SEED Research and Learning Programme 2007-8:

Recognition and reward programmes that support entrepreneurship for sustainable development

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International Institute for Sustainable Development (IISD)

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SEED Initiative

The SEED Initiative identifies, profiles and supports promising, locally-led start-up enterprises working in partnership to improve livelihoods, tackle poverty and marginalisation, and manage natural resources sustainably in developing countries. SEED develops learning tools for the broad community of social and environmental entrepreneurs, informs policy- and decision-makers, and aims to inspire innovative entrepreneurial approaches to sustainable development.

SEED is a global network founded in 2002 by IUCN, UNDP and UNEP to contribute towards the goals in the UN's Millennium Declaration and the commitments made at the Johannesburg World Summit on Sustainable Development.

Partners in the SEED Initiative are **IUCN** (the International Union for Conservation of Nature), the United Nations Development Programme (**UNDP**) and the United Nations Environment Programme (**UNEP**). Major Supporting Partners are the governments of **Germany**, the **Netherlands**, **South Africa**, **Spain**, the **United Kingdom** and the **United States of America**.

International Institute for Sustainable Development (IISD)

IISD contributes to sustainable development by advancing policy recommendations on international trade and investment, economic policy, climate change, measurement and assessment, and natural resources management. Through the Internet, we report on international negotiations and share knowledge gained through collaborative projects with global partners, resulting in more rigorous research, capacity building in developing countries and better dialogue between North and South.

IISD's vision is better living for all—sustainably; its mission is to champion innovation, enabling societies to live sustainably. IISD is registered as a charitable organization in Canada and has 501(c)(3) status in the United States. IISD receives core operating support from the Government of Canada, provided through the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC) and Environment Canada; and from the Province of Manitoba. The institute receives project funding from numerous governments inside and outside Canada, United Nations agencies, foundations and the private sector.

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Executive Summary

Recognition and reward programmes are common mechanisms used to support and encourage outstanding behaviour and actions that contribute significantly to the achievement of a given vision, mission or objective. SEED is one of many award programmes that serve to recognize and support significant contributions towards a global vision for sustainable development.

Main Messages

The research found that strong founders or institutional ownership of the awards programmes seemed to correlate with the longevity and growth in the size and scope of the programmes. However, with only one or two notable exceptions, it was found that awards programmes could invest more in monitoring and assessing:

* the success of the programme itself;

* the impact of the award on the recipient and the success of the recipient's work;

* whether these programmes have answers to the ongoing challenges in the development field of scaling up successful small or pilot initiatives or replicating good ideas in other locations/circumstances.

Research Focus

The SEED Initiative supports entrepreneurs for sustainable development. Its particular interest is with those entrepreneurs using a multi-stakeholder partnership approach to achieve a combination of environmental, social and economic benefits. SEED provides partnership building and capacity development support for those that show real promise of success. But there are many other recognition and reward programmes in the field that target entrepreneurs. SEED's research and learning programme, delivered by the International Institute for Sustainable Development, was asked to review lessons being learned from other such programmes.

Three main issues were considered:

* **The drivers behind these programmes:** Ownership and governance; goals and objectives, the nature of the prize and the target "winners".

* **The operational cycle**: the selection criteria and process, profile of the jury and strategies for awarding winners; communications strategies used for sustaining engagement with winners.

* **Outcomes, longer term benefits and relevance**: what is considered to be "success" for these programmes; what are positive/negative impacts from winning the award; how is the use and impact of the award tracked; would the winners have been successful without the recognition and reward that the award provided; and do the awards and the awards programmes contribute to the challenge of scaling up or replication of projects for greater sustainable development benefits?

Main Research Findings

a) Drivers:

The drivers for the programmes appear to be directly connected to the original vision and commitment of the founder, or to the mandate of the host institution.

• All programmes appear to benefit from strong governance and ownership of the award programme, either by the founders of the award or by senior personnel in the institutional home for the award.

• The original goals for the awards remain constant: but the programmes have expanded to meet those goals, either in terms of cash value of the award, numbers of awards provided, or additional services provided.

• All, with one exception, are looking to increase the visibility and prestige of their award.

• While all have an "ideal winner" in mind, two are expressly committed to the extended influence that their programme will have on individuals around the world – where "everyone is a changemaker".

b) Operations:

There is significant variation in terms of selection criteria and processes. The only common element is that these are reviewed and fine tuned on a regular basis, to ensure fairness, flexibility and due diligence.

• For those awards that recognize good ideas or start-up enterprises, it was observed that the value of a cash prize can be greatly increased by providing additional communications and business management support to winners. These programmes believe that such services lead to a greater chance for the award winner's project to succeed.

• The awards ceremony, or other mechanisms to bring the winners and even finalists together, is considered by the participants to provide added value for learning and peer-networking, although measures to assess that value added are not yet well established.

c) Outcomes, Benefits and Relevance

All programmes have a clear picture of what they consider to be the benefits of the award to the recipient. How these benefits are actually measured, however, and how the use of the award is monitored, is less clear. Most programmes indicated the need for significant improvement in tracking and assessment.

• The most common practice is self reporting by the winners either through a formal progress report or in response to surveys circulated by the award programme managers. But independent verification of outcomes is not a common practice; and the self reported data is not always mined or synthesized.

• Without this information, it is difficult to determine more broadly, across all these awards programmes, whether and how the aggregation of such awards is making a significant contribution to sustainable development.

• All of these awards programmes suggest that the possibility of scaling up an individual enterprise, or helping to replicate a good idea elsewhere, are central to the relevance of the overall programme. Many stipulate as selection criteria the degree to which the project proposed is scaleable in and of itself (demonstrated through increases in revenues or social or environmental benefits provided), or replicable by others elsewhere.

- However, although most programmes could easily cite examples of the successful scale-up of winning projects or good ideas picked up and used elsewhere, there was little evidence of specific concerted or established strategies for identifying and reporting on the success of scale-up, or strategies for both promoting and reporting on where the project might have been replicated elsewhere. Only two of the programmes indicated that they were conducting more formal effectiveness and impact studies that included specific measures for scale-up and replication.

Follow-up Research Questions

The research suggests that more work by individual recognition and reward programmes, possibly in collaboration with SEED, would help to:

- ensure that recognition and reward programmes achieve maximum impact, and

- identify successful approaches to scale-up and replication.

More specifically:

o **How to strengthen peer networks among winners:** If peer and consultant networks are part of the benefit of winning the award, how can such networks be created and supported, beyond hosting an awards ceremony or other event to bring people together?

o **Determine the most effective types of support for winners:** Are there specific support services more relevant for developing country entrepreneurs? SEED has catalogued the types of services which SEED winners requested but what are the best ways of delivering these services?

o **How to develop improved frameworks and processes for measuring the success of recognition and reward programmes:** Is it possible to develop monitoring and assessment frameworks that will help the individual winners assess the benefits of their award; that will help individual programmes validate the reporting provided by individual winners; and that will allow aggregation of findings across programmes to demonstrate how recognition and reward can further sustainable development goals?

o **How to assess potential for scale-up and replication of winners' projects:** Are standard measures for scale-up and replication possible for different types of sustainable development projects? What might be appropriate strategies for promoting examples of success and hence stimulate replication?

o **How to foster a new community for learning among recognition and reward programmes:** Would it be profitable to institute a way of continuing the research and sharing of best practices among award programmes?

1.   Introduction to the research

1.1   Background

The SEED Initiative inspires, supports and researches exceptional, entrepreneurial, start-up, multi-stakeholder partnerships for locally-led sustainable development. It was founded by IUCN, UNEP and UNDP in 2002 to deliver concrete progress towards the internationally-agreed, aspirational goals in the UN's Millennium Declaration and the commitments made at the World Summit on Sustainable Development in Johannesburg. SEED does this by offering an integrated package of awards, technical support, research and learning. These activities are outsourced to specialist service providers which are selected anew each year, and managed by a central Secretariat.

SEED's Research and Learning Channel, delivered by the International Institute for Sustainable Development (IISD), studies the Winners, previous Award Winners, the SEED Support activities, and other partnerships to draw out lessons and to develop generic tools and relevant knowledge to inform and inspire the SEED and other social and environmental entrepreneurs.

SEED´s annual international award competition is in its 3rd cycle. The award is designed to support partnerships in developing countries which have the potential to make real improvements in poverty eradication and environmental sustainability.

1.2   Purpose

Recognition and reward programmes are common mechanisms used to support and encourage outstanding behaviour and actions that contribute significantly to the achievement of a given vision, mission or objective. SEED is one of many award programmes that serve to recognize and support significant contributions towards a global vision for sustainable development. The SEED Research and Learning Channel has conducted a study on similar award programmes to SEED. We have addressed, in other papers, whether and how the partnerships model contributes to successful sustainable development at the local level. In this paper, we explore whether the award itself also influences success in sustainable development. This research seeks to better understand the place of these awards in promoting sustainable development, and to gain insights on how to improve such programmes. Three main issues are explored:

1. **The drivers behind these programmes:** Ownership and governance structure (who is behind the award); goals and objectives, the nature of the prize and the target "winners"

2. **The operational cycle**: the selection criteria and selection process, profile of the jury and strategies for awarding winners; what communications tools and strategies are used for keeping in touch with winners.

3. **Outcomes, longer term benefits and relevance**: what is considered to be "success" for these programmes, what are positive/negative impacts from winning the award, how do the award organizations track the use and impact of the award, would the winners have been successful without the recognition and reward that the award provided, and, do the awards and the awards programmes contribute to the challenge of scaling up or replication of projects for greater sustainable development benefits?

1.3   Methodology

An annotated list was compiled of awards programmes which promote sustainable development through supporting projects focused on preserving the environment and/or poverty eradication in developing countries (Appendix 1). From this list, 12 award programmes were selected by the SEED Secretariat for further research[1]. Of those, 10 agreed within the time period of the study to be interviewed. An interview key was created with 25 questions (Appendix 2). The selected award programmes´ websites were reviewed, completing as many interview questions from the information provided on the websites as possible. Then, telephone & email contact was made and interviews for the 10 programmes were arranged. The data from interviews was compiled into comparative tables, and the answers to each question analyzed and summarized. Conclusions and recommendations were made on the research findings and the scope for future research outlined.

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[1] See appendix 3 for the list of programmes indicated, with interviewee´s contact information. Note that although the Equator Initiative is an award programme with several similarities to SEED´s, it was not chosen to be interviewed because the head of the Equator Initiative was a member of SEED´s executive committee.

2. General overview of the awards programmes researched

These programmes represent a variety of competition schemes, including awards, fellowships, grants, global social venture funds and venture capital for businesses. Thus, although not all are strictly awards, for the purpose of simplicity we refer to these programmes as such throughout this paper. The order these awards are numbered reflects loose groupings in relation to who/what is being awarded: Award numbers 1-4 focus specifically on supporting *individuals* and their solutions, while numbers 5 -7 focus on supporting *projects* (whether proposed by individuals, teams or businesses); and 8 - 10 focus on the development or recognition of sustainable *businesses*.

