



**AWARDS AND PRIZES
HONORING SOCIAL ENTREPRENEURS,
INNOVATORS AND LEADERS**

A Comparative Study

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Introduction

The Skoll Foundation advances systemic change to benefit communities around the world by investing in, connecting and celebrating social entrepreneurs – people and organizations who apply innovative solutions to social problems, empowering communities and other groups to mobilize resources and develop opportunities for positive change.

The foundation commissioned this study to help determine whether and how a significant prize for social entrepreneurship might contribute to the achievement of its mission. Based on the findings and conclusions, the foundation board has taken the issue under advisement and will continue to compare the potential impact of a prize with other vehicles as part of an ongoing process of developing a foundation-wide logic model and theory of change.

Several of the prize program managers interviewed during the course of the study and peer reviewers of the draft report encouraged sharing these findings to inform the field more broadly. We hope that this report will be useful, and we offer our gratitude to Ruth Norris, its author, and to the individuals and organizations who shared their experience and learnings with us.

Sally Osberg
President and CEO

I. Background and Objectives

This benchmarking study of awards and prizes recognizing social entrepreneurs aims to identify lessons from the experience of leading prize programs, pinpoint key issues for the Skoll Foundation in determining whether and how to institute its own prize program, and compare approaches and methods of some established prizes. The analysis takes special notice of practices associated with demonstrating impact, successful branding, administrative elegance, and synergies among prize and grant-making programs.

The study began with profiles of 12 leading awards and prizes, and an overview of the “universe” of awards and prizes available to social entrepreneurs. This was followed by in-depth interviews with prize program managers and with other individuals knowledgeable about awards and prizes, including evaluators and some winners. This report summarizes findings and recommendations, and includes a list (Appendix A) of prizes currently available to social entrepreneurs, from which the candidates for profiles and interviews were drawn.

The research questions were:

- How does a prize become the “gold standard” in its field and achieve recognition and credibility among key constituencies?
- What partnerships and networks have prize programs relied on to create a system that can consistently identify high-quality nominees and selectors? What value do these partnerships and networks contribute to the prize?
- What can we learn from leading prizes about their value to the honorees? How do prizes contribute to future achievement?
- How is impact measured?
- What are examples of effective and efficient nomination and selection processes? What are the staffing and budget implications of different approaches?

II. The Context

Social entrepreneurs are already a well-awarded group, regardless of whether the term “social entrepreneur” is spoken in their honoring ceremonies or carved on their medals. Scores of prizes and awards – global, national and local – honor leaders, innovators and achievers in education, governance, human rights, conservation, community development, conflict resolution and many other areas of endeavor. At least 20 of these carry cash awards of \$100,000 or more (see Appendix A), and there are several topping the \$1 million mark. At least a dozen prizes, fellowships, honor rolls and competitions are dedicated specifically to social entrepreneurs. Research turned up several Web sites dedicated to announcing prizes and awards, usually with 50 to several hundred available in the corresponding field at the time of the search.¹

Some of these prizes are very well known. Others fall below the horizon even of many professionals in the relevant field. Several have attempted to brand themselves as “the

¹ See for example, EurekaAlert.org or environmentawards.net.

Nobel Prize or “the Oscars” of their field.² Others have shied away from comparison and seek to build their own brand.

Today, any organization offering a new award or prize joins a large, well-established group that has invested substantially in becoming recognized and building credibility for the awards as such, and for honorees. Standing out in that group requires a clear and unique niche, strategic investment in finding and recognizing the “right” honorees, and substantial efforts in outreach and communications, networking and engaging honorees in activities that add value to the prize. It also requires developing enduring value beyond the cash prize for the honorees, for their fields of work and for the offering organization.

The study shows a variety of practices and options for creating value in distinct phases of a prize program: identification, selection, presentation and follow-up. While it is tempting to say that some are more successful than others, it would be more accurate to note that “success” depends to a large degree on identification and prioritization of the kinds of value the program seeks to create, and alignment of practices with those values, recognizing conflicts among the different types.

