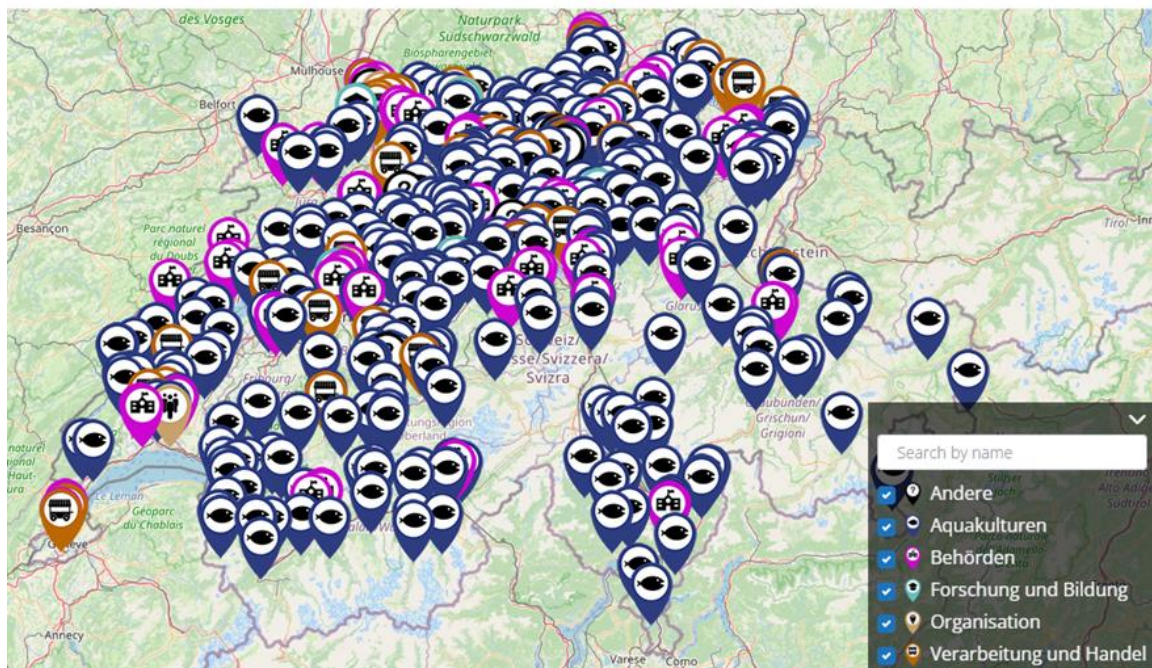




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**Bundesamt für Lebensmittelsicherheit und
Veterinärwesen BLV**

Creation of the Swiss aquaculture coordination centre



Report on the methodology, strategy, and establishment of the
legal structure

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1. Introduction

Swiss aquaculture, while a small sector, has experienced rapid growth in recent years and is diversifying through new production methods. This growth presents challenges and uncertainties for producers and authorities along the value chain.

A workshop organised at FSVO on 4 July 2018 was the starting point for getting a structure on track, supposed to help the aquaculture sector in Switzerland to structure and organize itself efficiently to prepare for the future challenges. The event provided an opportunity to gather initial ideas on what thematic areas a coordination centre should cover. The main conclusion was that the representatives of the various groups involved in aquaculture sometimes have very different requirements and interests. There were also differences within the different groups. However, certain tasks, such as the creation of an information platform, were considered important by the vast majority of those present.

It was now clear that there was an interest and need for such a structure, but that defining the tasks and creating such a centre would not be easy.

A working group made up of several players wishing to take the discussion further was therefore set up to define the steps needed to establish a coordination centre. A project proposal was sent to the FSVO.

The FSVO financed a first study in 2019-20, culminating in a report published in 2021. The results of this report can be interpreted as a representative picture of the current situation of the aquaculture sector in Switzerland and of the needs of the sector. The high response rate to the survey and the subsequent discussions have shown that the stakeholder groups are sensitive to the issue and support the idea. As expected, there were still major differences of opinion between the actors about what the main tasks of the coordination body should be and who should finance what.

The study highlighted the necessity of such a single point of contact to professionally structure and support the growth of the emerging sector. Therefore, the FSVO decided to support the creation of the Swiss aquaculture coordination centre further.

This second project focused on the creation of the coordination centre itself. More specifically, the tasks have been

- the precise definition of the goals of the coordination centre while considering the tasks that are already covered by the existing organisations
- the creation of a website for the coordination centre providing a real value to the community with important general information on aquaculture and information on more specific topics
- the search for independent funding to ensure the continuity for the future, in particular through the development of non-existing services
- the creation of the legal structure and definition of the team members to support it

2. Methodology

Throughout this project, efforts have been made to establish a solid foundation for sector development. The first step involved assessing the necessity of this organisation. Furthermore, supplementary initiatives were undertaken to delve into community building using innovative techniques such as design thinking, change management, and IT methodologies like agile or scrum. This allowed the team to gain a deeper insight into the challenges and opportunities associated with the creation of the coordination centre. This understanding has grown through a series of dialogues, workshops, events, as well as the design and implementation of the centre's website and its array of services.

2.1 Preliminary study

A first study in 2019-20 provided a complete overview of Swiss aquaculture and clarified the needs of the sector. Although some divergences were identified regarding the principal tasks and financing possibilities, there was strong support for the creation of the Swiss aquaculture coordination centre to create a central point of contact between all key players. This need for a proactive approach to frame the sector for economical, legal, social, and environmental purposes was identified through discussions with private and public institutes. The preliminary study covered various topics (Table 1).

Table 1: Overview of main topics covered in the first report

MAIN TOPICS	DETAILS
Sector overview	<ul style="list-style-type: none"> • Overview of the production, grow-out techniques, processing, sales, and consumption • Organisation of the sector: understanding what initiatives were taken abroad and evaluate what could be created in Switzerland considering all the key players' interest • Current legal and political framework of the sector
Methods	<ul style="list-style-type: none"> • Data collection (survey and interview) • Data analysis methods
Evaluation of the current situation	<ul style="list-style-type: none"> • Survey • Discussions with sales
Analysis of the current situation	<ul style="list-style-type: none"> • 5 forces of Porter • SWOT for the Swiss aquaculture sector
Evaluation of the needs to create a coordination centre	<ul style="list-style-type: none"> • Survey about added value, tasks, role, and financing of the coordination centre • Interviews to discuss about the survey response
Recommendations for the creation	<ul style="list-style-type: none"> • Objectives and tasks of the coordination centre • Legal framework • Sources of financing • Next steps: creation, planning, roadmap, website, and services

2.2 Community creation

Creating and managing a community is a complex and dynamic process that requires attention to key players' positioning and evolving sectors. An established methodology was used to create, frame, and develop the aquaculture community in Switzerland, with four key values: Vision, shared-values, engagement, and change. The step-by-step approach defined in the Collaborative Loop System (CLS) includes pre-identification of needs, identification of key players and how they interact, identification of challenges faced by key players, definition of potential shared value, framing a coherent strategy, and selecting operative tools.

The process involved identifying and assessing subjects such as website structure and key topics, services, legal frameworks, funding, and capacity building. It further involved identifying experts and their roles, evaluating how they would interact and collaborate, and understanding their ongoing challenges. The creation of shared values and a coherent strategy were used to develop a sense of cohesion and direction. Finally, operative tools such as IT components, in this case a website, and services provided via the community were selected to keep track of records and milestones and to connect with the sector's community and the public. To facilitate this process, the sector's community was analysed by following a 10 steps method (Figure 1) to allow for a helpful structuring and enhance relationships, communication, and exchanges over time.

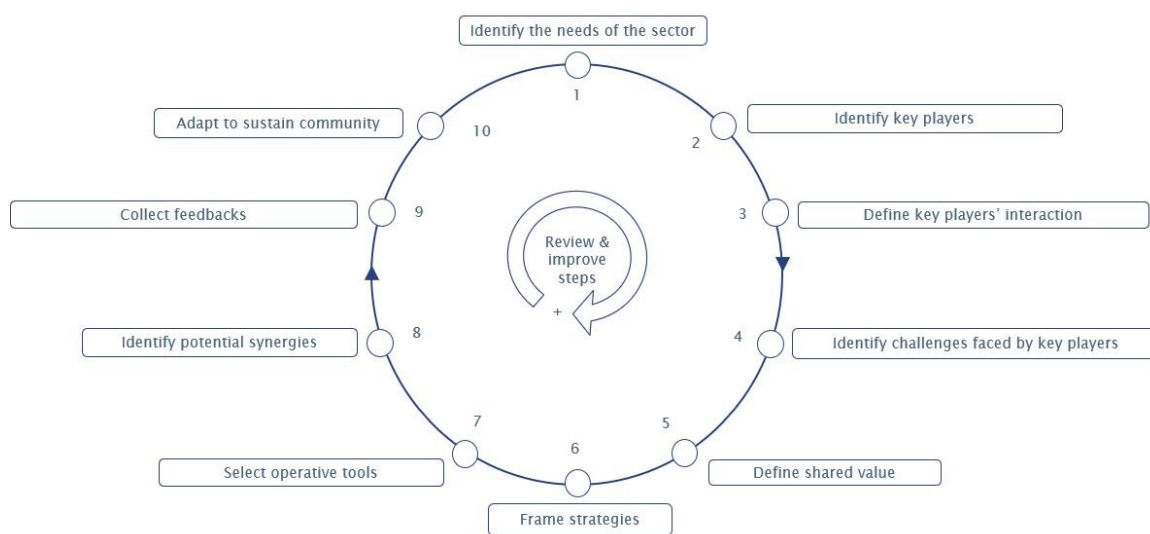


Figure 1: CLS collaborative methodology to create and sustain community development

Furthermore, to establish a structured approach, the creation of metrics was needed to assess the efficiency and effectiveness for the community in the future. The website, among other channels, could be utilized to gauge the community's progress. Here are some potential metrics to consider:

- Attendance records of key players for each meeting
- Number of meetings scheduled in a year
- Frequency of events, workshops, and brainstorming sessions

- Quantity and quality of projects and collaborations established
- Evaluation of the success of said projects and collaborations
- Collection of data through various operative tools, such as:
 - Number of website logins per month
 - Website traffic
 - Number of clicks
 - Number of visits per page

2.3 Support group

For this project, representatives of the following organisations were involved to develop the strategy and advise on the process.

