

NATURA2000

Information and communication on the designation and management of Natura2000 sites

Main Report 4: A Proposal for a Natura2000 partner
award scheme

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Key to symbols used

	Member state level
	European Union level
	Awarded throughout the year
	Awarded annually

Acronyms used

CC	Central Coordinator
EC	European Commission
MS	Member State
NC	National Coordinator
NGO	Non-Governmental Organisation
SP	Selection Panel

1 Introduction

This is a proposal to the European Commission (EC) for a new European award scheme recognising ‘Natura2000 Partner’ and ‘Natura2000 Partner of the Year’. It has been developed as part of a project funded by the EC. Our brief was to “elaborate a proposal for a system for rewarding persons, organizations or institutions that have a particular merit in the management of and the communication on Natura2000 sites.” The brief further stipulated the need for an award that would select ‘Natura2000 Partners’ on an annual basis. From these, a selection would be made, enabling the EC to confer the title of ‘Natura2000 Partner of the Year’. Our proposal allows for Member States (MSs) to award this latter title, with an additional title of ‘European Natura2000 Partner of the Year’ being made annually by the EC.

2 Objectives and benefits of the award scheme

We propose that the objectives of the award should be:

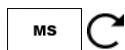
1. To recognise excellence in:
 - The integrated management of Natura2000 sites
 - The promotion of the Natura2000 network and its objectives
 - Other activities which can clearly be shown to support the objectives of Natura2000, for example, appropriate training and capacity building
2. To provide role models and case studies which can encourage others to engage positively in Natura2000
3. To help promote the Natura2000 network and communicate its objectives.

The award scheme is a vehicle to raise awareness of the Natura2000 network and to encourage active participation by a wide section of society in the nature conservation objectives of Natura2000 and the management of the Natura2000 sites. It could provide a key mechanism for MSs to fully implement the EU Bird and Habitat Directives, and could also support wider nature conservation and respect for the natural environment. Stakeholder involvement in Natura2000 is essential, and the scheme could be used as an incentive to encourage a wide range of stakeholders to be involved in the Natura2000 network.

3 Main elements of the award and prizes

The award would have two main elements:

- ‘Natura2000 Partner’ – awarded at Member State (MS) level
- ‘Natura2000 Partner of the Year’ – awarded at MS level and European level.



Natura2000 Partner

The title of ‘Natura2000 Partner’ would be conferred at a national level in participating Member States by the designated National Coordinators. ‘Natura2000 Partners’ would be entitled to use the designation ‘Natura2000 Partner’ and the ‘Natura2000 Partner’ logo on stationery, websites, signage, etc. ‘Natura2000 Partners’ should also be listed on selected national and EU websites, and they could be featured in newsletters and other publications as appropriate. Selected case studies could be featured on the Natura2000 Good Practice Exchange website¹.

Conferring the title ‘Natura2000 Partner’ would be a continual process. Successful recipients of this title would also be considered for the higher award of ‘Natura2000 Partner of the Year’.



Natura2000 Partner of the Year

This award would be conferred annually by Member States. Each Member State would select the best entries from amongst their national pool of ‘Natura2000 Partners’ awarded in that year. They would confer this award at a national level in a manner of their choosing. In addition, Member States would send details of their ‘Natura2000 Partners of the Year’ to the European Commission who would choose recipients of a ‘European Natura2000 Partner of the Year’ award.

At the national level, Member States may opt to confer a single ‘Natura2000 Partner of the Year’ award, or they may confer one award per ‘Awardee Group’, as explained in section 5. The same would be true at the European level.



European Natura2000 Partner of the Year

Similar to the national award, the title European Natura2000 Partner of the Year would be awarded each year. The EC would select the best entries from amongst the ‘Natura2000 Partners of the Year’ awarded by Member States.