Prizes and honors awarded to date to well-known social entrepreneurs

Name	Awards
Millard Fuller Habitat for Humanity	Schwab Foundation Social Entrepreneur Medal of Freedom Bronze Medallion, Points of Light Foundation Overcoming Obstacles Achievement Award from the Community for Education Foundation Frank Annunzio Award, Christopher Columbus Fellowship Foundation Jefferson Award, American Institute of Public Service Martin Luther King Humanitarian Award Harry S. Truman Public Service Award More than 40 honorary doctorate degrees
Muhammad Yunus Grameen Bank	World Food Prize Volvo Environmental Prize Nominated for Nobel Prize Gandhi Award (U of NE) Ramon Magsaysay Award (Philippines) Mohamed Shabdeen Award (Sri Lanka)
Fazle Abed Bangladesh Rural Advancement Committee	Schwab Foundation Social Entrepreneur Olof Palme Prize Gleitsman Foundation International Activist Award Ramon Magsaysay Award (Philippines) UNESCO’s NOMA Prize for Adult Education Brown University Alan Shawn Feinstein World Hunger Award Rotary International Award for Community Development
Paul Farmer Pioneer in community- based medicine Harvard University Clinique Bon Sauveur, Haiti	MacArthur Fellow EPIIC Dr. Jean Mayer Global Citizenship Award Duke University Humanitarian Award Margaret Mead Award from the American Anthropological Association AMA Outstanding International Physician Award Heinz Humanitarian Award

² There have also been several attempts to convince the Nobel Foundation to add prize categories, including a current campaign to create a Nobel Prize for sustainability. Since adding the prize for economics in 1968, the Nobel Foundation has shown little interest in adding other prizes and has rejected several offers to endow additional ones.

III. Findings

A. How does a prize become the “gold standard” in its field and achieve recognition and credibility among key constituencies?

Credibility is built over time primarily through the quality of the honorees. That is, the value of a Nobel Prize or an Ashoka Fellowship is largely a reflection of the quality of the elite group to which honorees gain membership. Most of the better-known prizes have gained recognition by being associated with extraordinary people – with value flowing back toward the donor. Eventually, the prize accumulates sufficient value to direct the flow toward the honorees. This then creates an opportunity to make riskier but potentially more creative and impactful choices. New prizes, especially those focusing on a single winner each year, have the challenge of finding an honoree whose own “spotlight” can add to the newsworthiness of the prize without being already so exposed that the prize becomes a cliché chasing someone who has already been discovered.

Practices employed to raise the profile of awards at various stages include:

- High-prestige partnerships (Ford Foundation/Kennedy School of Government; Lemelson-MIT)
- Involvement of celebrities (Paul Newman/CECP Excellence in Corporate Philanthropy Awards)
- Presentation in conjunction with newsworthy conferences and events (Alcan Prize for Sustainability, presented at the World Economic Forum)
- Very large amounts (Templeton Prize \$1.4 million, Alcan Prize \$1 million)
- Significant investment in creative media outreach, including production of promotional films and partnerships or long-term relationships with major media outlets (Goldman Environmental Prize).

Prize programs that exist in part to raise the profile of their honorees, and so make major investments in publicizing awards, generally find it very difficult to get coverage, even though virtually all use professional public relations firms and news distribution outlets. The Ford Foundation/Advocacy Institute retains two media consultants to pitch stories about their honorees to local and national media, and while this effort is often successful in getting local coverage of the individuals, much of the coverage fails to mention the prize. It has also been nearly impossible to get national coverage. Some major news outlets (e.g., *The New York Times*) have policies against covering prizes and awards ceremonies. In fact, several interviewees advised, “If your objective is media coverage, a prize is not the way to get it.”

Another obstacle to achieving prominence through news coverage is the nature of the news cycle. All prizes compete for attention with whatever else may be happening on the announcement date. And they become “old news” the next day. The Goldman Prize, awarded annually during the third week of April, has had a particularly trying experience in that regard. Awarded during the third week of April, the prizes have generally received good coverage at announcement, due in part to close relationships with San Francisco media and CNN’s environmental program staff. But the post-

announcement period during which the Goldman Environmental Foundation team takes winners on a media tour and pitches feature coverage of their work has often been extremely difficult because of massive coverage of major events such as the Waco raid, the Oklahoma City bombing, an earthquake in southern California, the Rodney King riots and the Columbine shootings, which all happened in late April.

It is the uniqueness and quality of the story, and not the fact of a prize, that generates news coverage.