The ten (10) awards programmes selected for interviewing include[2]:

For Individuals	For Projects	For Businesses
1. Goldman Prize for the Environment 2. Ashoka 3. Echoing Green 4. Whitley Fund for Nature (WFN)	5. Ashden Awards for Sustainable Energy 6. The World Challenge 7. The Development Marketplace (DM)	8. New Ventures 9. The Business in Development (BiD) Challenge 10. European Awards for the Environment (EBAE)

Half of the programmes researched are located in the USA, the other half in Europe. Also, half of the programmes were founded more than 10 years ago, and the other half within the past decade. Total cash prize amounts per award cycle vary from zero to several million dollars. Below is a general description of each award, listing its prize amount, headquarters' location and founding year.

Award name / URL / Brief Description	Headquarters & Year Founded
1. The Goldman Prize (6 awards of $125,000) http://www.goldmanprize.org/ The world's largest prize programme for grassroots environmental activists. Rewards ordinary individuals for outstanding grassroots environmental achievement. Aims to demonstrate the international nature of environmental problems, draw public attention to global issues of critical importance.	San Francisco, California, USA 1990
2. Ashoka Fellows Support (provides living stipend for 3 years) http://www.ashoka.org Supports individual social entrepreneurs—financially and professionally—throughout their life cycle. Brings communities of social entrepreneurs together to help leverage their impact, scale their ideas, and capture and disseminate their best	Washington, DC, (with offices in 60 countries.) 1980

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[2] A list of each of the awards' website addresses and interviewee´s names/contacts can be found in Appendix 3.

practices. Supports the growth of the citizen sector and facilitates the spread of social innovation globally.	
3. Echoing Green (20 grants per year: to individuals = $60,000; to partners = $90,000 over 2 years) http://www.echoinggreen.org/ Supports visionary leaders and their innovative ideas for social change. Funds projects in the start-up phase.	New York, NY, USA 1987
4. Whitley Fund for Nature (Eight awards of £30,000, one of £60,000) http://www.whitleyaward.org/ Recognizes outstanding nature conservation leaders around the world who are applying sustained effort to conserve the natural environment. Scope includes protecting endangered ecosystems and species, promoting sustainability, and influencing environmental policies.	London, UK 1994
5. Ashden Awards for Sustainable Energy International awards: £20-40,000; UK awards: £15-30,000 http://www.ashdenawards.org/ Rewards organisations which have carried out truly excellent, practical, yet innovative schemes, demonstrating sustainable energy in action at a local level. Scope covers solar, wind, hydro, biomass, biogas, fuel-efficient stoves and energy efficiency.	London, UK 2001
6. The World Challenge (One first prize of $20,000; Two runner-up awards of $10,000) http://www.theworldchallenge.co.uk/ Seeks out projects and businesses that not only make a profit, but also put something back into the community. Hopes to show the public that everybody could become an entrepreneur, as well as providing global exposure to winners.	London, UK 2005
7. Development Marketplace Partnership (USD$ 80,000 - $200,000) http://www.developmentmarketplace.org/ Funds innovative, small-scale development projects. The finalists' proposals are judged on the three criteria -- innovation, scalability and replicability, and potential impact.	Washington DC, USA 2000
8. New Ventures (finds investment capital for projects, from $100,000 to $5,000,0000) http://www.new-ventures.org/ Supports sustainable enterprises by accelerating the transfer of capital to outstanding companies that incorporate social and environmental benefits. Demonstrates that investing in sustainable enterprises in emerging economies makes good business sense.	Washington DC, USA (offices in China, Brazil, Mexico, India, Indonesia)

	2006
9. BiD – Business in Development Network Challenge (€5,000 – €20,000) **http://www.bidnetwork.org/set-44898-en.html** Promotes poverty reduction through profit in developing countries by actively engaging European companies and their employees in initiatives for market-oriented sustainable development.	Amsterdam, Netherlands (Several country offices) 2003[3]
10. European Business Awards for the Environment – Category 4: International Cooperation: The International Partnership Award for Sustainable Development (no prize money) **http://ec.europa.eu/environment/awards/index_en.htm** Stimulates co-operation between organisations in the business, government, academic or non-governmental sectors for a variety of purposes including knowledge and experience sharing, clean technology transfer and community development.	Brussels, Belgium 1987

2.1   Similarities and Differences between SEED and other Awards Programmes

The table below shows the aspects of each of the award programmes which are similar to SEED's specific objectives (The numbers on the right-hand column refer to the awards numbered in the list above). The 10 programmes were chosen for review based on a central interest that they share with SEED, the promotion of innovative solutions for sustainable development in developing countries[4] through a competitive selection.

What was interesting in this particular group of programmes is the demonstrated commitment among the majority to reward what is commonly considered to be an important engine for economic growth and development: the combination of innovation, entrepreneurship and small/medium sized enterprise creation. Even those awards that focus primarily on conservation and environmental protection (The Goldman Prize and WFN) have, from time to time, recognized those promoting sustainable use of resources by local communities and businesses. The major differences among the programmes lie in the areas of the level of integration of benefits sought by proponents (whether all three of environmental, social and economic benefits are being sought), the risk involved (whether the award is made on the basis of potential or on proven performance) and partnerships (whether the use of partnerships is deployed as a critical success factor by the award recipients).

Other similarities and differences are discussed below.

SEED Focus	Awards with similar focus
To promote initiatives (projects, businesses, people) which have the potential to make real improvements in poverty eradication and environmental sustainability.	All

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[3] The BiD Challenge (competition) started in 2003; the BiD Network Foundation (subsequently set up to administrate the competition) was founded 2007.
[4] All programmes award projects in developing countries, although several also award projects in developed countries.

SEED initiatives should be:	
- innovative	All
- in developing countries	All[5],[6]
- locally-led	1,2,4,5,(7,8,9)[7]
- entrepreneurial	2,3,(5[8])6[9],7,8,9
- start-up	3,7,8,9[10]
- working in partnerships	7[11],10
SEED Operations	
Call for applications to start selection process	3,5,6,8,9
Support services to winners	2,3,5,7,8,9
Formalized research and learning process	2,5,7,8

2.2 Focus of the awards

❖ **Sustainable Development – Social vs. Environmental Focus**

Initiatives that support sustainable development are ones that take into consideration not only economic benefits, but also promote positive social and environmental outcomes. SEED explicitly seeks this "triple bottom line" focus in the projects it endorses, although its roots within the World Conversation Union and the United Nations Environment Programme suggest an emphasis on supporting environmental projects. About half of the awards researched (1,3,4,5,10) have objectives that require an environmental focus – for example, the "Goldman Prize for the Environment". Others indicate a social focus, such as Ashoka, which describes its programme as supporting "the world's leading social entrepreneurs". Few programmes specifically stipulate that the award candidates must incorporate both social *and* environmental benefits.

However, most award candidates, regardless of their primary focus, have both social and environmental benefits. For example, a current Goldman Prize winner awarded for establishing nature reserve areas in Belgium is also helping to create jobs in tourism in order to replace the mining jobs previously available in the region. A current Ashoka winner seeks to improve the income and livelihoods of rural small-scale farmers by teaching them the latest agricultural techniques as well as how to certify their agricultural

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[5] The Ashden Awards have UK prizes as well as international prizes focused on developing countries.

[6] EBAE rewards outstanding European companies but has an international cooperation award where European winners work in partnerships with organizations in developing countries.

[7] These three awards (7,8, 9) have country-based competitions where most projects selected are locally-led, however this is not a requirement to win the international prize.

[8] Ashden supports both entrepreneuial projects that have for profit applications, as well as not for profit solutions.

[9] The World Challenge (6) has one prize category for entrepreneurial projects; however, there are 5 other categories.

[10] Although not a requirement, in 2007 approximately 75% of the BiD Challenge´s (9) winners were start-ups.

[11] Although supporting partnerships is not a focus of the award, the Development Marketplace´s selection criteria stipulate that individuals must be working in partnership with one of the following: an NGO, Academia, Government, Foundations, or Businesses. However, some individuals have been given the grant without meeting these criteria.

products as environmentally responsible and alleviate problems such as soil erosion. What does vary widely from award programme to award programme is whether and how these economic, social and environmental outcomes of winners are monitored and measured.

❖ **"Locally Led" vs. implemented from outside:**

In line with SEED, 7 of the 10 award programmes researched favoured awarding locally led initiatives for sustainable development (as opposed to awarding initiatives being implemented by a person or organization from outside the country/community). It is important to note that there are differing degrees of "locally led" – from stipulating that winners be nationals who are local to the community where the project is being carried out (whether in developing or developed countries), to those allowing expatriates or foreign organizations to be involved, to those stipulating only that there must be local participation in the project. Four of the programmes above (2,7,8,9) have separate, country-led programmes, which are specifically geared toward promoting the development of projects from within those countries. Three programmes (1, 4, 5) are international award programmes with criteria stipulating that winners must be working locally in the community where the awarded project is being implemented.

❖ **"Entrepreneurial"**

SEED, as well as 6 of the programmes researched (2,3,6,7,8,9) stipulate that winning projects must be entrepreneurial [Ashden and EBAE also support entrepreneurship although not exclusively]. Specifically, this means that winning projects need to have an original or highly innovative concept where social, environmental and economic benefits are considered (a <u>sustainable</u> product or service). The spirit behind rewarding marketable solutions is to show that sustainable products and services are indeed possible to implement, and that these projects can become self-sufficient financially. The difference between these and award programmes that do not stipulate having an entrepreneurial product or service, is that the latter provide a platform for awarding initiatives which are not seeking to be self-sufficient financially (e.g. conservation projects).

❖ **"Start-up" vs. already established**

Together with 4 of the 10 programmes researched (3,7,8,9), SEED aims to support start-up initiatives, as opposed to awards that seek to recognize established initiatives (including established entrepreneurs, projects or businesses). Awarding a start-up project, essentially, means giving a chance to an idea that has not yet been proven and has little or no track record – and therefore may not be able to secure bank loans or attract investors. Supporting start-up projects, thus, involves assuming the risk that these projects may not make it. Programmes that seek to reward already successful businesses obviously do not have this worry. Those that support start-up initiatives vary in degree of what is understood as start-up: Can the project exist only as an idea? Does it need to have certain elements already up-and-running? What is the minimum/maximum "age" of the project?

❖ **Partnerships vs. individuals/teams or single businesses**

SEED specifically awards projects being developed by multi-sectoral partnerships (preferably with representatives of at least three sectors ["tri-sectoral"] actively sharing a common purpose). Of the awards researched, only one other programme has a specific focus on partnerships: EBAE´s international cooperation award,

> "for an international partnership involving at least one private organisation from the European Union, accession or applicant country and the other(s) from the private, public, non-governmental and academic sector in a developing country or a country with an economy in transition. The award also seeks to provide a

successful demonstration of the key role to be played by international partnerships in the achievement of global sustainable development."

EBAE´s programme differs from SEED´s in this requirement for an international private sector partner; whereas SEED requires partners from at least 3 different sectors, but not necessarily international. The DM´s selection criteria also stipulate that applicants must be working in partnership with an NGO, academic institution, government, foundation, or business. However, this stipulation is not in order to demonstrate the key role of partnerships, but rather to ensure projects have an institutional home and support, which can receive funds from the DM. Echoing Green's award can be given to individuals or partners, but "partners" in the sense of co-directors of the same project or company.