As per the ‘Natura2000 Partner’ award, recipients of Natura2000 Partner of the Year (at either MS or EU level) would be entitled to use the ‘Natura2000 Partner of the Year’ logo (coupled with the year and geographical scope of the award – a MS or Europe) on their stationery, etc. They could also receive a commemorative trophy,

¹ <http://www.natura2000exchange.eu>
(developed as part of project 070307/2007/484411/MAR/B.2)

plaque or similar at an annual national award ceremony. European-level awards would be conferred at a European-level event. Recipients would benefit from the publicity surrounding award events. Events would also help raise the profile of the Natura2000 network as well helping to promote nature conservation and good environmental practice.

Summary

In summary, an applicant to the scheme could gain one or more of the following awards:

- Natura2000 Partner
- Natura2000 Partner of the Year (national level)
- European Natura2000 Partner of the Year.

The wording of the latter two awards might be modified if multiple awards are given in a single year to applicants from different 'Awardee Groups', as explained in section 5.

4 Activities the award is aimed at recognising

People and organisations can support Natura2000 in a range of ways, and the award should aim to recognise this diversity of activity. The main kinds of activity which the award scheme seeks to encourage and recognise are:

- Integrated management practices in and around Natura2000 sites
- Promotion/communication of the Natura2000 concept
- Supporting activities – other activities which the judging panel agree have clearly benefited the Natura2000 initiative.

For the sake of simplicity, we propose that all relevant activities supporting Natura2000 be considered together. However, it would make sense to record, for evaluation purposes, the classes of activities featured in applications for the award.

5 Recipients the award is designed for

Many different people are, or have the potential to, support the Natura2000 network through their actions. Since this is, to our knowledge, the only award specifically connected with Natura2000, our proposal is that the award should recognise good practice from across a broad spectrum of individuals, organisations, groups and networks.

Again, to keep it simple, we propose that applications for the title of 'Natura2000 Partner' be made without distinguishing between different kinds of applicant. In the case of the nationally-conferred 'Natura2000 Partner of the Year' award, Member States could opt to make a single award, or they may choose to make more awards within the following six 'Awardee Groups':

1. Business enterprises (commercial activities including farmers, tourism operators, industries, retailers, etc.)
2. Administrations (e.g. regional, town or city authorities)
3. Not-for-profit organisations (private, non-governmental groups, e.g. charities, networks and associations, non-commercial parts of NGOs)
4. Volunteers (which could include individuals and community groups)
5. Land owners
6. Educational establishments.

This would mean each Member State would forward from 1 to 6 'Natura2000 Partners of the Year' to the EC for consideration at the European level. In turn, the EC could either confer a single 'European Natura2000 Partner of the Year' or multiple awards, one in each Awardee Group.

Examples of awards conferred

The following are examples of 'Partner of the Year' awards that could be conferred at national and European level, with suggested wording of titles to indicate different Awardee Groups:

- UK Natura2000 Partner of the Year, 2011
- Spanish Natura2000 Partner of the Year, 2011 – best business enterprise supporting Natura2000
- Estonian Natura2000 Partner of the Year, 2011 – best voluntary group supporting Natura2000
- European Natura2000 Partner of the Year, 2011
- European Natura2000 Partner of the Year, 2012 – best educational group supporting Natura2000.

6 Award criteria

Detailed criteria for both 'Natura2000 Partner' and 'Natura2000 Partner of the Year' would need to be further elaborated. However, we suggest the following points to consider:

- Is the relevance to Natura2000 clear? (e.g. what sites were involved?)
- Are the aims of the activity clear?
- Are the benefits (actual or anticipated) clear? Is it clear that they are or would be a direct result of the described activity?
- Is it clear that the activity described was undertaken principally by the applicant? If others were involved, is their involvement described?
- What resources were involved? Where did funding come from? Does the application demonstrate good value for money and time?
- Is the work described something others could learn from and replicate elsewhere? Is there any evidence that the applicant has tried to encourage others to do what they have done?
- Is there evidence of innovation (e.g. new ideas, or taking an existing idea/approach and applying it to a new situation)?
- What follow-up work is planned? Was the activity a one-off, or is there a clear plan for continuing it and/or developing it?