Several major prizes were awarded while this study was in preparation, including the Goldman Prizes, the Lemelson-MIT Prize and the Templeton Prize. The Templeton Prize (\$1.4 million, announced March 17) is an interesting case study of media coverage. Sir John Templeton is a very well-known figure in the world of investments. (His Templeton Group pioneered global investment strategies.) The prize, which honors research and leadership at the intersection of science and spirituality, was specifically designed to draw attention to this field of work, and to be the largest monetary award to an individual. The amount is always more than the Nobel Prize. It has been awarded annually for more than 30 years, in a ceremony at Buckingham Palace hosted by members of the royal family. This year, a Web search for coverage of the prize one week after it was announced showed that it was front-page news only in South Africa, where the winner, George Ellis, lives and works, and where he will contribute his winnings to a foundation working to end extreme poverty. NPR and Voice of America ran the story, as did the *Christian Science Monitor*. *USA Today*, the Associated Press and MSNBC published short “news digest” items, without discussing the prize or the winner’s work in any detail. The remaining coverage identified in a Google search (only 144 hits) appeared in perhaps 50 newspapers and broadcast outlets around the world, and an equal number of news distribution services and religious and philanthropic Web sites and publications: a disappointing result for such a significant prize.

B. What partnerships and networks have prize programs relied on to create a system that can consistently identify high-quality nominees and selectors? What value do these partnerships and networks contribute to the prize?

Management and administration of most prizes are at least partially outsourced. Some donors enter into a partnership with a third-party organization that actually manages the nomination and selection process (e.g., Lemelson-MIT Prize, Nobel Prize, Alcan Prize, Ford Foundation’s Leadership for a Changing World). Other donors manage their own process but rely on outside experts to play key roles in nominating or selection (e.g., Goldman Environmental Prize, MacArthur Fellows). Some prizes are offered with partners who can provide other kinds of support. The Colombian Peace Prize is co-sponsored by a national newspaper which provides publicity. Innovations in American Government is funded by Ford but managed by the Kennedy School of Government, where students and professors prepare and disseminate case studies of nominees.

The most obvious advantage to partnering with other institutions for the nomination and selection process is that the funder can make a grant for this part of the work, rather than absorbing it as an operating expense. Costs are quite significant in most of the prizes studied, running at least into the mid-six figures, excluding the amount of the award itself. Those that honor multiple recipients tend to have at least three or four staff and public relations budgets of several hundred thousand dollars, including, usually, an overall coordinator and individual agents in each of the winners' home areas.

Other advantages to offering a prize in partnership include:

- Relying on the partners' reputations to build credibility while the award is getting off the ground
- Creating collaborative rather than competitive relationships with other organizations already occupying the intended space
- Tapping into an existing community of knowledge and practice that can generate a flow of information about organizations and ideas that the prize sponsor might not encounter in other ways
- Benefiting from the partner organizations' communications and networking capabilities

The primary disadvantages of partnering to offer a prize are:

- Potential for dilution of the associated brand
- Distance from the learning gained through the selection process
- Potential for less-than-perfect alignment of the donor's and the partner's objectives and interpretation of selection criteria

***C. What can we learn from leading prizes about their value to the honorees?
How do prizes contribute to future achievement?***

Some awards (most notably, the Nobel Prize) explicitly recognize past achievement and do not imply expectation of future contributions or achievement. Their existence, and the fact that individuals might be inspired to try to earn them, are arguably a contribution to future achievement, but not realistically measurable. Their value to the honorees can be measured in terms of recognition and money. New awards that have not yet built the prestige to confer significant value in and of themselves (beyond the prestige of the other awards that the honoree is likely to have earned already) tend to rely on significant monetary benefits. Their honorees tend to be associated with medium-to-large organizations with access to substantial funding sources, such that a \$250,000-\$500,000 organizational award is not as significant as it would be to someone working in an earlier stage. Financial awards are more significant to individuals, but it is important to note that individual prizes are diminished by taxation – up to 40 percent (combined federal and state) for U.S. citizens and varying amounts in other countries. The Goldman Environmental Foundation, which honors individual environmental heroes, had to obtain a special IRS ruling to exempt its foreign honorees from paying U.S. taxes in addition to local taxes. Goldman now offers an option of having all or part of the award paid directly to the winner's organization because of tax issues in home countries.