2.3   Operations of the Award Programmes

❖ **Call for applications vs. nominations to start the selection process**

In order to select winners, award programmes generally either:

1. Launch a public call for award applications, or

2. Select from nominated applicants.

Half of the awards used the first approach (3,5,6,8,9), as does SEED, while the other half use nominators in order to pre-select award candidates. However, unlike SEED, it seems that all programmes[12] using the first approach have a formalized 2 or 3 stage selection process The first stage typically applied a screening mechanism in order to narrow down candidates, for example, by first asking applicants to submit a short essay or statement of interest (3,5,6) or by asking applicants to submit a business plan (8,9). Successful candidates in round 1 are asked to elaborate their plans in more detail, often with extra guidance from the award programme. For its 2008 Awards, SEED has introduced a two stage process, gathering additional information from finalists prior to selecting Winners.

❖ **Providing Support Services to winners vs. principally a cash prize**

Six of the 10 awards provide extra support services to winners (2,3,5,7,8,9). Such services include: communications and PR support; help in setting up a marketing strategy and business plan; finding specific business contacts; among others. As does SEED, these services are offered in a tailor-made fashion, where one-on-one coaching or support is given in accordance with each project´s specific needs[13]. The services can also be generic, such as providing a workshop on PR to all winners/finalists at the award ceremony. Some programmes provide extra publicity support by producing a video on each winning project or providing extensive journalistic coverage.

❖ **Formalized research and learning process**

 Award programmes gather a wide range of information about their winners that could be used as rich material for research or learning about sustainable development entrepreneurship. Some conduct case studies (5, 7) and some publish winner´s yearbooks (1, 9). Five of the 10 the award programmes require that their winners submit progress

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[12] Although New Ventures uses and open call for applications approach, each of its country programmes handles the selection process differently. We were unable to determine whether or not a 2-3 stage selection process is used by New Ventures countries.

[13] Note that Ashden´s support services focus mainly on communications and PR, but the programme intends to expand to further areas (e.g. business plan support). We were not able to determine whether Ashden´s support is customized or generic.

reports (3, 4, 5, 7, 9)[14]. Half of the awards also stated that they conduct or have conducted surveys on their winners (1, 2, 3, 9, 10). The DM (7) indicates that it uses a database that enables the examination of portfolio projects at several different levels. This programme states that it also does an external, indepth review which includes site visits of large portfolios at the end of the award cycle. New Ventures (8) also states that it keeps track of the size of its portfolio as a whole. Ashoka and Echoing Green have conducted surveys which measure impact, such as scalability of the project.

However, in terms of having a specific group or person responsible for conducting research and writing reports as a standard procedure in each award cycle (as does SEED), with the aim of deriving lessons learned and gaining insights into how to foment the success of its programme, it appears that only 3 awards do this (2, 7 and 9).

3. Synthesis of interview results: Drivers, operations, and outcomes

In the following tables, the main interview results surrounding the awards programmes' goals, operations and impacts and outcomes are presented and briefly discussed.

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[14] Note that Ashoka provides progress report templates to winners but this reporting as well as any kind of surveying Ashoka conducts is voluntary.

Issue 1: Drivers behind the programmes

a. Ownership & Governance structure

Of the 10 awards, six are registered non-profits or charities (one of which is a partnership between a university and an international energy company), of those six, four were founded on the basis of strong personal or family commitments. Of the remainder, one is a partnership between large media organizations and a multinational petroleum company, and the remaining programmes are hosted by international agencies (the World Bank, the World Resources Institute and the European Commission Directorate General). Six of the ten awards have an independent board of directors; those hosted by organizations (the World Bank, World Resources Institute; the European Commission, BBC) do not have separate boards, but use the governance structure of their hosting organization. However, although there may be strong governance of the awards, that reflects the commitments of the founders or senior staff of the hosting institutions, external consultants are used by most of the awards programmes for programme delivery, providing a variety of services to winners (such as the production of promotional videos on winners, helping winners to develop business plans), as well as to supporting diverse aspects of the award programme (e.g. a facilitator to help the jury make a decision; extra support with promotions and communications).

	SEED	1.Goldman Prize	2, Ashoka	3. Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Founder &/or Current host	IUCN, UNEP and UNDP	A family endowed foundation private charitable	Founded by social entrepreneur Bill Drayton. Registered as a not-for-profit organization in the USA	Established by the senior leadership of General Atlantic. Registered as a non-profit organization in the USA	Family charity (UK Registered) founded by Edward Whitley	Originally part of the Sainsbury Family Charitable Trusts; later established as a separate UK charity	The BBC runs the award, the main sponsor is Shell, and Newsweek is a partner	World Bank	Part of the Markets and Enterprise Programme at the World Resources Institute.	BiD Network Foundation Founded by NDCO, an independent Dutch organization	Hosted by the EC Directorate-General (DG ENV)
Governance	Board of Directors (8 members)	Board of directors (4 members, three from the Goldman family; Mr. Goldman president).	Board of Directors (6 members, with Bill Drayton president) - Senior Leadership (11 Members) - Leadership Team (3 members) Run in 60 countries; 160 staff in 25 regional offices.	Board of directors (18 members). Its founders are still part of the Board. It also has 7 Special Advisors ad a Social Investment Council.	Panel of Trustees (4 members), Edward Whitley is the Chair of Trustees 2 Full-time staff (director, manager) and 1 part time (finance officer).	Board of Trustees (6 members) with the founder as the executive chair.	No board. The head of programmes of the BBC governs the award.	No Board. Uses the World Bank structure The GDMs are organized by the DM team in the Corporate Strategy Unit of the World Bank. CDMs are organized by World Bank Country Offices with the help of the DM team. Director reports to manager, manager to VP.	No Board. Uses WRI´s board (President and 30 external investors ;). - Run in 5 countries, each governed differently- 1 Liaison for each geographic region, 1 Project Director; 1 Programme Director.	Board of 5 experts - 3 managers (1 for each region), 10 staff from around the world.	No Board. - Secretariat, Steering Committee and 27 National Coordinators.
External consultants?	yes	no	yes (through partners)	yes	Yes	yes	yes	yes	unknown	no	no

Issue 1: Drivers behind the programmes

b. Programme objectives and evolution

The award programmes all share the following goals: to recognize and promote outstanding contributions toward environmental and/or social sustainability; inspire others; and raise awareness of the global nature of problems facing the world today.

Two programmes also have within their mandates the desire to engage and influence individuals at a global level. The World Challenge seeks to "cast a global net for ideas from individuals who know of an example of a best practice they want to be recognized" and does this by providing an internet tool where people can nominate projects. Ashoka states that its wider goal is to contribute toward a vision of the world where "everyone is a changemaker and has the means to respond quickly and effectively to social challenges".

All of these award programmes have changed or evolved over time, in efforts to best achieve their goals. Main changes include increasing the cash value and number of the awards, replicating to country programmes and expanding services provided to winners/finalists. Most have also increased their scope, and separated their awards into categories or themes. Normally, the goal is unwavering but the administration and structure of the programme are fine-tuned. Most awards programmes are actively looking for ways to increase the aspect of publicity and fame for winners, as well as the prestige of the award. Only New Ventures decided to go the opposite route, de-emphasizing the aspect of "awarding" (it now offers the same benefits to finalists as to winners) in favor of promoting of successful matches between projects and investors.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Main goal	Promotes and supports the contributions that local entrepreneurial initiatives and partnerships are making towards achieving the Millennium Development Goals (MDGs) and the Johannesburg Plan of Implementation.	Reward ordinary individuals for outstanding grassroots environmental achievement. Demonstrate international nature of environmental problems; draw public attention to global issues of critical importance.	Launch leading social entrepreneurs and help them to succeed in order to foment a world where everyone is a Changemaker and has the means to respond quickly and effectively to social challenges.	To support visionary leaders and their innovative ideas for social change. - Fund projects in the start-up phase.	Provide some of the world's most competent and effective nature conservation leaders with the opportunity to implement direct-impact grass root projects.	Raise awareness of the huge potential of local sustainable energy to both tackle climate change and improve the quality of people's lives.	Reward individuals or groups that make a difference through enterprise and innovation at a grass roots level.	Fund innovative, early-stage projects with high potential for development impact.	Support sustainable enterprise creation in emerging economies by accelerating the transfer of venture capital to outstanding investment opportunities that incorporate social and environmental benefits.	Help entrepreneurs create business plans that improve living standards in developing countries.	Stimulate technological developments that will help create a sustainable society by recognizing and promote organizations which make an outstanding contribution to SD.
Prize evolution	Increased frequency: now award given out annually (still a 2-year cycle) -Administration of award changed, prize increased.	No change in goal, but changes in process and structure of award.	Expanded to a wider range of programmes and geographical locations.	Initially fellows to be nominated (Ivy league graduates); now a call for applications, open to all.	Size of award increased, and different funding schemes offered.	Changed from private to public.	No change in goal but there are more advertisers, more voters, and more applicants each year.	Expanded from internal (World bank staff), to anyone interested in development issues.	Less emphasis on the award, more on benefits and matching projects and investors.	Expanded from the Netherlands to international; includes 9 national-based awards.	Changes in name, scope, and categories of award. Further changes ongoing.

Issue 1: Drivers behind the programmes

c. What the prize involves

Of the awards studied, cash prizes vary from $200,000 per winner to no money at all. In all cases, there are multiple recipients of the award from a minimum of 3 up to hundreds per year, and some programmes offer several separate awards. EBAE does not offer a cash prize but provides publicity to winners, hiring journalists in each winner's country to give press coverage for a year, as well as having 2 internal staff and an external network of promoters who work to increase the prestige of the award. New Ventures does not offer a cash prize strictly speaking. Instead, winners/finalists are selected to be matched with investors and become part of the New Ventures Portfolio, earning a "suite of services" that includes professional mentoring, access to a network of consultants, and business skills development workshops. Ashoka's cash prize is given in the form of a monthly living stipend for 3 years, in order to allow winning entrepreneurs to focus exclusively on developing their product or service. About a third of the prizes researched offer a combination of cash, publicity and consulting services to support winners. For example, the Development Marketplace assigns winning projects a World Bank project adviser from the country office where the project is being implemented. Ashden's support includes coaching on communications skills. The BiD network offers an extensive knowledge base as well as a social networking tool open to all who are interested. Trophies or medals are also given by some of the awards. Nearly all awards state that one of the benefits of the award is the access given to a network of like-minded peers. However, not all provide support to this network (e.g. an intranet in which members can communicate and share knowledge); most of the camaraderie happens during the award ceremony. The DM´s marketplace is such an opportunity. Ashoka and Echoing Green promote specific events to bring winners together and foment a sense of community.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Cash Prize	5X35,000 ($10,000in consulting services + 25,000 for tailored support services).	6 x US$125,000 and bronze sculptures called Ouroboros.	Living stipend for an average of three years, to dozens of individuals each year (depending on country).	20 grants per year. Either to an individual (= $60,000) or a business partnership (2 people in org (total $90,000) over 2 years.	8X £30,000; 1X£60,000. Possibility to receive continuation funding of up to £90,000.	International – 6 X £20,000. UK prizes– 3X £ 30 000 and 3X £15 000; School – 1X £15000 and 1X £5000; Energy Champ – 1X £40,000.	1 X US$20,000 2 X US$10,000; for each of 6 categories.	International: from US$50,000 to $200,000. - Country: from US $5,000 to $25,000.	Varies - selected SMEs seeking capital in the range of $100,000 to $5 million are matched with investors.	International EUR 5,000-20,000 per winner; - National prizes vary per county, depending on funding.	- No cash, only a trophy.
Extra support	Customized capacity building services (development of a detailed support plan based on needs analysis); workshop.	None, besides having recently set up an internal network to facilitate communication with and among winners.	Global support network of peers and partnerships with professional consultants.	A range of support services, including training, networking opportunities, consulting, championing.	Worldwide media exposure; a supportive international network of other WFN Award winners and Friends.	All finalists and winners have a film made about them and receive publicity & coaching on communications. Further services in the works (e.g. help with business plans).	Worldwide media exposure. Thinking about providing coaching to winners on how to deal with the publicity.	Technical assistance, funding sources, grant proposal writing toolkits and other tutorials, Knowledge Exchange documents & presentations.	Professional mentoring; access to network of investors and MBA programmes, workshops on sustainable business management skills.	Internet network helps to find investors and coaches for businesses.	- Main benefit of the award is the publicity.