For management-type activities:

- What habitats and/or species were targeted?
- What were the environmental outcomes and are they as expected?
- What evidence is presented of positive environmental outcomes or expected outcomes?
- Are conservation objectives safeguarded, or been reached, or is there evidence that they will be reached soon? Have innovative approaches been used to achieve this?

For promotional activities:

- Who was the target group for the promotional activity and why?
- What were the aims of the promotion?
- Is there evidence that it was successful? Did positive environmental benefit arise?

For supporting activities:

- What other activity has been supported? What are/were that activity's aims?
- Is there evidence that the supporting activity played a significant role in the success of the activity it was supporting?
- What evidence is presented of positive environmental outcomes or expected outcomes?

Some flexibility should be allowed, enabling MSs to adapt the criteria to best suit their national needs.

To judge suitability for 'Natura2000 Partner of the Year', comparison would be made against other applications (with reference also to past years). The winners may not need to meet all the criteria, but the following may be relevant. Compared with other applications, does the application show evidence of:

- Going the extra mile in terms of effort?
- Substantive achievements, especially when considering the investment in time and money?
- Simplicity and cost-effectiveness?
- Considerable innovation?
- Significant potential for further application or development (a sustainable activity)?
- Significant effort to spread the idea, encourage others, etc.?

7 Management of the award

We propose that the following groups are needed to operate the award:

- National Coordinators (NCs) in each Member State who can support the Management Group, particularly in promoting the award.
- A Central Coordinator (CC), to provide support to the NCs from the EC
- Ad-hoc Selection Panels (SPs), probably appointed on an annual basis. An EU-level Selection Panel would be needed to select the final recipients of the 'European Natura2000 Partner of the Year' award. In addition, Member States may wish to appoint Selection Panels to choose national-level 'Natura2000 Partners of the Year'.

MS

National Coordinators in Member States (NCs)

Although an EU-wide scheme, we propose that the main tasks of operating the award should be carried out at a national level by *National Coordinators* in each Member State. An NC may be an individual or a small team. The main tasks of the NCs would be to:

- Prepare promotional material (including the criteria) and coordinate promotion of the award
- Manage applications for the award. Applications would be received throughout the year, assessed against criteria agreed criteria, and either accepted or rejected within an agreed time period
- Correspond with applicants, letting them know the decision and, where appropriate, awarding 'Natura2000 Partner'
- Retain details of all applications for 'Natura2000 Partner' on a database, and provide key data to the CC when requested (e.g. for evaluation or promotion purposes)
- Confer the award of 'Natura2000 Partner of the Year' at the national level to one or more recipients (see section 5)
- Pass details of eligible applications to the SP, for consideration for 'European Natura2000 Partner of the Year' (where necessary, this could mean assisting the translation of applications into English)
- Meet with representatives from the other national NCs one or two times per year, in order to oversee the award scheme and appoint the SP on an annual basis
- Publicize the award before and after conferring the award(s)
- Refer to the Natura2000 Good Practice Exchange website for uploading Partners/Partners of the Year

- Be willing to chair NC representative meetings.

We propose that national governments in those Member States who wish to take part in the award scheme be responsible for appointing a suitable organisation to fulfil this role (following guidance from the EC). These organisations would need some funding to cover their time. Suitable organisations for this role might be relevant NGOs, which can promote the award nationally and locally (e.g. the Wildlife Trusts in the UK), or statutory conservation agencies. In the UK, for instance, these are Natural England, Scottish Natural Heritage, Countryside Council for Wales and Council for Nature Conservation and the Countryside (Northern Ireland). It is also possible that a major international charity might be able to administer the award on behalf of one or more participating Member States, provided they had sufficient 'reach' in these countries.