- Federal Food Safety and Veterinary Office
- Federal Office for Agriculture
- Swiss aquaculture association
- Institute for Fish and Wildlife Health
- Agriquali, Schweizer Bauernverband
- FishDoc, private veterinary
- Cantonal veterinary office of Valais
- Swifish, fish producer
- Research Institute of Organic Agriculture

3. Challenges and opportunities

During the creation of the coordination centre some intricacies of determining its precise positioning and purpose became obvious. During the development of the centre, we have identified the four challenge areas described in this chapter.

3.1 The centre's neutral role

To prevent potential conflicts of interest, it is essential to establish effective communication channels with various players and associations. For example, the Swiss Aquaculture Association has expanded its scope since the first sector evaluation in 2019 and now reaches beyond coordinating aquaculture producers in Switzerland, what may create confusion with the Swiss Aquaculture Coordination Centre. We must ensure that the name and services of each organisation are clearly communicated to key players and customers. By establishing strong and accurate communication channels with all stakeholders, we can build sustainable business relationships and identify opportunities for growth for the centre. Of particular importance is to gradually build awareness of the coordination centre and promoting the benefits of the website and the services offered. We recognize that establishing the centre and fostering a supportive community will require several years of development.

Discussions and meetings also helped us to understand how and where to position ourselves, we have identified that we will play an intra-exchange positioning between professionals' actors (Figure 2). Establishing a neutral approach is a sensitive matter that requires to maintain balance and fairness in all collaborations and with all institutions involved. The objective is to provide equal opportunities and benefits for all players, whether it's to promote project development or create synergies. Here the initial project and the support of the FSVO with this mandate provided the chance to evaluate how to set the neutral positioning with an intra-professional positioning.

3.2 The centre's finances and capacity building

The current study has benefited from financial assistance for a 2-year period to create the coordination centre. In the longer run, the centre must have possibilities to finance itself sustainably. This will start with services and be extended to memberships, to cover the maintenance and further development of the website and further expand and enhance the capacity building. Selecting an appropriate economic model is of utmost importance.

While anticipating future additional needs in terms of infrastructure (e.g., office space, furniture, computers, vehicles), technology (e.g., software, hardware), and personnel (e.g., managers, employees, interns), it is important to be resource efficient in the current situation. Therefore, the coordination centre should minimize fixed costs in the beginning.

3.3 The centre's communication and outreach

While the primary goal of the centre is to facilitate coordination among aquaculture professionals, it is imperative to actively promote awareness, both directly and indirectly, among the Swiss population regarding various aspects of fish production, including import, export, labelling, technology, and best practices in aquaculture. The newly created online platform can serve as an effective way to engage with consumers and convey the advantages and value of supporting local fish production from economic, environmental, and social perspectives.

However, in the medium to long term, it will be important to assess whether the coordination centre should solely concentrate on sector assistance and development or also consider creating communication channels with consumers.

The choice of WordPress Elementor was strategic to ease the creation of the website, still there were continuously small challenges:

- Implementation of open-source plugins
- Customization of the plugins to fit properly on the website
- Loading speed
- Broad access to programmers able to work with WordPress
- Translation in different languages: the website content needs to be properly adapted for all languages
- Plug and Play setup to ease changes of the content by non-professionals

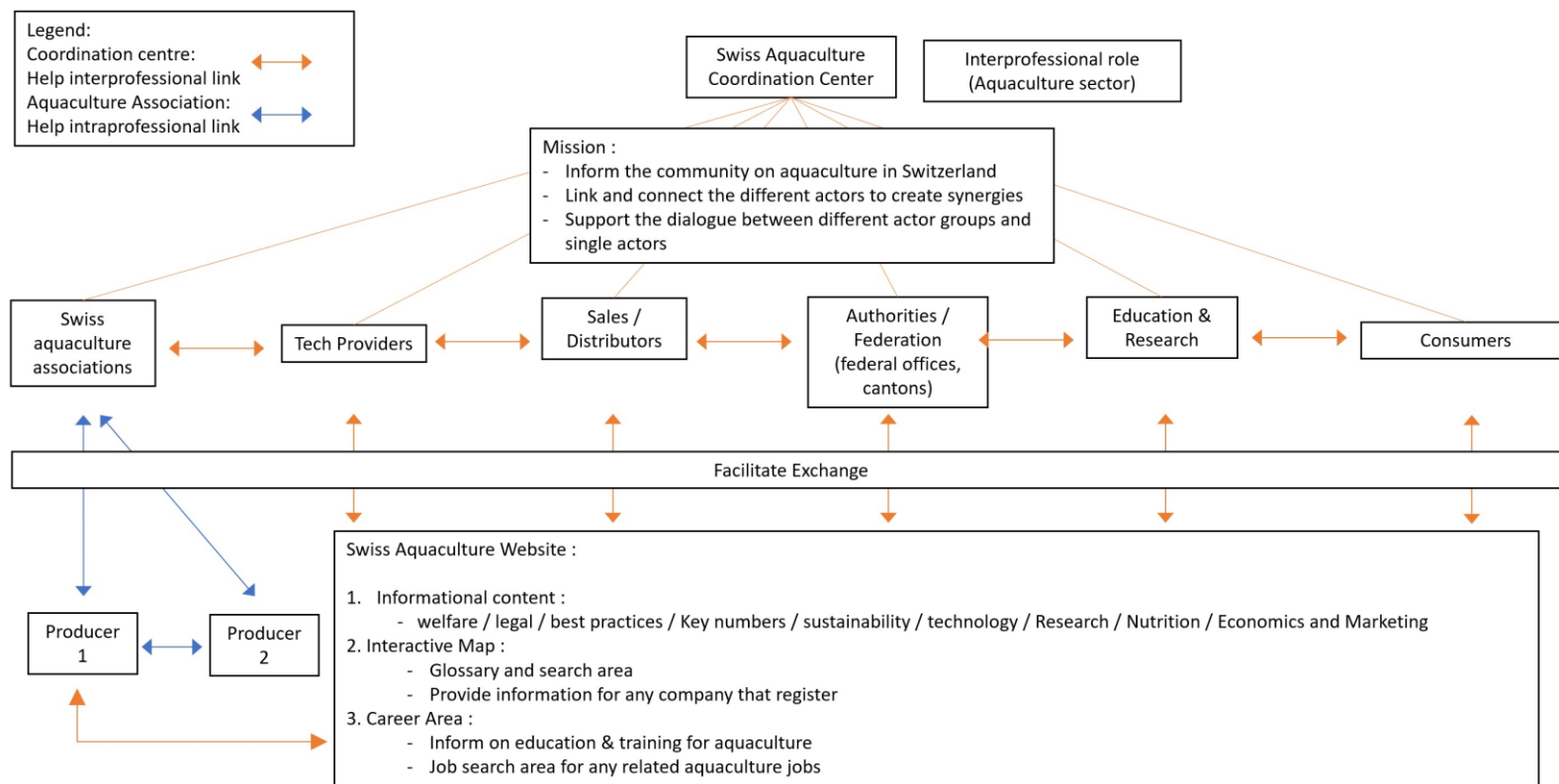


Figure 2: The Swiss aquaculture coordination centre and its links to the community

3.4 The centre's theoretical model in practice

The use of theoretical models to develop a community provides a relevant tool to take into consideration all the aspects for a proper structure of the community. Though, there is a gap between the theoretical concept and the reality, and this point needs to be kept in mind constantly. Though it is an advantage to be aware of potential steps or points to consider when developing the community and the aquaculture coordination centre, the main challenge will be to stay realistic regarding the application of such a model.