Issue 1: Drivers behind the programmes

d. Who are the target "winners"?

Is the focus on the individual applicant or on the project? Most awards say both, seeing the project and person as being nearly inseparable. However, the DM and the World Challenge strongly place emphasis on the project. On the other hand, New Ventures and Ashoka believe that especially in the social/environmental field, much more important than the project is the person behind it.

Who are the award programmes' ideal winners? "Innovative" was the main characteristic cited by award programmes, as well as those who are committed, courageous and outstanding in their field; act responsibly, sustainably and who make a long-lasting positive impact.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Focus on applicant or on project?	Focus on the project or the partnership.	A combination. However, prize is given to one person, never an organization or team.	Both. Project has to be innovative. Applicants have to have something in place and have a track record as a social entrepreneur.	Both. You need the whole package.	Applicant, specifically an individual who is working with a team.	Both- what's being judged is the quality of the work or the achievements.	Project.	Project. But judge if the applicant has the capacity to implement it.	Applicant definitely – much more important than the project itself is the person behind it.	- Initially, the business plan. However, each finalist personally screened by the jury.	-Project. But track record of company and strategy, etc. ('whole profile' also important).
Who is your "ideal" award winner?	A locally led, start-up, entrepreneurial, multi-stakeholder partnership focusing on sustainable development in a developing country.	Goldman doesn't use the word "ideal" - uses "dedicated," "committed" "inspirational". These people have something very special - almost spiritual – the dedication to a cause that takes over their life.	A leading social entrepreneur.	Someone whose project has the "3 "I's": Impact (creating benefit, changing society); Innovation (trying new ideas); Individual (passionate good leader, good manager).	A conservation leader with work of pragmatic nature that makes a substantial and long lasting impact on the issue in question.	An organization which has carried out truly excellent, practical, yet innovative schemes, demonstrating sustainable energy in action at a local level.	Innovative projects or ideas that demonstrate an entrepreneurial spirit working for the benefit of the community whilst adopting a responsible approach.	Innovative early stage ideas with an element of risk.	SME's seeking capital in the range of $100,000 to $5 million selling a sustainable product or service and they themselves are sustainable in every aspect of business.	A growing business that is innovative with a large positive development impact.	A company not afraid of setting up very challenging objectives - balances profits and social/environmental benefits in the developing country and understands the needs of cooperation in SD.

Issue 2: Operations

a. Minimum requirements for selection

The requirements, or selection criteria, vary immensely among projects and are directly related to the award programmes´ objectives. For example, if an award programme focuses on business start-ups, there are requirements as to the size of the company *not in the case of SEED*. If a programme aims to recognize a successful business, this track record must be demonstrated. E.g. the company must have already won a national award (EBAE) or be delivering sustainable energy for at least a year (Ashden). Echoing Green and Ashoka, which aim to support social entrepreneurs, require winners to work full-time at their project. Many award programmes criteria include that the project be grassroots and demonstrate sustainability. The BiD network requires all applicants to subscribe to its network, while WFN has English language capacity as a requirement.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Selec-tion criteria	Tri-sector partnership in place; entrepreneur-ial and innovative approach integrating social, environmental & economic benefits; is intended to become financially viable; has a sound business rationale & draft business plan; has local drive and focus and potential for increased impact.	Recent, grass roots – not big companies or scientists working for big organizations. We want to award normal people, the type who lives next door. - Recent achievements that have enhanced the environment and inspired others are the foundation for recognition.	- There are 5 main criteria counting: Newest Idea; Creativity; Entrepreneurial Quality; Social Impact of the Idea and Ethical Fiber.	Winners must be: original ideas of the applicant; independent and autonomous; be in a start-up phase; applicant must make a full-time commitment to the organization's development -Applicants can be citizens of any nationality and their organizations can be based in any country.	- Applicants must be able to communicate in English, and be capable of compiling a written report to describe and quantify the success of their work. - The funding from WFN should form a significant component of the project's financial requirement. - PhD projects, MSc dissertations and undergraduate projects are not eligible.	- Delivered sustainable energy at a local level for at least one year - developed with the involvement of local people, delivering real social & economic benefits; - Is inspirational and replicable, innovative - Clear plans to use prize money for expansion, replication and dissemination.	- Cannot be a company with a turnover of more than US $20m per annum; nor projects with more than 50% financing from an intergovern-mental or bilateral development assistance agency; a drawing board idea; projects run by employees of agencies working for funders or panel members.	- Innovation; Results and Measurability; Sustainability; Growth Potential; Realism. Individuals are not eligible to apply without a partnership with one of the listed entities.	- Projects have to be SMEs in environmental and BoP ?? sectors such as ecotourism, renewable energy, clean technologies and water management. It has to be a company looking for $100,000 to $5 million in investment and working in SD.	- all participants are required to subscribe to the online BiD community, before they can submit a business plan online. - Business plans should seek to generate profit within three years; should require a start-up investment between US$5,000 and US$500,000 within two years.	- Open only to companies that have already received a national award. - The partnership must be an alliance based on the principles of equity, transparency and mutual benefit, and contribute to the three elements of sustainable development.- Effectively planned & adequately resourced to achieve its stated objectives.

Issue 2:   Operations

b.   Selection process

Of the awards programmes researched, there are generally two main approaches used to select winners: 1. launch a call for award applications, open to the public, or 2. select from nominated applicants. When selecting from among nominated applicants, a close relationship with nominators, including clear selection criteria is the best way indicated to get high quality nominees. Nominees and their projects are then extensively researched, with site visits. In the case of the Goldman prize, this research is done without the nominee even being aware of his/her nomination. EBAE is different - only companies that have won prizes a national level are nominated for the international prize, thus greatly diminishing the need to spend time on due diligence. Award programmes using the first approach (launch a call) generally have more applicants, with the exception of the World Challenge. The call is done via their website, through email sent to their networks, and advertisements on other websites/media. In order to weed out lower quality applications, two stages or "rounds" are used, the first asking for a short statement of interest with a project summary. From those, a selection is made of the most interesting, and in the second stage, successful applicants are invited to submit a more detailed application. Most programmes indicate that they interview all short-listed candidates. Many of the award programmes give feedback to all applicants, whether successful or not, at the minimum, sending an email confirmation for each entry received. The BiD network offers business plan coaching to applicants selected in the first round, and the best business plans are then selected by the jury in round 2. All awards programmes indicated that they provide guidance on the details that they are looking for in the application.

Selection Process time frames

- **5 Months** – Median time from the public call or the request for nominations and final deadline (Minimum time = 2 months; maximum = 6 months)

- **2-3 Months** - Median time from final deadline for applications/ nominations and the award ceremony. (Minimum time = 1 month; maximum = 6 months)

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Selection process	For 2008: Applications received online, via email and post; - approx 40 projects short-listed by secretariat & awards channel, and sent to jury for final evaluation.	Nominations received from selected experts; research is done secretly on nominees; - 36 finalists selected; - Winners selected by jury and notified; - and a 5 minute documentary is made about them and presented at the award ceremony.	From nomination to election as a Fellow, candidates go through an extensive series of in-depth interviews, a judging panel, and a final executive board vote.	Three phases: 1. Online application with short essays about the org and a resume. 2. Selected applicants submit longer essays; a sample budget; a sector analysis; references and a phone interview is conducted; 3. Two in-person interviews and a 90-second idea pitch.	The nominees go through a process of reference, application and interviews.	Two stages: applicants submit a short expression of interest. Award staff and jurors ask 25 of these to submit a full application, creating a shortlist of 10. Those on the shortlist are visited and a report is created. Jury picks winners.	Three stages: 1. 50-60 projects selected from all applications. 2. 12 finalists are then chosen by a jury. 3. The BBC airs a movie profile on each, then more than 100,000 viewers from around the world vote for the winners via the website.	Two stages: 1. The DM receives approx. 1000 nominations – 100 are selected and ask to submit more detailed proposal after reference check. 2. These are brought to the Marketplace in Washington for questioning. Winners are then announced.	Each country programme releases an annual Call for Business Plans from businesses in target sectors seeking investment	Two rounds: 1st: all business plans received are screened; applicants receive feedback; best business plans receive coaching; -2nd round; jury selects finalists from completed business plans.	National coordinators collect & send forms to the EBAE secretariat. - Entries are then registered & classified by country - jury panel then meets and evaluates the entries.

Issue 2: Operations

c. The jury process

Award programmes vary greatly in size of jury, anywhere from 5 to 20. Who exactly does the selecting? The family trusts (Goldman, WFN, Ashden) keep part of the jury internal, and include a member of the family as part of the jury. The award programmes that now have country programmes have separate juries for winners from each country (e.g. New Ventures). Often, with the two-stage selection process (see section above), the judges change from one stage to another. For example, the World Challenge has a jury panel select 12 projects from among all received, and in the second round, after airing videos on the projects, more than 107,000 people around the world voted online to determine the winner. For all award programmes, the jury members are selected to represent a range of knowledge from different sectors and are often referred to as "experts".

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Who selects the winners	The jury which includes identified notable experts in various fields of sustainable development, located globally in various sectors.	A jury which includes 4 of the Foundation's board of directors and 4 distinguished environmentalists (external), including a former Goldman Prize winner. (a standing committee),	Ashoka representatives (pre-selection); - Appointed interviewers are from outside the country; -National panel comprises: Ashoka rep, leading social entrepreneurs, business reps and creative leaders. -Ashoka Board (final decision).	1st round- two staff and programme area experts - 2nd round- Teams of five staff, alumni, staff from non-profits, foundations, universities, and business. - 3rd round - Judging panels of six leaders from social change and financial sectors.	The judging panel is made up of conservation experts CEOs, heads of organizations, Trustees and the director.	Judges representing a range of expertise (e.g.) Sustainable tech, internat'l dev, business, education, research and the media. - Jury panel different for UK awards and International awards. The Ashden Awards executive director is part of the international and UK panel.	A jury from a wide variety of industry backgrounds (including CEO's of Shell, Newsweek and BBC) selects 12 finalists. Then, internet voters (nearly anyone can vote).	Stage 1. 250 Assessors from inside and outside he World Bank. Stage 2. (Final selection) a jury comprising seasoned development professionals from inside and outside the World Bank.	In-country teams select the finalists in conjunction with their liaisons in the global office, and the winner is selected by judges panels made up of professionals from the country's financial community.	Experts	The jury (reps of or experts from industry, gov & non-gov bodies, the media and uni's) appointed by the steering committee. can't be jury member more than three times.
Number of jurors	9	8	11-12	14-15	8	unknown	8-10	30	Depends on country	20	12
external or internal	both	both	both	both	both	both	both	both	external	external	external
Ad Hoc or Standing	ad hoc	standing	both	both	both	standing	both	ad hoc	ad hoc	unknown	ad hoc
Standard templates	Yes	No	Yes	Yes.	Yes.	Yes	Yes	Yes	Yes. But change from country to country	unknown	Some general & specific criteria for each award category

Issue 2: Operations

d. Giving out the award

The height of the Award cycle for most award programmes is the award ceremony. This ceremony is called different names, e.g. seminar, forum, marketplace. After announcing winners, the main objective is to showcase winners and their projects and get as much press coverage as possible. These events are also set up for winners to learn from each other and as place to meet investors, receive training, etc. The WFN hosts an informal donor party where donors can meet the winners. This is cited as an extremely effective strategy for fundraising.