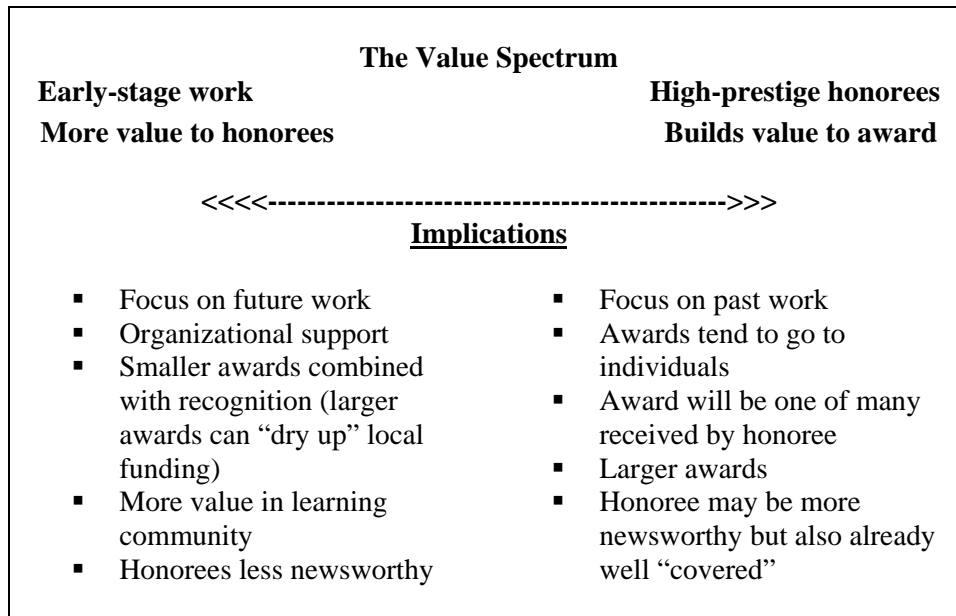
Expectations for the future contributions of honorees are established in several interesting ways. Those with a future orientation tend to make the award to an organization rather than an individual. They include mechanisms such as annual gatherings of honorees for staying in touch with initiatives they're working on. Some honorees get individual scholarships for their continued development in addition to the award to their organization. At the most extreme end of this scale, some prizes are based on a competition of plans for new enterprises/programs; winners get some combination of cash awards and venture capital for the program (e.g., Yale University/Goldman Sachs, Rolex).

The more closely a prize is tied to expectations of future performance by the organization, the more difficult it becomes to draw clear distinctions between a prize and a grant.

Most of the organizations in the preliminary research offer either a prize or grants. If they offer both, there is a clear distinction: The prize or fellowship program tends to focus on individuals while the grant program focuses on organizations (e.g., MacArthur Foundation), or the prize program is administered by a separate organization (e.g., Ford Foundation/Kennedy School of Government). However, this separation is perceived as a disadvantage by some organizations that would like to have a closer connection and shared learning between the programs.

D. How is impact measured?

The value and impact of prizes and awards have been notoriously difficult to measure. The MacArthur Fellows Program interviewed random samples of fellows to learn about the influence of the award on their lives and work, and attempted to design other measures of impact. Its conclusion: The individual stories are so different that it is impossible to detect patterns, and since a "trajectory of achievement" is a criterion for selection, it cannot rightfully be counted as an outcome. The Ford Foundation is currently conducting an evaluation of Leaders for a Changing World, a prize program that is only 4 years old and focuses on early-career achievers. Several other organizations have collected anecdotal data through reunions, follow-up interviews and other means.



The anecdotal information tends to confirm the observation about one-directional flow of value. The organization seeking to draw value to the award through selection of already distinguished individuals and organizations has a higher threshold to meet in order to create value for the honoree. One winner commented, “I appreciated the recognition, but I kind of resented the time they expected me to spend in seminars . . . it seemed like that was more for them than for me.” Another, while also appreciating the honor, said of the substantial financial award, “I had to raise that much just to meet payroll every week.”

Anecdotes also suggest that what is valuable to the honorees varies from country to country and situation to situation. Leaders for a Changing World considered and rejected the idea of awards in developing countries, for fear that elevating the profiles of activists in some countries might actually endanger them. The Goldman Environmental Foundation discovered that in certain cultures it was very difficult to honor an individual apart from the community. Various studies of development projects have associated large cash infusions with negative effects on long-term stability and sustainability of community-based activities more appropriately supported by credit and in-kind services rather than unrestricted cash.