4. Website

4.1 Architecture and design

Although some adjustments are always possible, good planning of the website architecture is crucial to allow future developments and implementation of new functionalities. Therefore, the online framework WordPress Elementor was used, as it offers a basic website architecture and can be easily customized in terms of design and functionalities. Only limited programming and development skills are needed for maintenance and adding new content. An extensive library of functionalities and plugins is available such as: user profile creation, log-in & log-out, languages, news, or event creation.

For the first version of the website, three functionalities were implemented: an interactive map, a career area, and a blackboard. The initially planned forum was not yet created, as discussions with stakeholders revealed that giving users a platform to express personal points of views may create conflicts, putting the coordination centre into a difficult position.

The interface must be user-friendly for both the website maintenance team as well as the online visitors of the page. In the backend this includes easy browsing through content, log in and log out, the possibility to easily add information on the interactive map, post an advert on the career area or on the blackboard. The frontend design of the website is key to creating a comfortable visual environment, so the users will spend more time reading and looking for information.

A testing phase ensured that the website runs smoothly. This helped us understand the website's behaviour and prevents any issues such as bugs or delays when loading pages or using features.

Later, if any modifications or adjustments are necessary for the platform, the assistance of a web developer will be indispensable. Additionally, integrating open-source plugins developed by external developers may be integrated to enhance functionalities, in which case external technical expertise would be needed.

Figure 3 below gives a sitemap overview. A detailed description of the content available on the website is given in Annex 1.

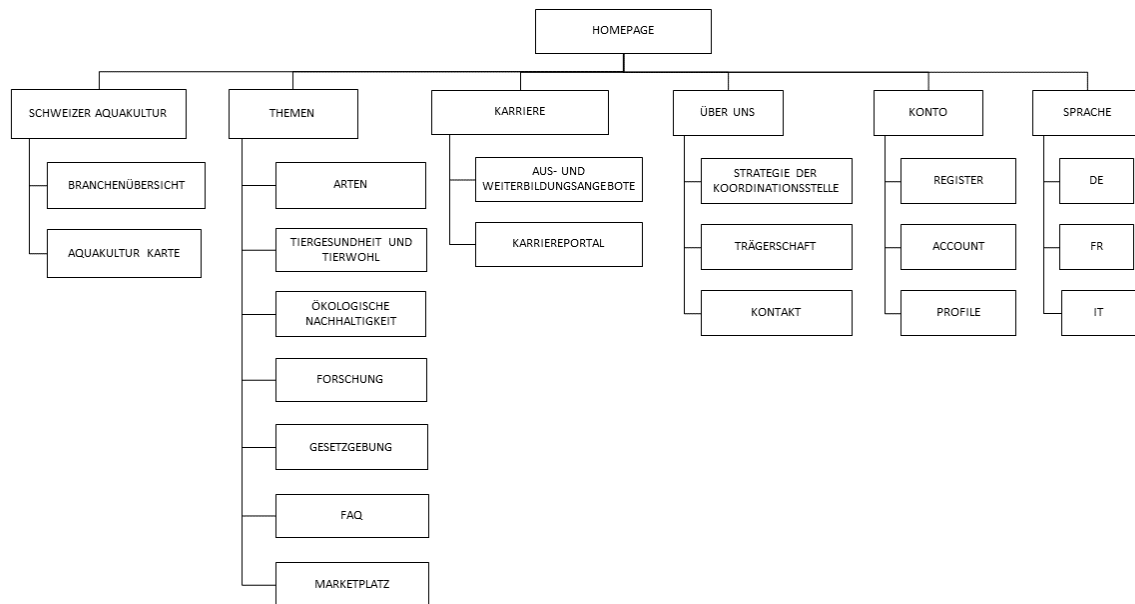


Figure 3: Overview of the website structure

4.2 Go live of the website and online community development

The go-live event in May 2022 marked a significant milestone for our platform. Following this launch, our website's traction has been steadily growing, as highlighted in the intermediary report from September 2022. Figure 4 below gives an overview of the traffic over the first 90 days, showing a positive trend.

In concrete terms, we recorded a total of 4,647 unique visitors and 15,851 visits. On average, we count around 222 visitors per month from the go-live event in 2022. Among these visitors, each person visited around 3 pages on the website. These numbers are approximative as we cannot track each user's pathway on the website, but it provides relevant data to have an overview of the visitors' behaviour over the different pages and services provided on the platform.

This traffic not only shows that there is an interest in the aquaculture sector within Switzerland but also indicates a broader resonance beyond national borders. Comparing this year's figures to the preceding one, we can assert a positive trajectory, showcasing an upswing in both visits and visitors.

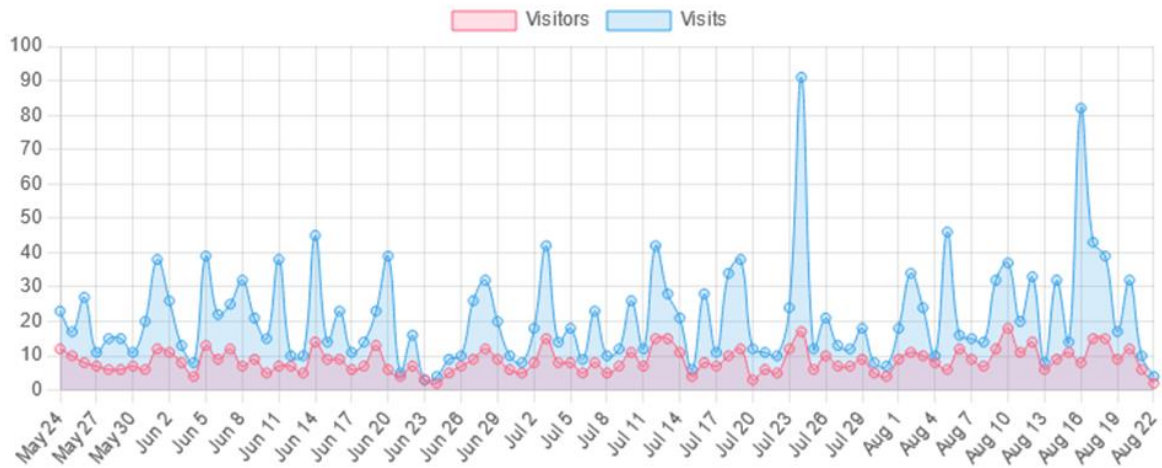


Figure 4 Overview of the traffic on the website since the go-live

The top five pages getting the most attention:

1. Homepage
2. Blackboard
3. Aquaculture Overview
4. Aquaculture Map
5. Career Portal

The traffic over the informational page “aquaculture overview” shows that most visitors are interested in learning more about the aquaculture sector in the country. In addition, the visits of the blackboard, aquaculture map, and career portal highlight the effectiveness and appeal of the tools provided on our platform. It clearly means that the tools attract users willing to exchange, know who the professionals in the sector are and what job opportunities are available.

Additionally, the subsequent five most frequented pages primarily consisted of informational resources, such as information on production techniques and methods. This reveals a compelling trend: the developed content not only resonates with industry professionals in Switzerland, but also caters to a wider audience. It is noteworthy that these informational pages are popular, underscoring the interest of the general public in content mainly tailored for the aquaculture sector.

4.3 Content and online services

Overall, the increasing traffic over the past two years demonstrates the relevance of the “Koordinationstelle Aquakultur” website. That said, further developments, by updating content and improving the current offer, will be needed to maintain the interest of visitors.

While the website is an excellent minimal viable product resulting from this project, its content and online services will need continuous updating in the future. A dynamic online platform with up-to-date information will facilitate contact with the aquaculture community and other interested parties, and is therefore crucial to the tasks and purpose of the coordination centre. To plan updates more efficiently, Table 2 provides an overview of existing content, and its maintenance intervals and Tables 3 proposes a list of potential future content (Table 3). The themes and in particular the timeline will be subject to changes depending on the future development of the coordination centre beyond the end of this project.

Additionally, existing tools such as calculators that can support the needs of the sector could be linked to the website. Newly developed tools can then also be integrated. As an example, the deliverable of an ongoing project 'Aquaculture en zone agricole : développement d'un outil digital' aims to help agricultural farmers to explore the potential of diversification with aquaculture and would fit well on the website.

Table 2: Existing website content and service updates

THEME	UPDATES OF CONTENT	INTERVAL
Sector overview	Update key numbers on production Update key figures about the aquaculture sector overview, production, import, export and consumption	Yearly
Species	Provide additional information about the current species Add more species of interest	
Health and welfare	Update the content with respect to new regulations and ordonnances that could come into force regarding the aquaculture sector Inform on new best practice to adopt on the different topics	
Sustainability	Update the content on more sustainable practices from Switzerland and EU Add a section that relates to the UN sustainable goals strategy	
Research	Keep the current ongoing research projects updated in Switzerland and elsewhere	
Legal aspects	Update legal links in line with new regulatory frameworks Inform about the ongoing development in agricultural politics	
Education and training	Inform about existing and new courses	
FAQ	Update existing questions and add more if needed	
Strategy of the coordination centre	Ensure that our missions and visions are clear Update content with respect to new services or strategy	
Career area	Manage job and internship offers For time being, this will be taken care off by the coordination centre staff, as it might take time for the community to add these on their own. A newsletter or mailings strategy would help.	
Blackboard	Improve the initial blackboard platform for farmers to inform about aquaculture equipment for sale A more user-friendly interface / e-commerce style platform could encourage professionals to use of this tool. More frequently.	
Aquaculture map	Update contact details for each reference on the map (phone number, address, website) if needed More information could also be added such as social media links.	