All programmes invest in promotional activities to draw attention to the winners' outstanding achievements (heavily invested in by EBAE, which designs logos for the winners.) Other strategies which emphasize giving attention to winners include making films or podcasts on winners, providing exposure through newsletters (DM has distribution list of more than 5000 readers) and through the website. The Goldman prize has 2 award ceremonies for its winners in 2 different cities. Other means to place emphasis on winners´ achievements include news conferences, media briefings, and hiring public relations firms.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Notifying winners	By email	Mr. Goldman phones them	Winners notified by phone.	Winners notified by phone.	At the award ceremony	At the award ceremony	At the award ceremony	At the close of the Marketplace.	- Announced at the forum	At the award ceremony.	At the award ceremony
Awards draw attention to outstanding achievements within a certain community. Does your organization place emphasis on this attention, and if so, by what means?	Media articles, developing communications materials for winners, national level awards ceremonies; contacting potential relevant partners and supporters, programme of events.	- Yes. 2 award ceremonies and - News conferences, media briefings and meetings with political and environmental leaders. Documentaries about the winners are broadcasted - 2 PR firms in San Fran and London that work year around, & 2 staff members that do press. - Periodic news updates via email list	- Yes. Celebration of the new fellow; share stories with business partners; organize meetings; send press releases; send letter to friends. Whenever fellows ask for reference we do it upon request.	A podcast is made that features a different fellow on each show and gives news about them. The Website gives great coverage. - sends out press releases and tries to fit winners into media activity (e.g. interviews).	- Yes. The WFN Awards Ceremony is hosted by their patron, The Princess Royal.	Yes. Technical seminars where finalists and winners present key findings - reports on the work of all finalists, available at seminars & on site. - Ashden's PR team gets media coverage - 2-minute and 5-minute films made of finalists & winners.	- Yes. Projects broadcast on BBC, Shell advertises them and Newsweek publishes articles on them.	- Yes. By providing exposure through: website, a regular online newsletter with a distribution list of more than 5,000 readers, articles on the World Bank's internal homepage, networking with the media.	- Yes. Annual Sustainable Business Investors Forum held in each country where winners present their business plans - Holds other forums, e.g. Triple Bottom Line investor forums – to help winners to network. Communication work – e.g. getting stories (niche publications) on the winners.	- Yes. By providing: Exposure. Business plans are visible in the BiD Network; - Prize Money; - Access to investors (At least 900,000 euros are reserved for investment in BiD Challenge entrepreneurs) - professional feedback and coaching as well as useful templates.	- All award nominees promoted thoroughly during the ceremony and in the following two years before the next awards. - Secretariat designs logos for winners and finalists, sends to national coordinators and distributes to winners.

Issue 2: Operations

e. Communication and follow-up with the winners, post-award

Tools and strategies used by award programmes to keep in touch with winners include personal contact (through project advisors or coaches), remote contact (through email lists, newsletters), as well as follow-up case studies and surveys. The World Challenge and DM also visit projects after the completion of the award cycle to see how they have progressed. Besides this, some programmes provide opportunities of communication between winners – usually at the award ceremony, training sessions or conferences. The Goldman prize has an intranet site for Winners, although not all winners use it. About half of the programmes make efforts to build a feeling of community by providing "lifetime membership" to winners (e.g. New Ventures winners become a permanent part of New Ventures´ portfolio, and Ashoka and Echoing Green´s winners become lifetime fellows). Interestingly, both of the latter programmes had built intranets to facilitate community building, but lack of use made them discontinue these. On the other hand, the BiD network has provided a social networking tool on its site, which is open to everyone, not just winners. The site seems to have a lot of users and categorizes users as coaches, investors or people who post a business plan.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Tools and strategies used to keep in touch with the winner	Phone, email, VoIP Contact. Website updates on winners in the news. Building Alumni Network Future newsletter	-Newsletter features stories and updates on winners; - annual yearbook with photos and bios on all winners; - Intranet for winners - Email contact	- Contact the winners for surveys, series of in-person interviews. - Promote meetings among member with similar interests	Fellows´ blog, Newsletters, Many emails from Echoing Green (e.g. when a new fellowship year starts winners they are asked to help spread the word; they also help in the selection of new fellows; fundraising, etc.)	Email lists phone no., network technology – all their email addresses on the website.	-Regular progress updates form the basis of Ashden´s winners' database. However, this is a work in progress. - Up to now has been informal - there is no strict process in keeping in touch with winners.	Visits to winners from one year to another to see how they have progressed.	- Each project has a project adviser from the country where the project is being implemented - The team also provides a forum for DM winners to share ideas and experiences amongst each other.	Online communication portal, NextBillion.net, . - Forums, Case studies, booklet published; Newletters. - Comms is mostly through the in-country partners - Comm from global office is through newsletter.	Monitoring reports sent by email - coaches structure in the BiD network-	- 2 former winners invited to become promoters of the scheme (in Spain & Italy). Send newsletter. Besides this, not sure if there is any other strategy for comms.
Frequency/time limitation of contact	In the beginning, while developing support plan, very frequent. After, periodic emails/research. No time limitation.	Periodic messages sent via intranet. Not all winners use it, however.	Winners are a lifetime member of the Ashoka Fellows Community	Frequency depends on events. Winners are lifetime members.	At 6 and 12 month reports, And WFN usually sends a group email, every week	After a year, winners must hand in a grant report on how they spent the cash prize.	At first it's more frequent - contact winners by email when there are inquiries.	Adviser assistance can go further when the funding is over.	The contact is ongoing, as finalists become part of the portfolio	- At least twice yearly	Very infrequent. No time limitation but difficult to keep in touch after time.

Issue 3:   Outcomes, impacts and relevance

a.   Success of the award programme itself

In general, Award programme managers use a combination of quantitative and qualitative measures to assess whether the award programme itself is achieving its goals. Quantitative measures are sometimes linked to sustainable development indicators (increases in uses of sustainable energy; number of good business plans, businesses established and jobs created); other quantitative measures may be more directly related to the programme itself (number of years that award recipients continue to be involved with the programme, for example.)

Award programmes also consider an increase in recognition of the award itself as a measure of success. Quantitative measures would include an increase in numbers of companies participating in the programme; number of nominees or applicants for the award; greater involvement (in the case of the World Challenge) in the numbers of voters in the award process. No programme mentioned use of media tracking (references to the award in the media), however, as a means to gauge broader public recognition of the award programme.

Qualitative assessments are drawn from observations of whether the award winners have met their own objectives: success for the winner means success for the award programme. How success for the winner is measured is discussed in sections b) and c) below.

The inspirational value to others of successful projects and people was also mentioned. This is discussed separately under "Scale-up and Replication", further below.

No award programme mentioned that ongoing support from either its donor base or institutional home was an indication of success; however, the growth of these programmes in terms of size of award, number of awards offered, and so forth suggests that this sustained commitment is in fact a key indicator of the perceived value of the programme.

It was less clear whether these award programmes review their quantitative and qualitative measures on a systematic basis to determine to the efficiency and effectiveness of the award programme itself (adjusting activities where necessary). It is possible that for those four programmes hosted by larger institutions, internal reviews have taken place as part of regular institutional programme review practices.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
What is con-sidered to be success	Winners scale-up and increase their impacts; SEED develops generic tools to support entrepreneurial partnerships; SEED influences policy makers in the area of its goals; SEED creates enabling conditions for SEED winners. SEED itself scales up.	Helping winners in what they're struggling to achieve. Feeling we've made a difference in their struggle, via credibility or otherwise. Acknowledging people.	If fellows continue to be involved for 10 years or more after they were elected. Also, if, in 5 years, fellows are recognized as leaders in their fields; have influenced national policy.	The closest metric for success would be the selection criteria on website.	A winner who stays in touch through reports (6 & 12 months reporting) showing they have managed to achieve their original goals.	Increases in the use of local sustainable energy	Greater involvement by both nominees and voters, but mostly greater recognition of what the projects are doing.	The success of the programme depends on the success of the projects.	Companies producing good business plans and that serve as model and an inspiration.	Number of business-es established; Number of jobs created.	Promoting the award in member states and encouraging more and more companies to enter the scheme.

Issue 3:   Outcomes, impacts and relevance

b.   Benefits to winners and negative impacts of winning the award

Benefits to winners cited by awards programmes include international recognition, enhancing of political and social credibility, and access to a network of peers. Ashoka pays a living stipend, and thus fellows can focus on building their institutions and spreading ideas. The establishment of an income generating business was also listed as a benefit to winners, as well as becoming leaders in their sectors and growing sales. Negative impacts: winners have been concerned with political repercussions – for example, one asked that his name not be published on the website, since he was working with a politically sensitive project; winners have been overwhelmed by sudden fame and publicity – one programme has considered providing coaching to help winners; with large cash prizes; winners have been concerned with personal security – for example, that their children would be kidnapped after they'd won the money. It has also caused problems within organizations – people question why one person from the team wins and not others? Having high amounts of untied prize money and fame attributed to the award may be a main contributing factor to this problem.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Specific benefits of award to winners	Winners get their profile raised, receive partnering services, and tailored support services to meet their scale up needs.	- Winners gain international recognition that enhances their credibility and worldwide visibility.	Recipients can focus full-time on building their institutions & spreading their ideas.	Media coverage – e.g. a winner probably would never have appeared in the New York Times . –Network of other fellows.	Example: Winner invited to meet Mexican president and because of recognition was able to set up an international project	- Significant support and investment - - - Political & social credibility.	-Amazing global publicity for their project.	Know-ledge exchange, training and consultancy to help develop the project.	- Recipients are opening new markets, growing sales, and becoming leaders in their sectors.	- The establishment of busines-ses and start-ups	- Example: Spanish company received airtime on national TV invited by the Prince of Spain.
Negative impacts & mecha-nisms to avoid	Potential negative impacts: misunderstanding and envy over award value; inappropriate partners; undue attention to winners in politically sensitive areas. SEED emphasizes support services rather than untied money; work on prior informed consent in terms of acting on winners behalf and helping to empower winners to overcome problems.	Sometimes winning this money creates problems for people – a week after they receive the prize programme officer talks with them about what will happen – will it create jealousy, etc.	No problems and no mechanisms to avoid potential negative impacts.	Sometimes new fellows ask that their names not be put on website because they're in politically sensitive areas. All fellows are asked if they want their name on website beforehand.	No problems to date - We avoid this by tying the prize money to the project. Money has to go to an NGO account.	- Sometimes winners expected to share money. No mecha-nisms to avoid potential negative impacts - need to respect the profession-alism of winners and let them deal with the potential problem themselves.	Just that of being overwhelmed .. We are thinking of giving coaching to winners on how to deal with all the publicity.	No problems and no mecha-nisms to avoid potential negative impacts.	- No it hasn't happened to New Ventures winners. There's no cash grant/ award.	No problems and no mecha-nisms to avoid potential negative impacts.	- Never heard of such cases with business awards – maybe because we don't offer any money.