Even the Nobel Committee has faced controversy over whether awards should go to individuals when their work has been enabled by the contributions of an entire organization. When the Peace Prize was awarded to the International Campaign to Ban Land Mines and its executive director, Jody Williams, in 1997, there was considerable uproar from those who thought the honor should have gone to the Campaign’s international leaders (including Princess Diana and the leaders of Human Rights Watch and other founding organizations) rather than its hired coordinator.

On the positive side, and especially with prizes that seek out early-stage achievers, there are many stories of individuals and organizations for whom a prize was a gateway to a major step forward by conferring credibility or helping to develop a network.

E. What are examples of effective and efficient nomination and selection processes? What are the staffing and budget implications of different approaches?

Generally there are three types of nomination processes: (a) nomination by invitation only, usually by a panel of experts in the field; (b) fully open applications, in a format that anyone can submit; and (c) limited open applications, accepted only from individuals meeting certain stated qualifications. The qualifications for the third option generally include high professional standing in the field in question, as evidenced by membership in elite professional academies or by job title. The Nobel Prize follows this latter model, although it does convene a panel in addition to allowing qualified outsiders to submit nominations. There are variations in policies of naming nominators publicly or keeping their identity confidential. The pros and cons of these models are:

<p>✓ Open applications</p>	<p><u>Advantages</u></p> <ul style="list-style-type: none"> ✓ Brings more potentially qualifying people/programs to light ✓ Transparency ✓ Announcement of prize criteria can be a vehicle for setting standards, exercising leadership ✓ May encourage more organizations to consider what it would mean to be a social entrepreneur ✓ May provide useful input/insight to the foundation about how social entrepreneurs self-identify 	<p><u>Disadvantages</u></p> <ul style="list-style-type: none"> ✓ Usually does not bring in a balanced portfolio of applicants; outreach needed to assure that under-served regions are reached ✓ Potential negative repercussions from having many disappointed applicants ✓ Administrative load of acknowledging and screening ✓ Difficult to determine expertise needed on review team until applications are screened ✓ Potential for significant workload for review team
<p>✓ Nominations by qualified panel</p>	<p><u>Advantages</u></p> <ul style="list-style-type: none"> ✓ Quality of nominators can add credibility to the award and its processes ✓ Number of nominations to consider can be managed ✓ Nominators' expertise and objectivity is assured (if independent from the foundation); only serious candidates will enter the process ✓ Efficiency ✓ Minimizes the problem of rejected nominees ✓ Can raise panelists' awareness of social entrepreneurship 	<p><u>Disadvantages</u></p> <ul style="list-style-type: none"> ✓ Lack of transparency ✓ Nominators' interpretation of criteria may diverge from original intent ✓ Worthy people/programs may be missed by this process ✓ Might limit candidate pool to those who already have partner relationships with nominating organizations ✓ Nominators likely to have field-specific expertise; few will have the cross-disciplinary vision implied by the term "social entrepreneur"

There are no correlations between type of process per se and size of staff and budget. The factors influencing staff and budget size relate more closely to thematic and geographic scope (including issues of language, if nomination materials are not in English); depth of the review process (including whether site visits are conducted); whether the prize is awarded at a stand-alone event or in conjunction with an existing one; the level of investment in media relations and outreach; whether the prize is a one-time event or has follow-on reunions or convenings; and the level of investment in documentation and publications.

One dilemma for the nomination panel model is how to represent the diversity of fields in which social entrepreneurs might work. The research turned up a few examples of interesting approaches to this issue. The Dan David Prize chooses time frames as its constant (past, present, future) and selects a field within each area as its focus for any given year. For example, the 2004 awards focused on “Cities: Historical Legacy” (past), “Leadership to Change Our World” (present) and “Brain Science” (future). Another example comes from the cohort of awards for leadership, the Hunger Project’s Africa Prize. This prize also has a changing annual focus. In 2001, for example, the theme was HIV/AIDS; in 2003, women’s leadership. Both of these models enable the prize sponsor to recruit nominators and selectors with enough breadth of experience to assure a thorough scan of the field.

IV. Conclusion

The most important thing we can learn from this research is that the awarding of prizes is a burgeoning and competitive enterprise in which the best organizations are clear about their objectives, thoughtful in their selection and vigilant in testing assumptions against experience.