Table 3: New website content and services

THEME	NEW CONTENT	TIMELINE
Reports	Dedicate one page to list reports that are relevant for Swiss aquaculture and provide links	2023
Processing	Provide detailed information on best practice, hygiene rules and legal aspects in processing	2024
Restocking aquaculture	Add a section on restocking aquaculture There are synergies that can be valuable for both sides.	
Aquaponics	Inform on the production methods and fish species / plants that can be grown	2025
algae and Spirulina	Inform on production techniques, species of interest and market potential for the food and pharmaceutical sector	
Consumers	Inform about health benefits of fish and seafood consumption Create interaction with the general public	
Digital tools	Add calculators and decision-making tools to facilitate planification processes	2026
Genetics	Add a section on genetics and its importance to increase performance	
Hatcheries	Add a section on hatcheries for the most important species. For now, producers focus mainly on the grow-out phase and only few farms have breeders and produce their own eggs and larvae.	2027
Blog / exchange platform	Add tools for professionals and the general public to interact This would improve transparency.	
Call for research projects	Create a page where it would be possible to discuss project ideas and research topics This would be a nice way to connect people and encourage interaction within the community.	

5. Community development

Applying the method of Collaborative Loop System mentioned above to create and manage a dynamic community, discussions were held in groups as well as individually to identify needs, key players, challenges, shared values, and operational strategies.

5.1 Definition of the needs of the aquaculture sector

The goal was to understand how the web platform should be framed and what content and services should be considered. The website needs to provide value through content and services to the entire community but also to individual companies.

The start was a workshop organized during a Swiss Food Research meeting in May 2021. The opportunity was given to present an overview of the ongoing website development work and its structure. Thereafter, the participants were split into thematic groups and asked to brainstorm about the actual needs and what content would be relevant to work on. The workshop considered three steps:

1. Problem space: what information are you looking for?
2. Solution space: How and where do you find the information?
3. Ideate space: How can the website help you find the information?

The result was a list of requirements and wishes from different stakeholders (Table 4). They also raised key challenges for the creation of a neutral and transparent information page.

Following this workshop, further discussions with representatives of the main stakeholder groups allowed to shed light on details of certain aspects (Table 5). The diverse priorities for the different groups were highlighted by the clearly distinct needs that they defined. This will be a challenge for the coordination centre. Yet, this is exactly why such a neutral and common framework is needed.

It became clear that the gaps in information and knowledge need to be covered and that the different stakeholder wish more interaction with other branches of the sector. They also require this to offer better services or generate more income.

Because of the diverse variety of needs, more targeted discussions with selected aquaculture professionals were needed. The outcomes of individual interviews are summarized in Table 6. They formed the basis for defining the services that would be provided by the coordination centre.

Table 4: Summary of the outcomes from the discussions during the SFR workshop

THEME	DEFINED NEED
Aquaculture facilities design and construction	<ul style="list-style-type: none"> • Updated list of producers in Switzerland • Information on aquaculture manufacturers or suppliers of single components • Exchange within the sector to improve the design of production facilities • Clear procedures for permit application
Production and sales	<ul style="list-style-type: none"> • Updated list of producers in Switzerland to increase supply reliability • Information on fish species that are produced in Switzerland • More information on added value of Swiss fish • More transparent information on margin structure for producers and sales to make it economically viable
Fish health and welfare	<ul style="list-style-type: none"> • Information on best practice for water quality management • Information on disease management • Information on fish husbandry and processing • Information on fish import regulations
Sustainability and use of resources	<ul style="list-style-type: none"> • Information on standards, labels, and consumer's perception • Information on how producers improve their sustainability • Information on export and import • Information on how to establish synergies

Table 5: Summary of the outcomes from group discussions

STAKEHOLDERS GROUP	DEFINED NEED
Swiss aquaculture association	<ul style="list-style-type: none"> • Proper positioning in relation to the coordination centre • Better access to data from producers
Veterinarians	<ul style="list-style-type: none"> • Information on treatment products used by producers • Better information about disease outbreaks • Better information on fish regulations for producers and veterinarians • Producers lack a point of contact with private veterinarians and cantonal veterinarians • Information on data collection, facility management, and fish welfare at production sites
Research	<ul style="list-style-type: none"> • Get in contact with producers willing to conduct research • Information on ongoing research projects • Lack of information on funding agencies and on how to initiate projects • Information on stunning and killing • Information on organic regulations
Sales and distributions	<ul style="list-style-type: none"> • Data collection on production volumes • List of fingerling and feed suppliers • Better understanding of consumers' preferences and awareness

Table 6: Overview of the discussions with the aquaculture community

DATE	ORGANISATION	GOAL OF THE MEETING	OUTCOME
25.06.2021	Veterinarians Margot Chastonay (Canton VS) Ralph Knüsel (Fishdoc)	What are their needs?	Interest in content relating to health and welfare and make sure to provide the relevant links Interest in online services: interactive map, career area The forum might be too difficult to manage
28.06.2021	Sales Gerhard Zurlutter (Coop seafood) Theodor Pulver (Bell) Bernhard Zahner (CASIC)	What are their needs?	Interest in the online services such as the interactive map and career area Make sure to highlight the processing side of the sector and certifications available
28.06.2021	Research groups Heike Schmidt Timo Stadlander	What are their needs?	Include relevant links related to legal aspects (stunning and killing) and for sustainability. Career area: opportunity for master and bachelor student in terms of internship
05.07.2021	Swiss aquaculture association Beat Von Siebenthal	Coordination of information to be provided on each web platform Confirm our respective roles and positioning	ASA represents the producers and will provide the following content: quick overview of the aquaculture in CH, overview of the species, fish recipe, and interactive map of producers KS has a neutral and intra-professional positioning; the extent of information is more detailed. Which links can be exchanged on our respective web platforms? Ensure continuous exchange to provide a more structured coordination of the sector
17.01.2022	Support group (Koordinationsstelle Begleitgruppe)	Presentation of updated website content	Round table discussions about the content Feedbacks gathered and good suggestions on potential services to be proposed Validation of links to provide and topics to highlight
24.05.2022	Federal Food Safety and Veterinary Office (FSVO) Martin Reist, Katharina Stark and team	Update on project	Feedback on the work already performed and suggestions
20.06.2022	Fischforum conference	Presentation of the website	Feedback gathered from the whole community with a survey
08.08.2022	Swiss aquaculture association Beat Von Siebenthal	Follow up on previous meeting	Financial support

Table 6 (continued): Overview of the discussions with the aquaculture community

DATE	ORGANISATION	GOAL OF THE MEETING	OUTCOME
23.08.2022	FSVO yearly event (Frutigen)	Presentation of the website, the strategy, and positioning of the KS	Live feedback on the role of the coordination centre and website
05.09.2022	Support group (Koordinationsstelle Begleitgruppe)	Presentation of the live website Update and presentation of the financial strategy and the creation of the legal status	Discussion and advice on the proper positioning to be adopted. It was highlighted that the intra-professional and neutral approach is key. Feedback gathered and suggestions on potential services to be proposed
08.09.2022	Fraunhofer institute Germany (Europe's largest application-oriented research organisation) Julie Hüfner Tassilo Schuster	Understand how the aquaculture sector is currently organised in Germany. Get an overview of the challenges and opportunities.	Germany is facing difficulties in coordinating the aquaculture sector. Bureaucracy is a major issue; several institutes and regions work on similar subjects, and it is difficult to evaluate the impact of measures.
15.09.2022	Association of Swiss wastewater and water pollution control professionals (VSA)	Ask them to provide the new Guidelines free or charge for the community and ask for financial support.	Exchange of links between platforms In kind contribution by free access to VSA regulations No direct financial support will be given, but recommendation of KS services to the cantonal offices if they approach VSA regarding specific questions. Mentioning KS (among others) in the VSA guidelines as the point of contact for expertise.
03.11.2022	German Aquaculture Coordination Centre Stefan Meyer	Understand funding experiences and key findings after several years of operation	The coordination centre in Germany realized that fundings shall only be used for the benefit of those who pay/provide the fundings. General services for a broad public are not appreciated and does not create a long-term economic benefit. The German coordination centre now only focuses on services for those who pay, including services for public institutions such as reports on specific topics
16.11.2022	Swiss aquaculture association Beat Von Siebenthal	Financing Options and Structural organisation/Involvement of SAV in the Steering Committee	Discussion to be continued. Presented possible organisation with a non-membership structure but a steering committee (financial donors) + operational people.
08.12.2022			Options will be internally discussed with the Board. KS could get a certain percentage of the members' annual fees but would not start having its own single memberships instead. Like this, no concurrence is created.