Issue 3: Outcomes, impacts and relevance

c. Tracking the prize use and assessing its impact

Ashoka and Echoing Green publish statistics of the impact of their winning projects on their respective websites [The framework for Echoing Green's impact study is provided in Appendix 5]. BiD publishes descriptive statistics (e.g. country, gender, occupation of participants; listing project/participant needs); Ashden publishes case studies of its winners and also produces summaries on each type of sustainable energy. The DM indicates that it conducts an external review on its large portfolios (looking in depth at progress reports and conducting site visits). However, most award programmes stated that tracking and assessment of the use the award and resulting outcomes were areas where improvement was needed. For example, Ashden has recently hired a Market Development Manager whose job description includes developing metrics of benefit/impact. The DM intends to improve its database to better enable it to look at portfolio projects at different levels, explaining that, "before you can talk about success, you need to have a good monitoring system as a basic building block". Some programmes cited they have no established system for follow-up because no resources have been provided for this purpose. The most commonly cited way of tracking is to have winners submit progress report, as do Ashoka, Echoing Green, WFN, Ashden, the DM and BiD. Some award programmes (Goldman, Ashoka, Echoing Green, BiD, EBAE) conduct surveys on their winners, on a yearly basis or periodically, to find out how they have spent the cash prize or to determine if a project has successfully achieved its objectives a year or more after winning the prize. The World Challenge, rather than conducting a survey, goes back to each winner after a year and produces a video on the outcome of the project.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Award usage tracking	Yes. Through the support plan –and the development of a pre-agreed budget, to which winners are accountable.	Survey asks how prize money spent after a year, and again after 2 years. Big survey done for 15th anniversary. - Telephone interviews or communication via email.	Winners of a given year are contacted for surveys, series of in-person interviews. - Voluntary self-response survey also sent to all Ashoka Fellows.	Yes, they must write 4 reports over a period of 2 years.	Winners have to write a report at 6 and 12 months to describe and quantify the success of their work. Some site visits.	Awards team prepares detailed technical reports on the work of all finalists - After a year, winners hand in a grant report on how they spent the cash prize.	Each year the previous year's winners are visited to see how they've fared and what they've done with their prize money. No written reports.	Payment is done in 4 installments depending on submission of progress and completion reports to Project Adviser.	Only through in-country directors – and through knowing the general size of each portfolio.	Counted start-ups and jobs created updates of entrepreneurs 1 year after the winning; 2006 BiD Challenge Book records best business plans and presents a 1 yr update.	Survey done last year of all previous winners (to see where each company is at now).
How do you assess the benefit/impact of the award?	Regular updates from winners. Reports from SEED´s Research and Learning Channel.	Re: assessing benefit/impact: survey results. Most use the reward to pay off their house	Conducts an annual Measuring Effectiveness study on Fellows elected five or ten years prior.	Survey of fellows and finalists.	unknown	Very difficult. Has recently hired a Market Development Manager who will develop these types of metrics.	No formal assessment, but they film how the project has advanced.	Working on improving M&E: - Database enables looking at portfolio projects at different levels.	WRI panel intends to examine monitoring for impact of investments in sustainable enterprise.	unknown	All that participated in the survey were very delighted with the impacts.

Issue 3:   Outcomes, impacts and relevance

d.   Would the winners have made it without the award?

In terms of assessing whether the award programme helps winners to make it, or if outstanding people would have found a way to become successful without the award, answers depended on the objective of the award programme. For programmes that focus on rewarding those already successful (the Goldman Prize, Ashoka, Ashden and EBAE), this is not an issue, in comparison to those awards which focus on start-up projects or entrepreneurs. For example, EBAE has as selection criteria that applicants must have already won a prize at the national level. Thus, EBAE aims to showcase successful projects - recognize those that are already outstanding. For those awards which specifically aim to support start-up projects (Echoing Green, the Development Marketplace, New Ventures and the Bid Network) this is seen as a

tough question to which there is no certain answer. However, Echoing Green conducted a survey which indicated a very high correlation to a project´s success and winning the Echoing Green grant; and New Ventures feels that when they find investors for projects, that means the winners are making it through use of their service. Despite this, these programmes admit that some winners definitely would have made it anyway. For the remaining programmes, which aim to help innovative established projects to grow: the World Challenge indicates that winners probably would have made their project work, but that the benefit to winning the prize (global publicity) is something they could never afford to buy. WFN says most winners would have made it because they have already overcome a lot of difficulty to get where they are, but that it's a question of scale: "Would it have taken them longer and would they have been quite as successful? That's hard to measure."

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Do you think the winners would have made their project work without receiving this award?	It varies among the partnerships. Some definitely. It's not that the project wouldn't have worked, it's that it wouldn't have been so successful. SEED has added value to all award winners so far.	Winners are already successful before receiving the award. Most use the reward to pay off their house.	Yes each winner would definitely have made it. We only elect people who would succeed without us. The people we support are very strong-headed. We try to accelerate their success– through us they do it faster and better.	Our Survey found a .5% correlation between getting a fellowship and being able to launch the organization Some winners certainly would have made it but some really needed the Echoing Green grant.	Most, yes. Because they have already overcome a lot of difficulty to get them where they are. It would have them longer and would they have been quite as successful? That's hard to measure. It's a question of scale. They definitely would be doing conservation but WFN has catapulted them.	Ashden is not about making new projects successful – it's about making an incremental difference in organizations that are already successful.	Winners probably would have made their project work, but we've given them amazing global publicity for their project. You'd need a multi-million dollar advertising budget to do what we do. It's something money can't buy.	It's hard to say what would have happened with the winners. It's hard to document. There's not a programme out there that invests in new, high risk ideas.	If New Ventures helps winners to get investor contracts, winners are making it through us. Most entrepreneurs are very good but just need polishing.	It's difficult to say. We select the best plans, not the ones where the prize money would have made the most difference.	Our winners have already won at the national level They have been able to achieve their goals but EBAE opens doors for them.

Issue 3: Outcomes, impacts and relevance

e. Scale up and Replication

Every award programme said that scale up and replication (S&R) were important and many stipulate as selection criteria the degree to which the project proposed is scalable in and of itself (increases in revenues or social or environmental benefits provided), or replicable by others elsewhere. However, although most programmes could easily cite examples of the successful scale-up of winning projects or good ideas picked up and used elsewhere, there was little evidence of specific concerted or established strategies for identifying and reporting on the success of scale-up, or strategies for both promoting and reporting on where the project might have been replicated elsewhere. Some programmes stated that scale-up was measured simply by the growth of the project. Others said that evidence of S&R usually emerged from general surveys of winners. Only Ashoka and Echoing Green indicated that they were conducting more formal effectiveness and impact studies that included specific measures for S&R [See Appendix 5]. Some programmes indicated data on S&R were captured in the winners´ performance reports, because winners´ objectives were required to include S&R as part of the eligibility requirements for the award. However, it does not appear that this data has been systematically mined to report more broadly on the S&R outcomes of the award programme.

	SEED	1.Goldman Prize	2.Ashoka	3.Echoing Green	4.WFN	5.Ashden Awards	6.The World Challenge	7.DM	8.New Ventures	9.BiD Network	10.EBAE
Scale-up and replica-tion important?	Yes. This is central to SEED´s model.	Yes. How many people affected by the project considered.	Yes. Ashoka only supports people who it thinks will have a continental wide impact.	Yes. Idea diffusion is assessed—how ideas, models, or strategies for social change are adopted, adapted, and developed by other institutions and eventually considered a mainstream practice.	Yes. applications ask if the projects can be replicated.	-Yes, by helping an org to attract funding in order to grow.	Not explicitly. But many projects have been replicated/exp anded around the world because of our global publicity.	- Yes. Projects are funded that deliver results and have the potential to be expanded or replicated.	Yes. The "Suite of services" is geared toward increasing capital and business skills. -	- Yes. The more businesses establishe d & jobs created, the better;	Yes. in the application form, "What potential is there for the innovative aspects of partnership to be replicated elsewhere?"
Metrics for scaleup & replica-tion	Identifying these metrics has been a central part of current research programme.	Most winners start at a community-level, then scale-up to be regional or national.	Conducts measuring effectiveness / impact studies. Voluntary reporting system.	Help winners to make sure they're meeting their objectives. No one definition or measure for success – there are so many programme areas and places.	No cross-cutting measuremen ts because conservation projects are so diverse.	Scale-up: track org's growth rate on a financial basis. Replication : none	No formal metrics. But after a year the team films the advance of the project.	Number of beneficiaries, places of replications post-DM set of indicators	Statistics on a case-by case basis, following up on companies' growth rates.	Experimen ting with franchising .	No follow up

3.1   *Further comments provided by award organizations*

On the selection process: nearly all of those interviewed had something to add regarding the selection process. From this, a few recurring "lessons learned" emerged, as summarized below:

- **Due diligence** – Making sure applicants are really doing what they´re doing. This is important in order to make sure that funds and services are invested as promised to the donor(s), that public communications is in fact correct, and that the award programme is protected from being discredited. Due diligence requires personal contact with applicants - it is crucial to interview each finalist in order to know exactly what their project is about. The application process itself is insufficient. One programme noted that the cost to the award programme of a thorough selection process also represents a cost to candidates (filling out the application, hosting visitors, taking time to do interviews, etc). Award programmes report relying more and more on existing networks to indicate if applicants are people/organizations they would recommend – serving as informal reference systems. Some programmes cited the importance having knowledgeable in-country based programmes. For those programmes that depend on nominators, a good nominator relationship was cited as being extremely important.

- **Fairness**– The selection process has to be fair. Basing all decisions on one application form makes it very important that the applicants understand how to communicate well in the language that the forms are presented in. There is the issue of the "digital divide" - who are award programmes missing out on because of mainly use internet-based media to communicate and spread the word on the award?

- **Flexibility –** This is key in the selection process. Flexibility is especially important for certain communities – for example, one award programme decided to allow verbal applications, because indigenous communities sometimes refuse to send written applications. The process has to be open to change, continually trying to improve, but without changing the selection criteria.

On the scope of the award itself: Several also suggested strongly that the award should target either a specific sector or be linked to a specific theme or issue. This attention to efficiency and effectiveness helps to:

1. Narrow down the applicants and thereby reduce the burden and cost it takes to go through the applications;

2. Facilitate the assessment and evaluation of the quality of ideas, because the group is more homogeneous;

3. Make possible more cross-learning and networking among winners. Creating categories or themes results in a good learning process and makes it much easier to compare and improve lessons learned.

After winning the prize: all other further comments dealt with aspects of awarding winners:

- **The value of support services for winners –** cash prizes can be greatly increased in value by extending the communications and business management support to winners. May be more important to start-up projects than the prestige provided by winning the award.

- **The type of support depends on each winner**, some are winners incredibly sophisticated already…. for these, the cash prize may be good enough. On the other hand, other companies really need communications and business coaching. Support

functions are very much driven by needs of each winner – thus, a "standardised template" approach is not appropriate.