It is highly advisable that the organisation in each MS adopting the National Coordinator role should have good links with the relevant government ministry, and be supported by that ministry.

We propose that an initial pilot (see later) be conducted in a few countries, after which it should become clear what kind of organisation, and what time commitment would be needed nationally.

Strong national government support for the award scheme would greatly enhance its effectiveness, particularly because of the increased opportunities to promote it nationally.



Central Coordinator

This would be a member of staff of the EC. His or her tasks would include to:

- Act as a central point of contact for the NCs
- Liaise with relevant parts of the EC
- Assist with the organisation of occasional meetings of NC representatives
- Manage information about the award scheme, e.g. on the EC website and in the Natura2000 newsletter
- Help promote the award at the European level
- Help organising an award ceremony for 'European Natura2000 Partner of the Year'
- Coordinate statistical information on the award scheme and report this to the EC and the NC representatives as appropriate
- Make recommendations for improving the award scheme.



Selection Panels

The function of Selection Panels would be to choose Natura2000 Partners of the Year. It is envisaged that such a panel would be needed in order to select the recipients of this annual award at the European level. In addition, Member States may also wish to convene Selection Panels to operate nationally.

Selection Panels would be appointed on a yearly basis (though it may be an advantage to use at least some judges for a period of several years, to help ensure consistent application of the judging criteria). The panels should not be too large; we suggest no more than 5 individuals. For the European-level SP, it should not be expected that there be one judge from each Member State as this would make the judging process unwieldy. However, consideration should be given to operating a transparent appointment process.

Judges should ideally be well-known and respected as experts with the desired competencies to fairly judge entries. The NC should collectively develop criteria, in consultation with the CC, to aid them in selecting judges. It would make sense to conduct the selection for the European-level Natura2000 Partner of the Year in a single language (English). Therefore, judges would need to be fluent in English.

The main tasks of the SPs (at European or national level) would be to:

- Assess applications for Natura2000 Partner of the Year against the criteria provided
- Collectively reach a decision on the final recipients of the award
- Attend any award event, and possibly to take part in the prize-giving ceremony.

Judges should have the opportunity to meet each other at least once, either face-to-face or via video-conference. However, the main business of judging could be achieved via an online process. Judges will need to be fully briefed on the selection process, award criteria, etc. and be provided with an easy-to-use system for receiving applications and sending their assessments. Such systems are already employed for some existing awards, such as the EDIE Awards for Environmental Excellence² in the UK.

² <http://www.edie.net/awards/index.asp?channel=0>

8 Overview of the key sequence of events

The award scheme would run on an annual cycle. The 'Natura2000 Partner' title would be awarded continually throughout the year, but would of course be integrated into the annually-conferred 'Natura2000 Partner of the Year' and 'European Natura2000 Partner of the Year' scheme.

Since the 'Natura2000 Partner of the Year' awards, at least at the European level, would be conferred at an award event, there would have to have a closing date 4-6 weeks before this event to allow enough time for the European-level Selection Panel to make its final decision about the winners. Applications for 'Natura2000 Partner' received after this closing date would be eligible for consideration the following year.

The main sequence of events needed to operate the annual award scheme is shown in the following table. This assumes that the European award event coincides with European Green Week in June.

Table 1: Chronological sequence of key events

	Year 1				Year 2	
Time period ►	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Task ▼						
Award 'N2000 Partner' nationally	NC at Member State level Continuous process					
Complete the awarding of 'N2000 Partner of the Year' at national level				NC		
Decide date/venue for European level award ceremony & set closing date	CC					
Prepare promotional material	CC/NCs	CC/NCs				
Appoint European level SP			CC			
Advertise/promote Award (NCs to lead, supported by CC)		NCs	NCs	NCs	NCs	
Closing date for European 'N2000 Partner of the Year'					*	
Process candidate applications passed from NCs					CC	CC
Prepare for ceremony				CC	CC	CC
Judging					SP	SP
European Award						CC

	Year 1				Year 2	
Time period ►	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Task ▼						
event (Green Week)						SP
						NC
Announce winners on web, etc.						CC/NCs

CC = Central Coordinator

NC = National Coordinator

SP = Selection Panel (European level)

9 Application and assessment process for ‘Natura2000 Partner’ status

Arrangements for applying for ‘Natura2000 Partner’ status can be made at national level, though we would argue that the process needs to be fundamentally the same in each country. Consistency of applications is important to aid the work of the European level Selection Panel.