Table 6 (continued): Overview of the discussions with the aquaculture community

DATE	ORGANISATION	GOAL OF THE MEETING	OUTCOME
20.04.2023			
04.05.2023			
15.08.2023	Swiss aquaculture association Beat Von Siebenthal	Clarify financial contribution	The Swiss aquaculture association is willing to contribute in 2023 with CHF 1'300 for the KS. The amount is still symbolic and shall increase in 2024 depending on the financial situation of the Swiss aquaculture association.
01.09.2023			
25.08.2023	Federal Office for the Environment (FOEN) Presentation and discussion at the training course for fisheries officers	Explain the goal of the coordination centre and explore synergies with fisheries	Discussions on synergies between aquaculture and fisheries

5.2 Creation of services for the aquaculture sector

With such different needs and expectations from the different stakeholder groups, considerable effort was needed to translate insights into specific services that the coordination centre could provide. Meetings were organised with keys players to assess their interest in supporting the development of the coordination centre and define what range of services could be developed to help them in their activities (Table 7). To prepare for some meetings, offers were prepared (an example is included in Annex 2).

Table 7: Overview of the discussions to create new services for the aquaculture community

DATES	ORGANISATION	GOAL OF THE MEETING	OUTCOME
18.10.2022	Canton Bern Amt für Landwirtschaft und Natur (LANAT) Daniel Bernet	What services would Canton Bern be interested in? Presentation of the centre and possible services to be developed	There is support for the process, but the canton Bern would not contribute financially as it is not in their mandate to do so. The most useful would seem to develop homogenized templates for data collection at aquaculture production farms to help with cantonal controlling procedures
11.11.2022	Federal Food Safety and Veterinary Office (FSVO) Gary Delalay	Present and discuss about the different services that KS could offer	Work packages presented and feedback gathered: - Annual report on aquaculture - Coordination of working groups - Development of technical sheets on animal welfare and production techniques - Contact point for questions on aquaculture - Offer for the cantons
30.11.2022	Federal Office for the Environment (FOEN) Diego Dagani Susanne Haertel-Borer	Data collection	No interest for now and no budget can be allocated. Aquaculture is not central. Their work focuses on the protection of biodiversity and sustainable fisheries. -
02.12.2022	Swiss association of federal veterinaries biannual meeting - West region Michel Rérat, Grégoire Seitert, Eric Kirchmeier, Flavien Beuchat, Giovanni Peduto, Pierre-Francois Gobat	Presentation of the coordination centre and possible service offers Exploration of synergies and services with cantonal veterinary offices	Some of the cantonal veterinaries had a strong interest in developing consultative services, others not at all Legal aspects, control aspect, hygiene services - consultative approach

Table 7 (continued): Overview of the discussions to create new services for the aquaculture community

DATES	ORGANISATION	GOAL OF THE MEETING	OUTCOME
16.12.2022	European Aquaculture Technology and Innovation Platform (EATIP) David Basset Alexandra Neyts	Presentation of EATIP and of the coordination centre Is there any value to become a member? How can we create value at the EU level?	EATIP is a technology platform to bridge innovation transfer in EU Platform to network and create research or projects synergies Support and help disseminate information on project in line with Horizon 2020 They also developed strategic guidelines for the policy side Possibility to join the network by being member - though requirement for fee Discussions were relevant as it is as EATIP could provide some visibility to the coordination centre.
24.01.2023	Jagd- und Fischereiverwalter (JFK) Martina Caminada	Check if services are of interest	The board sees too little overlap with aquaculture, there was no interest in the services of the coordination centre
25.01.2023	Federal offices FOAG Isabella Neuhaus and Alwin Kopse FSVO Gary Delalay FOEN Diego Dagani	Offer a yearly report on aquaculture in Switzerland Discuss about the role and mandates of each federal office and their interest towards aquaculture Data collection on aquaculture: who should be taking care of this?	Sharing the costs between federal offices does make sense. There is an interest for the data collection, however the FOEN and FOAG cannot propose any financial support FOAG is only a point of contact for the FAO Data collection is also managed at cantonal level No clear outcome for now
09.02.2023	Cantonal office Aargau Rebekka Nafzger	Check if services are of interest and potential financing	Canton AG currently has 40 fish farms, with 22 engaged in commercial production, and while the typical farms pose no issues, special cases, such as one with African catfish, lack regulatory support. AG has implemented a four-year control schedule for 20 farms but faces challenges due to limited support from FSVO and the lack of focus on aquaculture by VSKT. There is a need for more assistance, particularly in the form of guidelines, resources, or contacts for case-specific issues. However, the Canton's limited finances make a general contribution to a KS unfeasible, given the irregular occurrence of outsourced tasks.
27.02.2023	Verband Schweizer Abwasser- und Gewässerschutzfachleute	Clarification of the involvement of the VSA in the Coordination Office, possibilities of Support.	VSA cannot support the KS with a financial contribution but agreed (already in earlier meetings) to publish the two Guidelines for free for the aquaculture community in Switzerland. A Member of VSA will be part of the "Begleitgruppe" to work as a link to the VSA and further developments of the Guidelines.

Table 7 (continued): Overview of the discussions to create new services for the aquaculture community

DATES	ORGANISATION	GOAL OF THE MEETING	OUTCOME
02.03.2023	FSVO Gary Delalay Melanie Rothacher Alice Pontiggia	Discuss about the services of interest for FSVO	Possible assistance and services were discussed. <ul style="list-style-type: none"> - Technical support - Single contact point for technical questions - Aquaculture core group coordination - Factsheets - Training for the cantons - Communication with stakeholders - Yearly report on the aquaculture sector - Website BLV updates - Some were identified as interesting and useful.
20.03.2023	Aviforum Ruedi Zweifel	Aviforum as a model of development for the coordination centre Understand how they are structured and operate and how we could adopt similar strategy	Aviforum is a foundation with a 1.3 million CHF budget. The money is allocated once a year by all its members. It started as a provider of professional courses for the cantons and has developed to a single point of contact for the whole poultry value chain. Aviforum is clearly assuming more roles than the aquaculture coordination centre could take on, as some functions in aquaculture are already covered by other organisations.
05.04.2023	Schweizer Kompetenzzentrum Fischerei (SKF) Adrian Aeschlimann	Workshop concept new Fish centre Moosseedorf	Could the KS be integrated in some form to the upcoming centre? Partnership or synergies are possible. The strategy and scope of the Fischzentrum are being defined at the moment.
06.04.2023	Schweizer Tierschutz (STS) Samuel Furrer	Synergies on communication and projects	There is no direct budget available, but synergies are possible in terms of animal welfare and communication through their website or other means. They could participate in the board of the association.
21.04.2023	Cantonal vet office Zurich Stefan Buholzer	Check if services are of interest	Coordination centre for aquaculture is welcomed, are interested in services

The key insights are that there is a good support for the idea of creating a coordination centre, but that financial support is a step too far for many. Even organisations that would really profit from the know-how of the coordination centre to perform tasks that they are sometimes already doing in more efficiently way, answered that financial support for such a structure is not in their mandate and that therefore financial help is not a possibility. This was not such a surprise, and hopefully this situation will evolve once the centre is operational and can prove its value. That said, most organisations wished to help in other ways to promote the centre by offering platforms to inform about it.

6. Creation of the coordination centre

6.1 Strategy

The pre-study “Aufbau einer Koordinationsstelle für die Schweizer Aquakultur” performed in 2019-20 clearly demonstrated the need for a coordination centre to bring together and represent the aquaculture community. Further investigations revealed that the needs of the sector are very diverse. Since the sector is lacking structure and organisation, the stakeholders wished that the coordination centre assumes a very diverse set of roles. That said, the role of the centre should be to coordinate and support, not to take over or replace existing activities. Several other organisations have been increasingly active over the past years. The focus will therefore be on information and on offering a diverse range of services to support the stakeholders, as long as other organisations would not be able to deliver sufficiently support.

6.1.1 Goals of the coordination centre

- The Aquaculture Coordination Centre aims to promote the development of the aquaculture sector in Switzerland by supporting coordination between stakeholders.
- We promote the creation of common information bridges between stakeholders to address legal, technical, environmental, and economic challenges.
- We aim to facilitate communication to improve existing aquaculture practices and ensure knowledge transfer within the supply chain through innovative and sustainable processes.
- We are neutral and funded through service agreements.

6.1.2 Tasks

During the pre-study, the first priorities of a new coordination centre were clarified, for instance through the sending of an online survey. As expected, there were major differences of opinion between the actors about what the main tasks of the coordination centre should be and also about who should be financing what. But there were some points which proved to be important for a large majority. Over 90 % of respondents wished to have access to a web platform providing documents, links and basic information. Guidelines and checklists on Switzerland-

specific situations (such as for example planning procedures and economic viability) were identified as priorities. 84% of the respondents wished that the coordination centre assesses the priorities in terms of education and organizes specific training courses. 81% wanted to participate in more meetings and events to foster networking and cooperation.