- **Wealth of bringing finalists/winners together** – winners and finalists are greatly inspired by one another and the award ceremony is an excellent opportunity to have learning and networking events.

3.2 Noteworthy aspects of each programme

1. The Goldman prize: This is the only programme researched that checks out its nominees in confidence (nominees do not know they have been nominated unless they end up winning the prize). Starting from a very strong nominator network, nominees´ colleagues are questioned, the project is painstakingly investigated over the course of a few months, and then Mr. Goldman personally phones the 6 winners to let them know they have won.

2. Ashoka: Foments a very strong feeling of community among its fellows by promoting learning events among similar projects on a continual basis. Uses a voluntary reporting system (on winners' projects), holding that this is the best way to get truthful answers. Ashoka started with an annual budget of $50,000 in 1980 which has grown to nearly $30 million in 2006.

3. Echoing Green: Presents the biggest untied money prize per recipient of the 10 awards researched, while still providing several complementary services (e.g. different types of coaching for winners). Has developed an automated website tool for helping entrepreneurs to find relevant resources. Successfully harnesses its alumni to help spread the call for each new award round and select future applicants, help with fundraising, etc.

4. Whitley Fund for Nature: Holds and informal donor party before each award ceremony where Donors meet winners. This is found to be very import for fundraising. Offers the possibility of winners to receive continuation funding after the period of their initial award closes.

5. The Ashden Awards for Sustainable Energy: compiles an information package around

winning projects and their technologies, besides providing general project information on the site. Information about each sustainable technology is prepared for school teachers to use in the classroom. These lessons are posted on Ashden´s website, and many lesson plans include ways for schools to apply the technologies to real life situations in the school or community.

6. The World Challenge: This award programme harnesses the power of TV and newspaper media in order to give global coverage to projects and inspire the public. It is also the only programme researched that has the general public vote for its finalists (via the internet). For the 2007 cycle, 107,000 people voted from all around the world.

7. The Development Marketplace: Its "marketplace", where 100 finalists are flown to Washington to showcase their projects in booths, and judges circulate to interview each finalist. The event brings all finalists and winners together to provide learning and networking opportunities. The DM marketplaces are also carried out at the country level.

8. New Ventures: It supports networks for sustainable companies – including an extensive resource guide and links investors (a useful compilation of business support tools from diverse organizations); as well as its award programme is tie-in to 'next billion.net', an extensive network aiming to attract investors to businesses in emerging markets.

9. BiD Challenge: Exponential, outward-looking growth, in a relatively short period of time. From starting out as an award for Dutch companies in 2003, went international in 2004 and has since created 7 in-country sites. It plans to expand to 20 in-country sites by 2010.

10. EBAE: is forming a "promoters network" to help give award/winners more prestige and fame. Encourages each business to be sustainable in and of its own.

4.   General observations

4.1   On Drivers:

The drivers for the programmes appear to be directly connected to the original vision and commitment of the founder, or to the mandate of the host institution. All programmes appear to benefit from strong governance and ownership of the award programme, either by the founders of the award or by senior personnel in the institutional home for the award.

Many of the award programmes have changed over the years, but it is not their objectives that change - these remain unwavering. Nearly all awards, however, have scaled-up to reach wider audiences, give more prizes or prize money, seek more prestige, publicity and fame, and have expanded to include country level programs.

While all have an "ideal winner" in mind, two are expressly committed to the extended influence that their programme will have on individuals around the world – where "everyone is a changemaker".

4.2   On Operations:

There is significant variation in terms of selection criteria and processes. The only common element is that these are reviewed and fine tuned on a regular basis, to ensure fairness, flexibility and due diligence.

The research showed that programmes present three types of prize, each with its own value: 1. cash; 2. fame/prestige/publicity; 3. support services such as help setting up a business plan, communications and PR coaching, and providing access to a network of peers and /or investors.

Those programmes focused on recognizing established projects tend to place more emphasis on the prestige of the award, and publicity for winners. The awards for established projects also tend to provide an untied amount of cash, to be used as the winner sees fit, whether for personal benefit or to be invested in the project.

On the other hand, it was seen that programmes focusing on start-up projects all place great emphasis on the development of business plans and other types of support, as a main part of the prize. Awards that seek to support and help grow start-up projects all place a high value on providing extra services to winners, with the belief that it gives a greater chance for the project to become successful, and there by contribute to the goals of their own programs.

Some award programmes which recognize already successful projects/entrepreneurs are increasingly recognizing the value of extra support, in that it can help to ensure the project´s continuing success.

4.3   Outcomes, Benefits and Relevance

All programmes have a clear picture of what they consider to be the benefits of the award to the recipient. How these benefits are actually measured, however, and how the use of the award is monitored, is less clear. Most programmes indicated the need for significant improvement in tracking and assessment.

Tracking and assessment processes are needed to determine whether winners are meeting their objectives and that the award has served its purpose. Despite this, most programmes

indicated tracking and assessment as areas where improvement was needed. The most common practice is self reporting by the winners either through a formal progress report or in response to surveys circulated by the award programme managers. These surveys (conducted on a yearly basis or longer intervals) gather information on how winners have spent the cash prize or to determine if a project has successfully achieved its objectives after winning the award. But independent verification of outcomes is not a common practice; and the self reported data is not always mined or synthesized.

Without this information, it is difficult to determine more broadly, across all these awards programmes, whether and how the aggregation of such awards is making a significant contribution to sustainable development.

Every award programme has stated that scale up and replication are important and many stipulate as selection criteria the degree to which the project proposed is scalable in and of itself (increases in revenues or social or environmental benefits provided), or replicable by others elsewhere. However, although most programmes could easily cite examples of the successful scale-up of winning projects or good ideas picked up and used elsewhere, there was little evidence of specific concerted or established strategies deployed by the programmes for identifying and reporting on the success of scale-up, or strategies for both promoting and reporting on where the project might have been replicated elsewhere. Only two of the programmes indicated that they were conducting more formal effectiveness and impact studies that included specific measures for scale-up and replication.

In spite of the stated commitments to scale up and replication, award programmes reported that this was a very tough issue to tackle. Many of those interviewed appeared to consider that the assessment of scale-up required quantifiable measures, but that their award winners had results that were difficult to quantify. This was further complicated by the diversity of projects, preventing standard measures of scale-up to be applied across the board.

5.   Scope for Further Research

5.1   How to strengthen peer networks among winners

Most award programmes state that peer and consultant networks are part of the benefit of winning the award, however, only a couple of the awards have strong, active networks in place. Two award programmes indicated that they had an intranet in place for winners, but discontinued use of it because no one used it. What are the factors that help to create a network of peers? What is the importance of creating a feeling of community among winners, in terms of winner´s success, and contribution to success of the award program?

5.2   How to determine the most effective types of support for winners

Are there specific support services more relevant for developing country entrepreneurs? SEED has catalogued the types of services which SEED winners requested but what are the best ways of delivering these services?

5.3   How to develop improved frameworks and processes for measuring success of recognition and reward programs.

One of the main areas where many programmes indicated they would like to improve is in measuring success. This research showed that little is done by awards in the area of tracking the award usage. Most indicated that the main instruments for measuring success are in surveys conducted on their winners. In subsequent research on award programmes it would be useful to look at surveys undertaken by those programmes on their winners. What kinds of strategies are being used for collecting data? What, if any, are the specific metrics used for success? The Development Marketplace indicates that it uses a database, and reports published on Ashoka´s site indicate that this programme has several metrics in place. What can be learned from these examples? What types of integrated metrics could be developed (social, environmental, financial)?

5.4   How to address scale-up and replication

These two separate concepts were addressed together in the interview process, and respondents treated them interchangeably, even though they are in fact rather different. Future research should be more careful in treating these two as separate activities. Scale-up is the increase in the size of the project or business to a degree where real development impacts can be seen; replication is taking a good idea from one community / business and replicating it in another country/region/circumstance. More work needs to be done to determine how scale up and replication are to be fostered and promoted and whether standard measures for scale-up and replication are possible for different types of sustainable development projects.

5.5   How to foster a new community for learning among recognition and reward programs.

Recognition and reward programmes have much to learn from each other, regardless of whether they are venture funds, fellowships, or grants. The more projects that are inspired, supported and rewarded by these programmes, the more each programme contributes to sustainable development. There is value, therefore, in determining how best to continue research and sharing of practices among award programmes.

APPENDIX 1: Sustainable Development Grants, Venture Capital & Awards Programmes

- **Ashden Awards for Sustainable Energy International awards: £20-40,000; UK awards: £15-30,000 http://www.ashdenawards.org/**

An annual competition to identify and reward organisations which have carried out truly excellent, practical, yet innovative schemes, demonstrating sustainable energy in action at a local level. Runs seminars to raise awareness of these technologies and to encourage others to follow. Winners include schemes covering solar, wind, hydro, biomass, biogas, fuel-efficient stoves and energy efficiency. (Hosted by GVEP International - the Global Village Energy Partnership. Based in London, U.K.)

- **Ashoka Fellows Support (provides living stipend for 3 years)**

http://www.ashoka.org

Supports individual social entrepreneurs—financially and professionally—throughout their life cycle. Brings communities of social entrepreneurs together to help leverage their impact, scale their ideas, and capture and disseminate their best practices. Helps build the infrastructure and financial systems needed to support the growth of the citizen sector and facilitate the spread of social innovation globally.

- **BiD – Business in Development Network Challenge (€5,000 – €20,000)**

http://www.bidnetwork.org/set-44898-en.html

BiD promotes poverty reduction through profit in developing countries by actively engaging European companies and their employees in initiatives for market-oriented sustainable development.

- **BP Conservation Leadership Programme (20 @$12,500; 5 @ 25,000; 2 @ 50,000)**

http://conservation.bp.com/applications/grantinformation.asp

The BP conservation leadership programme (BP, Fauna and Flora International, Bird Life International, Conservation International) gives awards to grassroots projects, often run by students. The aim is to develop the capacity of young conservationists through support, training and awards.

- **Bremen Partnership Award 2004 (€2,500 – €20,00)**

http://www.umwelt-unternehmen.bremen.de/The_bremen_partnership_award_2004_winners.html

An ongoing prize by the city of Bremen, Germany In 2004 it was opened to international competitors and aimed at projects featuring cooperation between businesses and organizations from the fields of science, politics, local government or NGOs which focus on the environment and set examples for sustainable economic activity.

- **Development Marketplace Partnership – (USD$ 80,000 - $200,000)**

http://www.developmentmarketplace.org/
A competitive grant programme of the World Bank and GEF that funds innovative, small-scale development projects. The finalists' proposals are judged on the three criteria -- innovation, scalability and replicability, and potential impact.

- **Entrepreneurship Saïd (1st Prize = £21,000; 3 runner-up prizes from £5,000 – £10,000)**

http://www.sbs.ox.ac.uk/news/archives/JMI/Twenty+first+century+challenge.htm

New award (launched 2007) of the U.K.'s Oxford University's Saïd Business School aiming to promote the creation of sustainable new business ventures that combine financial returns with significant social and environmental benefits. These can include new products and services, innovative operational processes and business models.