Applications should be accepted from any group, company or individual who considers they are eligible. We suggest that applications be encouraged via the completion of an online form to ensure that each application is consistent in terms of structure. A paper-based form could also be provided upon request. Ultimately, there may be some merit in developing a common central system deployed in all Member States, hosted by the National Coordinators (NCs), and available in local languages. However this is not a pre-requisite for successful operation of the award.

Applications could be accepted throughout the year, but the closing date for consideration in the annual ‘Natura2000 Partner of the Year’ award would need to be clear. Applications after the closing date would automatically be eligible for ‘Natura2000 Partner of the Year’ the following year.

It would be the responsibility of NCs to correspond with applicants about the success or failure of their application. This should be done within time limits agreed by all the NCs and the CC. Standard letters could be agreed by the NCs and the CC, translated as appropriate by NCs. Applicants meeting the criteria for ‘Natura2000 Partner’ could either be awarded that title immediately, or — and this may be desirable during the early years of the award — after cross-checking by the CC and representatives of the NCs (though there are language considerations here).

Once ‘Natura2000 Partner’ status is awarded, the original application would become eligible for the annual national ‘Natura2000 Partner of the Year’ competition (see Section 10).

10 Judging process for ‘Natura2000 Partner of the Year’

The judging of ‘Natura2000 Partner of the Year’ would happen on an annual cycle, according to the following broad schedule:

- A closing date for the ‘European Natura2000 Partner of the Year’ award is set by the CC and this information is publicised with the help of NCs
- Applications from groups, companies or individuals for ‘Natura2000 Partner’ are made to the NCs as described in Section 9. Successful applications are awarded the title of ‘Natura2000 Partner’
- Each Member State selects one or more ‘Natura2000 Partners of the Year’, using their own nationally-convened SP. Member States may opt to award a single annual title, or different titles to the different ‘Awardee Groups’ (see Section 5)
- This process should be completed 4-6 weeks before the closing date for the ‘European Natura2000 Partner of the Year’ award. The awards for ‘Natura2000 Partner of the Year’ can be made at national level as the MS sees fit (e.g. they may host a national award event)
- Details of the successful ‘Natura2000 Partners of the Year’ from each MS are sent to the CC for consideration for the title of ‘European Natura2000 Partner of the Year’. If they are not in English to start with, an English version should be submitted by the applicant (the NC should provide help with translation if necessary)
- The CC appoints the European SP, who will be responsible for selecting European winners. This SP assesses all the candidates and selects one or more winners (for instance, they too may award titles within each ‘Awardee Group’; see Section 5)
- The award(s) of ‘European Natura2000 Partner of the Year’ would be made at an appropriate event (e.g. during European Green Week)
- NCs and the CC should share details of recipients along with photographs, details of press coverage and other material that can be used to promote both the award scheme and Natura2000 in general.

Recipients of ‘Natura2000 Partner of the Year’ should be featured on selected national and EU websites and in newsletters and other publications as appropriate. Selected case studies could be featured on the Natura2000 Good Practice Exchange website³.