The main activities of the coordination centre will be:

- Connect aquaculture stakeholders across the sector
- Inform about aquaculture in Switzerland
- Communicate about high quality standards and best practice
- Be a point of contact for newcomers and interested parties
- Provide support on interdisciplinary issues
- Offer services

Secondary activities of the coordination centre will be:

- Promoting sustainability and value of local production
- Supporting animal health and welfare
- Encouraging an ecological approach to production
- Raising awareness among consumers in Switzerland
- Identification of common values

6.2 Business model

The coordination centre's core strategy is summarized below using the Business Model Canvas (Table 8).

Table 8: Business Model Canvas for the coordination centre

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Aquaculture producers Sales of fish & seafood Authorities Service and Technology providers Research and Education Welfare and animal protection organisations	Inform Network Provide services Raise awareness	The coordination centre, with its intra-professional positioning, improves existing standards and processes within the aquaculture value chain in Switzerland.	Connect the Swiss aquaculture community Support the professionals in their fields of expertise Create relevant services to respond to the need of the sector	Aquaculture producers Aquaculture manufacturers Federal offices Cantons Organisations General public
	Key Resources		Channels	
	Website: - Information / content page - Service: career, blackboard, interactive map Aquaculture experts services		Website Social media Webinars Workshops	
Cost Structure			Revenue Streams	
Mostly variable costs for management of the association and steering committee Website maintenance: content and services updates Fixed costs kept to a minimum: website hosting and domiciliation			Mandates Consultancy services Sponsoring / donations	

6.3 Financing of the coordination centre

The aim is to ensure a reliable financing of the coordination centre for the future, so it can develop as a central and neutral contact point for the whole value chain of the aquaculture sector in Switzerland. The prestudy “Aufbau einer Koordinationsstelle für die Schweizer Aquakultur” performed in 2019-20 proposed a possible budget for the progressive development of a coordination centre, with estimates of the different tasks and possible sources of funding.

It was already very clear that securing the financing of the centre, especially initially, would not be easy. Following many exchanges, the financial strategy was reconsidered.

Table 9 below gives a general overview of how the financial contributions could be structured. To be successful, the centre should provide added value not only for aquaculture as a whole, but also for each stakeholder involved. Ideally, the companies should commit themselves to an amount of funding for the coming year or for several years. This would allow more efficient planning. The public sector will probably be providing the main part of the funding during the first years of operation. Large private partners can be closely involved in the mission of the coordination centre. What services the coordination centre can provide to the private companies can be discussed bilaterally every year to set priorities.

Table 9: Financial contribution structure

CATEGORY	ORGANISATION	CONTRIBUTION
Public sector		60%
Federal offices	Service agreements with <ul style="list-style-type: none"> • the Federal Office for Agriculture • the Federal Food Safety and Veterinary Office • the Federal Office for Environment 	
Cantons	Service agreements (application procedures, know-how, education)	
Private sector		
Main partners	Bilateral agreements with the largest players in production, processing, and sales	20%
Other partners	Other members contributions	20%

Consultancy services will be needed to generate income and ensure financing of the centre.

To find partners, offers were prepared. The following steps are applied:

- Define targets: select public or private organisations that could profit of our services to perform certain tasks more efficiently. Ideally, we would have in mind a challenge that they might have, and we would be able to offer a solution.
- Set up a communication channel: set up meetings to open the discussion.
- Create the offer (an example is included in Annex 2)

Three scenarios were evaluated. The next years are crucial to kick off the centre successfully, but it is also important to keep in mind that the financing amounts and sources will evolve over time.

The financial contributions in the tables below are estimates of how the reality could look like.

Scenario 1 represents a minimum service that would maintain the information on the website actualized and communication with the community alive. A relatively simple legal structure would be established. The maintenance costs would be kept low, and no new functionalities would be developed. Some services would help to cover the running costs. A minimum number of working hours are guaranteed from the BFH-HAFL and ZHAW. When the environment evolves some years later, the size of the centre could be increased.

6.3.1 Scenario 1 - Minimal

Table 10: Simplified income statement Scenario 1

	2024	2025	2026
Revenue			
Consultative services (public/private)	10000	10000	10000
HAFL	5000	5000	5000
ZHAW	5000	5000	5000
3rd. Party contributions	4000	5000	7000
Total	24000	25000	27000
Expenses			
Staff	20000	20000	20000
Domiciliation	1000	1000	1000
Website maintenance	1500	1500	1500
Marketing and events	1500	1500	1500
Total	24000	24000	24000
Earnings	0	1000	3000

6.3.2 Scenario 2 - Intermediate

Under scenario 2, the stakeholders would value more the role of the coordination centre for their own interests. More income is generated, mainly from services.

There is a certain threshold effect. The more players contribute financially or with their own resources, the more incentive others would also have to contribute.

The variable and fixed costs are higher as the website development and range of services would be increased. This option would allow creating value for the community quickly and clearly improve the possibilities to develop the centre further, such as in scenario 3. The condition is that the stakeholders are satisfied with the services of the centre.

Table 11: Simplified income statement Scenario 2

	2024	2025	2026
Revenue			
Consultative services (public/private)	45'000	55'000	65'000
HAFL	5'000	5'000	5'000
ZHAW	5'000	5'000	5'000
3rd. Party contributions	4'000	5'000	7'000
Total	59'000	70'000	82'000
Expenses			
Staff	35'000	35'000	40'000
Consultants	2'000	3'000	3'500
Infrastructure	5'000	5'000	5'000
Website maintenance	2'500	2'500	2'500
Website development	3'000	5'000	5'000
Marketing and events	5'000	10'000	15'000
Total	52'500	60'500	71'000
Earnings	6'500	9'500	11'000

6.3.3 Scenario 3 – Best case

Scenario 3 is a realistic “best case” scenario. A full set of services would guarantee a lasting revenue stream for the coordination centre. In addition, the strong partnerships created will also allow us to grow further. A higher yearly budget would be available to develop the website, marketing, organize events to gain more visibility, and have a better infrastructure.

Table 12: Simplified income statement Scenario 3

	2024	2025	2026
Revenue			
Consultative services (public/private)	65'000	80'000	95'000
HAFL	5'000	5'000	5'000
ZHAW	5'000	5'000	5'000
3rd. Party contributions	4'000	5'000	7'000
New partners / sponsoring	5'000	8'000	12'000
Total	84'000	103'000	124'000
Expenses			
Staff	50'000	55'000	65'000
Consultants	2'000	3'000	3'500
Infrastructure	5'000	5'000	5'000
Website maintenance	2'500	2'500	2'500
Website development	5'000	10'000	10'000
Marketing and events	5'000	10'000	15'000
Total	72'500	88'500	104'000
Earnings	11'500	14'500	20'000

The new website is already an important achievement. It is also important to create a legal structure because it gives credibility. But realistically, the study over the last years showed that scenario 3 would not be achievable right now.

The success and evolution of the financing amounts is related to how the aquaculture sector will develop in the next years and how much value the members will find in the coordination centre.

Regardless of how the centre develops, both universities of applied sciences, BFH-HAFL and ZHAW will offer their services and aquaculture expertise to the coordination centre beyond the end of this project.

6.4 Organisation of the centre

6.4.1 Legal structure

An organisation, such as an institution or association, is an entity made up of several people with a particular purpose. The centre must have a clear purpose and delegate decision-making authority to a person or body. It must communicate with and act for its members.

There are many forms of legal organisations. In our case, the ideal structure would be an association that operates simultaneously in the public and private sectors, fulfilling public functions and developing activities in the market.

Associations are governed by the provisions set out in Article 60 ff of the Swiss Civil Code. They are defined as entities made up of natural or legal persons who have the will to be organised corporately. Every association has the enjoyment and exercise of civil rights. It must have an ideal purpose and may not pursue an economic purpose. Unless the statutes provide otherwise, it is solely liable for the debts of the association. To put it more simply, an association is a grouping of persons united around a common purpose or interest. The advantage of this legal form is its simplicity. The establishment of an association, provided it does not have an economic purpose, simply requires the drafting of its statutes, in accordance with the procedures laid down in the Civil Code.

A foundation would be another possibility. The purpose of a foundation is to allocate assets for a special purpose. It is also non-profit; all the financing is used for the needs of the sector. It works for a cause in the general interest, which makes it quite attractive.

The financial requirements for a foundation are more strictly regulated, and the association would be a simpler way to go forward for now. The creation of an association is a logical decision to start with. As the centre grows and financial means become more reliable, it could be transformed into a foundation.

The administrative procedures for setting up an association have been completed. The address of the association has been defined and the rules of association written. The people who will

be part of the different organs of the association have been appointed. A constituent assembly will now be held to formalize the creation.

Annexes 3 to 5 give details on the new postal address, the rules of the new association, and the general meeting required to set up the association.

6.4.2 Organs of the association

Table 13 below gives an overview of the proposed organisation.

Table 13: Organisation of the association

CATEGORY	MEMBERS	
Steering Committee	1 president + 5 members	Selected from public and private sector members
Board of members	10 members	Selected from public and private sector members
Staff	Direction Administration Accounting Human resources Services	BFH-HAFL, ZHAW, others to be defined

Steering committee

A steering committee will be formed of experts in the field of aquaculture, representing the members that contribute financially to the development of the centre. The members of the steering committee will meet and collaborate to define, prioritise, and manage the progress of specific activities within the organisation.