- **Equator Initiative ($30,000) http://www.undp.org/equatorinitiative/index.htm**

UNDP's famous prize supports community efforts to link economic development and income generation with the conservation and sustainable use of biodiversity. Of particular interest is the **Equator Initiative's Knowledge Zone (data base)**

> - http://www.equatorinitiative.net/ Provides an online searchable database to the complete network of nominations for UNDP's Equator Prize and highlights work being undertaken by communities to reduce poverty through the conservation and sustainable use of biodiversity.

- **European Business Awards for the Environment - The International Partnership Award for Sustainable Development (no prize money)**

http://ec.europa.eu/environment/awards/index_en.htm

Designed to stimulate co-operation between organisations in the business, government, academic or non-governmental sectors for a variety of purposes including knowledge and experience sharing, clean technology transfer and community development.

- **Fondation Ensemble (€40,000 per year minimum for at least 2 years)**

http://www.fondationensemble.org/index.php/en/

Provides funding for large-scale projects in the area of Water and Sanitation, Sustainable development fields of involvement in developing countries, and Solidarity and Environmental education in France. Also has a small grants fund which gives a maximum of €30,000 for one year.

- **Global Green Grants ($500 - $5000) http://www.greengrants.org/grants.html**

Makes small grants to grassroots groups around the world working to help people protect the environment, live sustainably, preserve biodiversity and gain a voice in their own future.

- **New Ventures (finds investment capital for projects, from $100,000 to $5,000,0000)**

http://www.new-ventures.org/

Through "New Ventures", the World Resource Institute supports sustainable enterprises by accelerating the transfer of capital to outstanding companies that incorporate social and environmental benefits. By providing sound investment opportunities in emerging economies, New Ventures demonstrates that investing in sustainable enterprises makes good business sense.

- **PPPUE - Private Public Partnerships for the Urban Environment Innovative Partnership Grant (Amount unknown)**

http://www.undp.org/pppue/national/index.htm

The Innovative Partnership Grant (IPG) is a facility which supports the aims of the PPPUE programme at the country level. IPG projects are conceived and designed by National and

Local Governments, Civil Society Organisations and Private Sector Associations and can focus on one or a number of small and medium sized municipalities in the context of decentralisation and devolution of power and responsibilities to local authorities. The focus is on the overarching goal of developing tripartite partnerships to improve the access of the urban poor to basic urban services such as water and sanitation, sustainable energy services, solid waste management and central municipal services.

- **Rolex awards for Enterprise ($100,000) http://www.rolexawards.com**

Supports "excellent men and women who are breaking new ground in areas which advance human knowledge and well-being." Five winners are chosen every 2 years – besides the cash prize, receive a solid gold Rolex chronometer.

- **Skoll Awards for Social Entrepreneurship ($1,015,000 over 3 years)**

http://www.skollfoundation.org/skollawards/index.asp

Supports social entrepreneurs with a proven track record of work and have the potential for large-scale influence on environmental sustainability, health, tolerance and human rights, institutional responsibility, economic and social equality, peace and security.

- **Stockholm Challenge GKP Awards 2007 (amount unknown)**

http://www.stockholmchallenge.se

The Stockholm Challenge GKP Awards are awarded to projects that demonstrate exemplary and innovative Multi-Stakeholder Partnerships in four Stockholm Challenge Award categories: Education, Culture, Economic Development and Public Administration.

- **The Goldman Prize $125,000 http://www.goldmanprize.org/**

The world's largest prize programme for grassroots environmental activists.

- **The Queen's Awards for Enterprise**

http://www.queensawards.org.uk/business/About_the_Awards/Index.html

Recognises and rewards outstanding achievement by UK companies, in three separate categories: International Trade - for companies that have demonstrated growth in overseas earnings; Innovation – for companies that have demonstrated commercial success through innovative products or services; Sustainable Development - for companies that have integrated environmental, social, economic and management aspects of sustainable development into their business.

- **The Small-Scale Sustainable Infrastructure Development Fund (S^{3}IDF) – (between " a few $100 and a few $10,000") http://www.s3idf.org/**

A 'social merchant bank' that helps small enterprises to provide modern energy and other infrastructural services to poor people in developing countries in ways that are financially sustainable and environmentally responsible. The site provides some relevant publications.

- **The St. Andrews Prize for the Environment (1st Prize = $50,000; 2 runner-up prizes of $10,000) http://www.thestandrewsprize.com/**

This prize was initiated in 1998 by the University of St Andrews in Scotland and the energy company, ConocoPhillips. It seeks to recognise significant contributions to environmental conservation.

- **The World Challenge (One first prize of $20,000; Two runner-up awards of $10,000)**

http://www.theworldchallenge.co.uk/

Offered in partnership by Shell, the BBC and Newsweek, this prize seeks out projects and businesses that not only make a profit, but also put something back into the community. Videos are made on each nominee and are broadcasted on the BBC. Viewers then vote online for their favourite project. The World Challenge hopes to show the public that everybody could become an entrepreneur, as well as providing global exposure to winners.

- **UNDP's Growing Sustainable Business (Note: more of a service than an award - Provides a full time broker, a Research Platform, a Technical Assistance Platform.)**

http://www.undp.org/partners/business/gsb/whatcangsbdo.shtml

A platform for companies to engage in pro-poor business activities in developing countries with a challenging business environment. Looking beyond social investments and philanthropy, the GSB mechanism is a service offered to companies that seek to develop commercially viable business projects within their core business or value chain with a view to increasing profitability and/or engaging in new markets. Provides a full time broker, a Research Platform, a Technical Assistance Platform.

- **UNEP DTIE 2002 Business Awards for Sustainable Development -**

www.uneptie.org/outreach/business/award.htm

The *2002 Business Award for Sustainable Development Partnerships* was presented at WSSD in Johannesburg on 31st August to the top-ten of the final thirty-two recipients, recognised for their "excellent contribution to sustainable development".

- **Whitley Fund for Nature (Eight awards of £30,000, one of £60,000)**

http://www.whitleyaward.org/

WFN is a UK registered charity offering a wide range of awards to recognize outstanding nature conservation leaders around the world who are applying sustained effort to conserve the natural environment. Scope of interest includes, but is not limited to: protecting endangered ecosystems and species, promoting sustainability, and influencing environmental policies.

APPENDIX 2: Interview Key

1. About the award

a) What is the governance structure for the award (i.e., is this an independent charitable organization specifically for the awards programme or is the programme hosted by an organization; is there a board; how does it function)?

b) Why was this award programme created in the first place – what did it initially set out to accomplish? AND, has that goal changed over time?

c) What does the award include and how often is it disbursed? (E.g. one-time cash distribution, equipment, consulting services etc. - *Do the awardees receive un-tied money, or are the award is in some way an investment?*) Do you contract external services or consultants to provide support to the winners?

d) What do you consider to be "success" for your awards programme in general?

e) Who is your "ideal" award winner?

f) Do your aspirations include either "scale-up" of the award winner or "replication" of the initiative elsewhere? (if yes: how do you go about fostering/supporting replication and scale-up? What success has been obtained/observed? What are your measures for success of replication and scale-up?)

2. Selection criteria/process of the awards:

a) Besides your Website, how do you publicize the call for applications?

b) After receiving the applications, how does the selection process work?

c) How much time elapses between the call and the final deadline?

d) How much time between the final deadline and the award ceremony?

e) Do you provide guidance on the details that you are looking for in the application?

f) Do you have standardized templates which the jurors fill out (according to the selection criteria) or other guiding procedures?

g) Is the primary focus of the selection on the applicant, or on the project?

h) What are the minimum requirements that an applicant has to fulfill in order to have his or her application considered by the selection committee?

i) Who does the selecting? (e.g. how many jurors are on the selection committee; are the jurors external or internal members of the award organization)? Is the committee ad hoc, or standing? If the latter, how long do members serve for?

j) Are there any lessons your organization has learned regarding the application and selection process that you would like to share?

3. Awarding the winners:

a) Awards draw attention to outstanding achievements within a certain community. Does your organization place emphasis on this attention, and if so, by what means (e.g. award ceremony; marketing the award; offering opportunities to award winners to present their projects at events other than the award ceremony, etc.)?

b) How do you let the winners know they have won (previous notification by email/phone or via a general announcement)?

c) Has any award winner experienced a negative response from his/her community immediately after the announcement of winning the award (e.g. due to jealousy or disagreement with the project)? If so, do you have any specific mechanisms in place to avoid any such negative impacts?

4. Support to, communication with and follow-up of the winners:

a) What communications tools and strategies do you use to keep in touch with the winners, what is the frequency of your contact? Does this contact have a time limitation?

b) Do you hold events other than the awards ceremonies that involve the award winners?

c) Do you track how the recipient uses the award? (If yes, how)?

d) How do you assess the benefit/impact of the award on the recipients and on their projects? Do you think the winners you have chosen would have made their project work without receiving this award?

e) Can you list some specific benefits to winners from having won your award (e.g. increased political/social credibility for the winners; facility in winning other awards; access to contacts in the international community, etc.)?

5. Thank you for your time. Do you have any further comments you would like to make on any of the questions, or any specific information you'd like to share?

APPENDIX 3: EBAE´S International Co-operation Award Entry Form

ENTRY FORM

 (4 pages maximum incl. summary)

 Category 4: International Co-operation Award

Summary: (one page maximum)

1. Please provide a summary of the circumstances leading to the formation of the partnership.

2. What are the objectives of the partnership and how are these expected to contribute to:

- environmental protection, management or enhancement

- economic development, and

- social equity?

3.   Provide detailed evidence of the following:

(a) Agreed plans and available resources to enable the partnership to achieve its objectives;

(b) Mechanisms to ensure the partnership operates in a way that is fair and transparent to all parties; and

(c) Measurable and lasting benefits that are fairly distributed and consistent with the principles of sustainable development.

d) Ways in which the partnership has achieved these benefits more efficiently and effectively than if each of the partners had worked alone (e.g. did the partnership lead to synergies and avoid duplication of effort and cost)?

4. What potential is there for the innovative aspects of partnership to be replicated elsewhere? Please provide examples. How would the organisation be willing to assist in this process (e.g. via dissemination of results)?

APPENDIX 4: Echoing Green´s Impact

(from http://www.echoinggreen.org/about/impact)

As one of the only organizations solely focusing on seeding sustainable social change organizations, Echoing Green evaluates the impact of our work on a few different levels.

Scale:

- To date, Echoing Green has invested $25 million in seed grants to nearly 450 social entrepreneurs.

- Echoing Green Fellows have sparked social change in forty countries on five continents.

Return on Investment:

- By year two, Echoing Green Fellows raise three times their Echoing Green grant.

- Five years after the completion of their fellowship, Echoing Green funded organizations raised total dollars equivalent to thirty-seven times their total Echoing Green seed investment.

- According to a 2004 study, Echoing Green Fellows' organizations raised approximately $930 million to support their work—an ROI of forty-four times our initial investment.

Launching Organizations Built for Impact:

- By year two, 46 percent of Echoing Green organizations have budgets over $100,000, compared to 20 percent of peer organizations.

- By year two, 85 percent of Echoing Green Fellows hire at least one additional staff member, compared to 23 percent of peer organizations.

Creating Long-Term Solutions:

- Approximately two out of three organizations founded through an Echoing Green investment reaches sustainability.

- Of the organizations without current fellow involvement, 75 percent continue to thrive under new leadership.

Echoing Green also assesses fellows' **idea diffusion**—how our fellows' innovative ideas, models, or strategies for social change are adopted, adapted, and developed by other institutions and eventually considered a mainstream practice.