 2011).

This letter confirms that the accompanying report on ME to WE Trips, as prepared by my company Mission Measurement, outlines our firm's findings related to the impact of ME to WE as a social enterprise.

On a personal level, I met founders Marc and Craig Kielburger at the 2010 Skoll World Forum and since then I have conducted a number of studies and surveys of ME to WE and its charity partner, WE Charity. I have visited their Toronto headquarters on more than eight occasions and attended WE Day events throughout Canada and the United States. I participated in a ME to WE Trip to the Maasai Mara in Kenya where I witnessed the impact of the program firsthand. In my professional opinion, I can attest to the organization's credibility, the rigour and discipline put into impactful travel experiences that contribute to the meaningful outcomes for both trip participants and in-country beneficiaries.

In my research on the future of philanthropy and effective social change (published in my book, *The End of Fundraising*, Jossey-Bass, 2011) I found that the organizations that are most likely to succeed, and sustain themselves, are those that produce high-value social outcomes, use market-based approaches to increase scale and financial self-sufficiency, and innovate new ways to meet unmet social needs. Based on my experience with, and study of, ME to WE and ME to WE Trips, I believe that their work not only embodies these cutting-edge principles, but also qualifies as best practice in the field of social enterprise and sustainable and meaningful travel.

Sincerely,

A handwritten signature in black ink that reads "Jason Saul". The signature is written in a cursive, flowing style.

Jason Saul