³ <http://www.natura2000exchange.eu> (developed as part of project 070307/2007/484411/MAR/B.2)

11 Award ceremonies

Although it would be left to Member States to decide whether or not to hold an award ceremony, there are many good reasons to host some form of award event at both national and European level, such as to:

- Formally recognise the achievements of the winners of ‘(European) Natura2000 Partner of the Year’, and to promote them as champions or good ambassadors for Natura2000
- Acknowledge the many recipients of the ‘Natura2000 Partner’ status
- Celebrate the Natura2000 programme and its role in nature protection
- Highlight a range of case studies in terms of good stewardship of Natura2000 sites, awareness-raising and other activities
- Promote the award and invite press coverage
- Provide an opportunity at which to obtain valuable promotional images for future promotion of the award
- Promote and celebrate the Member State’s and Europe’s natural heritage
- Promote European unity, European achievements and the European Union.

We do not present detailed proposals for award ceremonies here, as there are many practical issues to consider such as timing, venue, audience numbers, VIPs, costs, etc.

Our proposed timetable for running the ‘Natura2000 Partner of the Year’ scheme calls for a European-level award ceremony during European Green Week (June each year). Alternative time-tables could of course be considered. A day-long Natura2000 day featuring talks and other activities could also be considered, culminating in the award ceremony. In time, the event may become a key date in the calendar, ‘Natura2000 day’, when different celebratory activities take place across European Natura2000 sites (especially those which cater for visitors). For this to be successful, it would be desirable to hold the event in spring or summer.

12 Promotion and publicity

The award scheme needs to be well-promoted for it to be successful. Some MSs have already run public awareness-raising campaigns concerning Natura2000, so should be able to use this experience to effectively promote the award scheme. We propose that the NCs determine and take responsibility for national promotion of the scheme, in local languages. A range of publicity material such as standard text, images, flyers and web pages could be developed by NCs and the CC working together.

The CC and NCs would need to coordinate promotion of the award, e.g. ensuring the accuracy of details such as closing dates.

Mass publicity can be expensive. However there are a number of promotional channels that could be employed at little expense, such as:

- Through relevant networks, associations, unions and national groups (e.g. farmers' unions, landowner associations, angling societies, tourism associations). For most of the relevant sectors, there are European-level networks that could assist with providing contacts and feeding material to their national and regional members. It would be wise to gain the support of these key national and European 'agents' to help with promoting the award in a cost-effective manner
- Selected websites and e-mailing list
- Editorial features in relevant magazines (including those published by appropriate charities), national and local newspapers
- Promotional videos on targeted websites and sites like YouTube.

Should Member States choose to do so, effective promotion could also be achieved using the following methods:

- Direct mailing, particularly within and around Natura2000 sites
- TV and radio (probably with most success at a local level)
- Adverts in relevant magazines, national and local newspapers
- Posters and flyers in places like community halls, tourist information centres, farmers' markets and appropriate business premises
- Appearance at appropriate shows, trade fairs, etc.
- Coupled with the issuing of Natura2000-themed postage stamps and central post office franking messages.

Effective use of these channels will require good initial research and preparation that is best done country-by-country by the appointed NCs. Where possible, the goal

should be to gain ‘free’ promotion through editorial features in the printed and broadcast media. Government support could be crucial in creating appropriate opportunities for this, and good, charismatic spokespeople will clearly be an advantage. Flexibility should be given to Member States and their National Coordinators, enabling them to adopt suitable publicity approaches within their budgets.

13 Pilot testing of the award scheme

We propose that the award scheme be tested in a small number of countries before launching it on a wider, pan-European scale. By doing so, any problems could be identified and resolved, and a clearer idea of the costs involved could be obtained. Valuable publicity material (such as photos, quotes and case studies) could also be obtained. The relative effectiveness of different promotional methods could also be evaluated.

If a pilot phase were run, the awardees would have to be given equal status to those in subsequent years, even if some award criteria were altered as a result of feedback.

Following pilot testing, Member States could be invited to participate in Europe-wide scheme. Some of course may decline, or defer participation. This is to be expected.