The steering committee will consist of:

- a president with a neutral position
- a representative of the Federal food safety and veterinary office
- a representative of Swiss aquaculture producer's association
- a representative of the aquaculture sales sector
- a representative of BFH-HAFL
- a representative of ZHAW

Board of members

The board will consist of members representing the different thematic areas along the aquaculture value chain. Initially, the board will consist of a limited number of members. This is a strategic choice to avoid making the structure too complex for the first year. The board will be extended to more members in the future when the association grows. Not all will contribute financially. Their role is to act as a support group to assist the steering committee.

Representatives were found for the following thematic areas

- Animal Welfare
- Environmental aspects
- Water legislation aspects
- Fisheries
- Research
- Veterinary aspects
- Agriculture
- Federal office for agriculture
- Cantons

Management

The centre will need staff to perform the coordination tasks and the operational duties. Although the size would be small at the start, there will be a diverse range of activities such as administration, website maintenance, project management, organisation of meetings, and the writing of a yearly report of activities.

To begin with, the centre will be co-directed by employees from BFH-HAFL and ZHAW (two part-time positions). The advantage is that they have been involved in the project and already know the topic well. The staff will perform work for the association directly. As the centre develops, this point will be reassessed.

7. Project timeline

During the project's development, adjustments were made in the time planning of the work packages. The priority was to focus on the development of the online platform, beginning with the setup of the website. This initial step helped us to engage with professionals and gain a better understanding of the sector's needs. With this knowledge, it was possible to establish a consistent approach to discuss with other professionals the need to sustain the development by creating a suite of services. This allowed us to better organize package services that would enhance the future of the aquaculture coordination centre.

Table 14 provides an overview of the reviewed targets and progress.

8. Conclusions

The creation of the coordination centre is the culmination of five years of work. In this second report, the position of the centre within the established sectoral organisation is outlined, its legal status defined, and a feasible business model established.

The coordination centre's core objective is to serve as a bridge among all stakeholders in the Swiss aquaculture sector. It will provide intra-professional support to the community and promote a sustainable development.

The role should be to coordinate and support, not to take over or replace existing activities. The centre aims to address gaps not covered by existing organisations. To enhance the current situation without unnecessary complexity, the centre's activities have been compared with those of existing entities in the sector and thoroughly defined to ensure synergies while preventing duplicity.

Through the newly created website, the centre will disseminate specialized knowledge and technical information. The centre will execute mandates and offer services to its members, play a role in coordinating interdisciplinary issues and actions, and serve as a point of contact for newcomers and other interested parties.

The performed analysis and the actual funding possibilities now make it clear what the way forward should be. The centre should develop into a self-financed association but the challenges about financing remain real and the means will be limited initially.

The many discussions that took place led to a better understanding of the expectations and needs of the sector, but it evolves quickly, making it difficult to predict the future. Four different scenarios have been defined during the first project (Annex 6). These are still relevant, and the support of the sector as a whole or of individual groups or people will define how the coordination centre will evolve and position itself in the future in terms of size and budget.

The newly created association can now soon perform its first mandates. To grow and become relevant for the sector, it will need to gain recognition. This can be achieved by helping the aquaculture sector to address the multiple challenges it is facing in a professional and efficient manner.

Acknowledgments

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9. Annexes

9.1 Annex 1: Detailed content of the website

This chapter gives a description of the sections and content available on the website.

Homepage

This page gives an overview of all the main aspects of the coordination centre website. There is a short statement about the role of the coordination centre, some direct links to access our main functionalities such as account creation, career area, aquaculture map. There are also additional sections about latest aquaculture news and key aquaculture events.

Aquaculture in Switzerland

This section aims to provide relevant information about the aquaculture sector in Switzerland. It presents the sector and statistics about the development and actual state of aquaculture in Switzerland. This informational page provides the following sub menus.

- Development of aquaculture in Switzerland
- Current Swiss aquaculture production
- Production methods
- From producer to consumer
- Product differentiation

There is also an interactive map representing and giving information about the following groups:

- Authorities:
 - Federal offices and relevant cantonal offices (agriculture, water and environment, veterinaries, and fisheries)
- Sales, distribution, and processing
- Animal protection organisations
- Technology suppliers
- Feed suppliers
- Veterinaries
- Education and training
- Aquaculture organisations

The list is still being completed. This takes time and will need regular updating. The interactive map will contain a template where future members can register themselves and include information.

Species

The species page gives an overview of the main species grown in Switzerland with key information including production and production cycle.

- Species that are predominantly produced in flow through facilities
 - Rainbow trout
 - Brown trout
 - Artic char
- New species mainly farmed in recirculating systems
 - Atlantic salmon
 - Perch
 - Pikeperch
 - Sturgeon
 - White-legged shrimp
 - Other less important or upcoming species

Animal health and welfare

This page gives detailed information of the basic knowledge that professionals should have about the topic. In the content, there are embedded links to redirect the users to websites or documents providing more technical information:

- Definition and meaning of fish health and welfare
- Swiss Animal Welfare Act
- Prerequisites for health and welfare
- Indicators of health and welfare

Assessment of health and welfare on the farm

- Training
 - Assessment
 - Documentation
- Health management
 - Prevention
 - Monitoring and treatment
- Fish handling
 - Harvest / grading
 - Transport of fish and crayfish
 - Slaughter of fish and crayfish
- Nutrition and feeding

Ecological sustainability

The content provided in this section aims to inform about the environmental impact of aquaculture, how the sector will be impacted by environmental changes, and what sustainable solutions exist.

- Environmental impacts of aquaculture
- Climate change challenges for aquaculture - in Switzerland
- Ecologically sustainable solutions

Research

This page gives detailed information about the main research topics and presents the main research institutes in Switzerland.

- Overview
- Switzerland
- Europe

Legislation

This page groups and summarizes all the key legal aspect of the aquaculture in Switzerland. It provided detailed information about the following section:

- Categorization of fish and crayfish
- Licensing procedure
- Legal basis
 - Collection of laws for aquaculture enterprises in general
 - Additional collection of laws for fish production for human consumption
 - Compendium of legislation for organic aquaculture
 - Aquaculture in the agricultural zone

FAQ

The Frequent Asked Question section lists questions that professionals may have. It is straight to the point to provide enough information, but not too long to avoid repeating content provided in the other pages. Links redirect to pages of interest.

Career

The career area is divided into two main pages. The first one delivers content about ongoing training and education on aquaculture in Switzerland.

The second page is a career portal where the latest aquaculture job opportunities in the country will be posted.

About us

This section informs the users on the strategy of the coordination centre, the role of the Federal Food Safety and Veterinary Office and provides a contact form.

The sub-section “Strategy of the coordination centre” gives information about the role and positioning of the coordination centre and presents the current team working on its development. We highlight our current intra-professional positioning, so it does not create confusion.

We highlight the support of the Federal Food Safety and Veterinary Office. This can help to gain the trust of the visitors.

Account

The account section will enable users to either create a new account, connect, or access their dashboard. The dashboard is key for them so that they can either create a listing for the career area, indeed, they can easily make a request to publish a job opportunity online. The coordination's team will then approve after review of the content. Furthermore, they will also be able to either create a new point on the interactive map or update an existing one, again upon approval of the coordination's team.

Allowing the users to update general information is quite useful so we can insure to have the most updated data either on the interactive map or in the career area. However, the challenge would be to make sure that this content is always up to date.

Language

The language tab will allow users to choose the language of its interest. For the go live, the language was German. The French version is now also finalized and will be put online. Italian and English are planned next.

Data protection and impressum

The data protection and impressum section provides general information about the legal responsibility and what the general terms of use in the website environment are. It was developed together with the Federal Food Safety and Veterinary Office legal team. As the coordination centre is still under development, the impressum page can be adapted later.

Dienstleistungsangebot



Unterstützung Kantone zur Vorprüfung von Bewilligungsgesuchen neuer Aquakulturanlagen

Ausgangslage

Die Zahl der neuen Aquakulturbetriebe in der Schweiz hat in den letzten Jahren zugenommen. Neueinsteiger werden oft mit einem Mangel an Wissen/Informationen konfrontiert, wenn sie eine Bewilligung einreichen. Das Genehmigungsverfahren ist von Kanton zu Kanton unterschiedlich, und die Antragsteller müssen die grundlegenden rechtlichen Anforderungen kennen und wissen, an welche Stellen sie sich wenden müssen. Für jeden neuen Antrag werden beispielsweise Kennzahlen zum Wasserbedarf und Abwasseraufbereitung, Produktionszahlen und Energiebedarf verlangt. Diese Aufgabe kann ein schwieriger Prozess sein, der viel Zeit und Wissen erfordert.

Die Koordinationsstelle Aquakultur Schweiz hat zu Hauptziel, die Aquakulturgemeinschaft zu koordinieren und zu unterstützen mit Wissenstransfer und Kommunikation.