The first prize awarded through a new program is critically important because it sets the bar and sends a message about the foundation’s values and what it seeks to encourage. If a single recipient is selected each year, the pressure increases. Thus, the organization needs to have a nearly fail-safe selection process ready to go before it announces its intentions. This would include:

- (1) Identifying ideal nominators and selectors and having confidence in their willingness to serve within the identified time frame
- (2) Developing clear selection criteria
- (3) Testing the criteria to assure that they lead to a diverse, representative and *exciting* set of nominees
- (4) Identifying a facilitator who can be relied upon to keep objectives and criteria front and center even as innovative and imaginative alternatives emerge from the selection panel

In general, the lessons and recommendations to be taken into account when designing a prize program can be summarized as follows:

A. A prize’s effectiveness begins with a clear idea of what it is supposed to do – for the donor, for the honorees and for the field.

The research suggests that a choice is necessary: Build the credibility and “brand” of the award quickly by selecting individuals and organizations already at or near the top of the field, OR maximize the impact and value of the prize to the honoree by selecting those who have not already received other major honors, and for whom the prize will represent a clear opportunity to move their work to its next level. While this is not precisely an either-or choice, there is a spectrum on which the prize should have a clear and definite place. It may be necessary to invest first in creating value for the prize and in serious investigation of what would be valuable to the prospective honorees and the field, in order eventually to balance value at various levels.

B. Clear objectives present an opportunity to assess the costs and viability of alternative paths in comparison with a prize.

This report has already noted the lack of correlation between prizes and media coverage, for example. Support of strategically selected books, entertainment programs, magazine articles and quotes may be more effective and less costly paths to name recognition. An objective to create community and promote connections might be well served by a prize, if the “ideal winners” are at a point in their development where they share this objective. Alternatively, it might be the winners who already have access to solid networks and who might be rewarded by the prize for opening those doors to others. It would also be important to identify objectives that the prize might support in terms of learning about the field.

C. Criteria for selection should be aligned with the prize’s objectives.

Most prizes have implicit as well as explicit objectives, and most prize administrators have to make decisions about the relative importance of overlapping or conflicting objectives when deciding on the weight to give each of the selection criteria. The field of social entrepreneurship presents special challenges because of “apples and oranges” issues related to the many fields of endeavor and the variety of factors differentiating an entrepreneur from an activist, innovator or other type of social change agent. Beyond selection criteria, other elements should also be aligned with objectives, including selection of partners, nominators, jury, size and nature of the award, and follow-up after the award.

The prize *process* should model the values and criteria – by being innovative, entrepreneurial, credible and *special* to the offering organization.

One reason that the MacArthur Fellows program captured the imagination of the media³ and of the public was its emphasis on “magic” in the selection process. Designed to support human creativity, the program built a constantly evolving creative community to identify and select fellows. This community operates with absolute anonymity – with the

³ It is also important to note that the MacArthur Fellowships were launched in the mid-1980s, when the media environment was vastly different and the field of awards and prizes more novel than it is today.

stated purpose of allowing for complete freedom of expression in the selection process and making it impossible to lobby, and with the added effect of creating an aura of mystery and surprise. Nominees never know they are under consideration until the phone call comes out of the blue. The selectors gather periodically, but not in a conventional meeting format. “I think of them as an orchestra, and their time together as a concert,” is the program director’s comment. Much attention (including a *New York Times Magazine* cover story) has been devoted to this mysterious “committee” and would-be fellows’ efforts to find ways to gain entrée.

Ultimately, the decision to offer a prize or award rests on the value of the prize in comparison to other potential investments of assets, in terms of contribution to the foundation’s chosen field. Thus, an organization can make an informed decision only after it has gone through a logic modeling process to understand its goals in terms of outcomes, impacts and strategic alliances. Within this framework, the prize can be assessed as one potential point of leverage, and compared with other strategies.