14 Cost estimates and funding

The main costs associated with the award scheme are staffing costs for the National Coordinators and the Central Coordinator, promotion and publicity and award ceremonies. We believe there are ways to keep the costs of the award to a reasonable level. For example, as explained in Section 12, some methods of promoting the award could be quite low, especially if appropriate groups and networks can be enlisted to help. In terms of management, we have proposed a model which would require minimal numbers of administrative staff. Award ceremonies would be optional, and could be funded through sponsorship.

Any costs of the scheme should be balanced against the benefits to be gained, as described in Section 2.

Funding for the award scheme should come from a combination of central EC funds and contributions from the governments of participating Member States. In addition, appropriate commercial sponsorship could be considered. We do not advocate levying any charge in order to be considered for the award, as this might prevent some worthy individuals and voluntary groups from taking part. Entry to the award scheme should be free.

A table of outline costs is provided in Annex 1.

Annex 1 Estimate of costs involved in running the award scheme

The following cost estimates are provided only as a broad indication of the possible costs involved in the scheme. They assume that the award is up and running (i.e. we have not attempted to estimate initial development costs).

Table 1 lists European-level elements of the award scheme, such as the Central Coordinators' salary. Table 2 lists the elements that relate to the Member State level of operation of the award. The costs are higher at the Member State-level than at the European level because of the need to promote the award locally.

Table 1: European-level elements

Element	Estimated cost per year (€)	Subtotals (€)
Central Coordinator staff cost – max. 1 Full Time Equivalent (FTE); salary €36K per annum	36 000	36 000
European Selection Panel – initial meeting of 7 people (assumes 5 judges, plus the CC and 1 other from EC as secretary); 2 day meeting; €600 T&S costs per person	4 200	4 200
Award ceremony costs ⁴ : <ul style="list-style-type: none"> Venue – assume an EC venue is used at no effective cost to the EC Catering for 200 people (€30/head) Budget for stage design, lighting, audio, stage management, etc. Printed programme European Partner of the Year award trophies⁵ - max. 6 at €300 	0 6 000 50 000 2 000 1 800	59 800
	Total of European elements	100 000

⁴ Some costs could be offset by selling a proportion of the admission tickets, or by other means, such as selling advertising space in the printed programme

⁵ Environment-friendly options available, e.g. <http://www.tinklertastic.co.uk/trophiesawards.html>

Table 2: Member State-level elements. Costs are per Member State

Element	Estimated cost per year (€)	Subtotals (€)
National Coordinator staff time – max. 1 full-time equivalent; average salary €36K per annum, but will vary considerably between MSs	Per NC: 36 000	36 000
Member State level Selection Panel – initial meeting of 5 people (assumes 3 judges, plus the NC and 1 other as secretary); 2 day meeting; €300 T&S costs per person	1 500	1 500
Award trophies for Partner of the Year award - max. 6 at €300	1 800	1 800
Typical promotion and publicity costs ⁶ : <ul style="list-style-type: none"> • Stands at key shows and events – 5 key national events⁷ • Magazine adverts – 3 key national mags x 3 ads per year⁸ • Local/regional newspaper ads – 3 ads per year in selected local papers⁹ 	7 500 11 000 117 000	135 500
	Total per MS	174 800
	Total for 27 MSs	4 719 600

Total of European and MS elements	€ 4 819 600
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⁶ Given to indicate possible options; we have not included all potential forms of promotion. Some (e.g. TV ads) would be very expensive and probably only possible with corporate sponsorship of the scheme or significant financial backing from MS governments. As explained in the main text of the proposal, some forms of promotion are virtually zero-cost

⁷ Costs based on typical costs for stands at UK agricultural shows, such as the Royal Welsh show

⁸ Costs based on typical full-colour advertising rates for relevant UK national magazines such as BBC Wildlife and The Countryman

⁹ Total cost very difficult to estimate, but for the UK, with 1300 local newspapers: 3 ads per year placed in a carefully chosen 10% of these, at €300 per ad, total cost is €117000.