Appendix A. Existing Prizes

Sample of currently awarded prizes and fellowships available to social change leaders (does not include prizes for research, artistic or academic achievement, films or publications)

	Name	Geography	Category/field	Value in US\$	Initiated
	Alcan Prize for Sustainability	Global	Contributions to economic, environmental and/or social sustainability	\$1 million	2004
	Dan David Prize	Global	Scientific, technological, cultural or social impact	\$1 million	2002
	Conrad N. Hilton Humanitarian Prize	Global	Amelioration of poverty and human suffering	\$1 million	1995
	Nobel Prize	Global	Several categories; only the Peace Prize is relevant to social entrepreneurship	\$1 million (approx.)	1901
	Lemelson-MIT Prize	U.S.	Improving the world through invention	\$500,000 Prize \$100,000 Lifetime Achievement Award	1995
	Zayed International Prize for the Environment	Global	Environmental protection and sustainable development	\$500,000 (1st prize) \$300,000 (2nd prize) \$200,000 (3rd prize)	2000
	MacArthur Foundation – MacArthur Fellows	U.S.	Human creativity	\$500,000	1981
	William E. Simon Prize	U.S.	Social entrepreneurship, philanthropic leadership	\$250,000 per prize	2001
	World Food Prize	Global	Human development/ improvements in quantity, quality, availability of food	\$250,000	1986
	Right Livelihood (Alternative Nobel)	Global	Sustainability	\$230,000 (approx.) usually shared among several recipients	1980
	Tyler Prize	Global	Benefits to mankind through environmental science, energy, medicine	\$200,000	1973
	UNEP Sasakawa Environment Prize	Global	Environmental protection and sustainable development	\$200,000	1976
	Women’s Rights Prize/Peter Gruber Foundation	Global	Advancing the cause of women’s rights	\$200,000	2000

Name	Geography	Category/field	Value in US\$	Initiated
King Badouin International Development Prize (King Badouin Foundation, Belgium)	Global	Individual or organization for sustainable achievements in improving the lives of people in the developing world.	\$190,000 (approx.)	1980
AGFUND Prize (Arab Gulf Programme for U.N. Development Organizations)	Middle East	Pioneering development projects (education, health, micro-credit, voluntary community work)	\$150,000 \$100,000 \$50,000	2003
Volvo Environment Prize	Global	Environmental protection and sustainable development	\$140,000 (approx.)	1986
Petersberg Prize	Global	Information and communication technology for development	\$125,000 (approx.)	2003
Goldman Environmental Prize	Global	Environmental protection and sustainable development	\$125,000	1990
Ford Foundation Leadership for a Changing World	U.S.	Community leadership in a variety of social/citizen endeavors	\$100,000 grant to organization + \$15,000 to individual for professional development	2000
Gleitsman Foundation Citizen Activist Award, International Activist Award, Award of Achievement	U.S. and global	Social action leadership	\$100,000 per prize	1991
Rolex Enterprise Awards	Global	Enterprise, including social enterprises	\$100,000 + Rolex	1992
King Hussein Humanitarian Leadership Award	Global	Leadership in sustainable development, human rights, equity and peace	\$50,000	2000
The Africa Prize for Leadership (Hunger Project)	Africa	Leadership (social issues)	\$50,000	1987
Fulbright Prize for International Understanding	Global	Leadership in intercultural understanding	\$50,000	1993
The Tech Museum Awards: Technology Benefiting Humanity	Global	Technology	\$50,000	2001
Olof Palme Prize	Global	Intercultural understanding, anti-racism	\$40,000 (approx.)	1987
SAM/SPG sustainability leadership award	Switzerland	Leadership, private sector, sustainability	\$40,000 (approx.)	2001
St. Andrews Prize	Global	Innovative solutions to environmental problems	\$30,000	1999
The Beacon Prize	U.K.	Contributions to public benefit causes	\$30,000 to charity of recipient's choice	2003
California Peace Prize	California	Violence prevention in communities	\$25,000	1992

About Ruth Norris

Ruth Norris has worked with civil society organizations throughout the world developing systems, strategies and skills for effective management and financial sustainability. As a consultant to international donors and intermediary organizations, she has designed, managed, and evaluated grant-making programs and capacity-building initiatives.

Her background is in conservation and sustainable development, and during her career she has been an editor at *Audubon* magazine, manager of the Nature Conservancy's Latin America capacity-building program and manager of the organizational effectiveness grant making program at the David and Lucile Packard Foundation.

She has also worked with the Mexican Fund for Nature Conservation, Conservation International, World Wildlife Fund, the Summit Foundation, the World Bank, Management Systems International, Resources Legacy Fund and more than 15 national environmental endowments in developing countries.

Her publications on nonprofit management include TNC's *Resources for Success/Recursos para Lograr el Exito* (1991) and Pact Publications' *IPG Handbook on Environmental Funds* (2000). She was a founder and board chairman of the Institute for Conservation Leadership.