Was bieten wir kantonalen Ämtern an?

Wir bieten den Kantonen an, das Bewilligungsverfahren für die Neueinsteiger zu vereinfachen und zu professionalisieren. Dabei können wir sowohl kantonale Ämter unterstützen, Bewilligungsverfahren zu prüfen, oder aber auch Gesuchsteller, indem wir eine Vorprüfung der Gesuche auf fachliche Korrektheit vornehmen.

Neueinsteiger würden auf diese Weise besser vorbereitet und auf die entscheidenden Punkte aufmerksam gemacht, die sie für einen erfolgreichen Antrag berücksichtigen müssen. Wir wollen sicherstellen, dass die neuen Betriebe die gesetzlichen Grundlagen einhalten und sowohl wirtschaftlich als auch ökologisch nachhaltig sind.

Mehrwert für die Kantone

Die Kantone sind bei der Bewertung des Projekts manchmal mit Herausforderungen konfrontiert. Fachwissen aus anderen Projekten und anderen Kantonen kann dabei helfen, ein Projekt schnell und effizient zu prüfen und zu bewerten.

Durch das Delegieren dieser Aufgabe an die Koordinationsstelle würden die Kantone Zeit gewinnen und Zugang zu relevantem Know-how erhalten. Wir können das gesamte Bewilligungsverfahren fachlich und koordinativ unterstützen.

Lieferumfang

Mitarbeitende der Koordinationsstelle Aquakultur kontrollieren im Rahmen einer Vorprüfung die Projektunterlagen auf ihre Plausibilität bezüglich folgender Aspekte:

- **Technischer Aspekt:** Ist die vorgeschlagene Anlage und Technologie an die Produktionserfordernisse angepasst?
- **Umweltschutz:** Halten die Emissionen und die vorgeschlagenen Lösungen zu ihrer Minimierung den rechtlichen Rahmen ein?
- **Tierschutz:** können die Tiere unter Bedingungen gehalten werden, die ihre Bedürfnisse und ihr Wohlergehen berücksichtigen

Eine kurze Evaluation der Anlage und eine Empfehlung weiterführender Abklärungen wird in einem kurzen Bericht festgehalten.

Angebot

Kosten Pauschal: xxx CHF –

Koordinationsstelle Aquakultur, 1.09.2022
info@aquakultur-schweiz.ch

9.3 Annex 3: User agreement for the new address of the Swiss aquaculture coordination centre

Nutzungsvertrag

Vertragsparteien

Vermieter: RASolutions GmbH, Herrengasse 24, 3011 Bern

Nutzer/-in: Vorname/Name: BFH-HAFL – Aquaforum, Jean-Baptiste Luce / Thomas Janssens

Adresse: Länggasse 85, CH-3052 Zollikofen

Email/Tel: jean-baptiste.luce@bfh.ch / linda.tschirren@zhaw.ch, 0318485028

Mietobjekt

Briefkastenanschrift: Zeile 1: Koordinationsstelle Aquakultur

Spitalgasse 24, 3011 Bern

Mietdauer

Mietbeginn: 1.9.23, auf unbestimmte Zeit, **Kündigungsfrist:** 3 Monate, auf Ende eines jeden Monats

Mietzins

Monatlicher Mietzins Domizilanschrift: [REDACTED]

Rabatt Fachhochschule 33%

Total Monatlich excl. Mwst: [REDACTED]

Einmaliger Beitrag für Firmenanschrift: [REDACTED]

Zahlungskonditionen

Der Mietzins ist jährlich zum Voraus fällig und ist zu überweisen an Postkonto: 85-150513-8, CH540900000851505138, RASolutions GmbH in 3011 Bern

Besonderes

Es ist kein Weiterleitungs- oder Scanservice bei der Dienstleistung dabei.

Die Adresse darf nur für gesetzeskonforme Sendungen verwendet werden.

Ort/Datum: Bern, 15.9.2023 **Hauptmieter:** RASolutions GmbH, Rolf Arni

Nutzer/-in: Koordinationsstelle Aquakultur

Unterschrift

9.4 Annex 4: Rules of the Swiss aquaculture coordination centre

At the time of writing, the last details are being discussed. There might be some small revisions to this document.

Statuten des Koordinationsstelle Aquakultur Schweiz



Name und Ziel

Artikel 1 Name und Sitz

Unter dem Namen "Koordinationsstelle Aquakultur" besteht ein Verein im Sinne von Art. 60 ff. des ZGB mit Sitz in 3011 Bern, Spitalgasse 24. Er ist politisch neutral und konfessionell unabhängig.

Artikel 2 Ziel

Die Koordinationsstelle Aquakultur hat zum Ziel, die Entwicklung des Aquakultursektors in der Schweiz zu fördern, indem sie die Koordination zwischen den Akteuren unterstützt. Wir fördern die Schaffung von gemeinsamen Informationsbrücken zwischen den Akteuren, um rechtliche, technische, ökologische und wirtschaftliche Herausforderungen zu bewältigen. Wir wollen die Kommunikation erleichtern, um die bestehenden Aquakulturpraktiken zu verbessern und den Wissenstransfer innerhalb der Versorgungskette durch innovative und nachhaltige Prozesse zu gewährleisten.

Die Hauptaktivitäten der Koordinationsstelle sind:

- Akteure im Bereich Aquakultur sektorübergreifend vernetzen
- Informieren über Aquakultur in der Schweiz
- Kommunizieren über hohe Qualitätsstandards und Best Practice
- Neueinsteiger und Interessierte als Anlaufstelle beraten
- Unterstützen bei interdisziplinären Fragen
- Dienstleistungen anbieten

Sekundäre Aktivitäten der Koordinationsstelle sind:

- Förderung der Nachhaltigkeit und des Wertes der lokalen Produktion
- Unterstützung der Tiergesundheit und des Tierschutzes
- Anregung eines ökologischen Produktionsansatzes
- Sensibilisierung der Konsumenten in der Schweiz
- Identifizierung gemeinsamer Werte

Ressourcen

Artikel 3 Ressourcen

Zur Verfolgung des Vereinszweckes verfügt der Verein über folgende Mittel:

- Mitgliederbeiträge
- Gönnerbeiträge
- Erträge aus eigenen Veranstaltungen
- Subventionen
- Erträge aus Leistungsvereinbarungen
- Spenden und Zuwendungen aller Art

Mitgliedschaft

Artikel 4 Mitgliedschaft

Mitglieder können natürliche und juristische Personen werden, denen der Vereinszweck ein Anliegen ist.

Aktivmitglieder mit Stimmrecht sind natürliche Personen, welche dem Vorstand, der Begleitgruppe oder der Geschäftsstelle angehören. Mitglieder der Begleitgruppe und des Vorstands repräsentieren unterschiedliche Akteursgruppen und nehmen eine aktive Rolle als Schnittstelle zu den jeweiligen Interessensgruppen wahr.

Passivmitglieder ohne Stimmrecht sind natürliche oder juristische Personen, die den Verein finanziell oder materiell unterstützen.

Der Eintritt in den Verein kann jederzeit erfolgen, Aufnahmegesuche sind an den Vorstand zu richten; über die Aufnahme entscheidet der Vorstand endgültig. Es besteht kein Annahmewang

Artikel 5 Erlöschen der Mitgliedschaft

Die Mitgliedschaft erlischt

- bei natürlichen Personen durch Austritt, Ausschluss oder Tod.
- bei juristischen Personen durch Austritt, Ausschluss oder Auflösung der juristischen Person.

Artikel 6 Austritt und Ausschluss

Ein Vereinsaustritt ist nur am Datum der Mitgliederversammlung möglich. Das Austrittsschreiben muss mindestens 4 Wochen vor dem Termin schriftlich an den Vorstand gerichtet werden.

Ein Mitglied kann jederzeit wegen Verletzung der Statuten oder Verstösse gegen die Ziele des Vereins aus dem Verein ausgeschlossen werden.

Organisation

Artikel 7 Organe des Vereins

Die Organe des Vereins sind:

- b) die Mitgliederversammlung
- c) die Begleitgruppe
- d) der Vorstand
- e) die Revisionsstelle
- f) die Geschäftsstelle

Artikel 8 Die Mitgliederversammlung

Das oberste Organ des Vereins ist die Mitgliederversammlung. Eine ordentliche Mitgliederversammlung findet jährlich im ersten halben Kalenderjahr statt. Die Versammlung kann online, hybrid oder physisch stattfinden.

Zur Mitgliederversammlung werden die Mitglieder mindestens 6 Wochen vor der Generalversammlung im Voraus schriftlich unter Angabe der Traktanden eingeladen. Einladungen per E-Mail sind gültig.

Anträge von Mitgliedern für zusätzliche Geschäfte zuhanden der Mitgliederversammlung sind innerhalb von 20 Tagen schriftlich und begründet dem Vorstand einzureichen. Anträge per E-Mail sind gültig.

Der Vorstand oder 1/5 der Mitglieder können jederzeit die Einberufung einer ausserordentlichen Mitgliederversammlung unter Angaben des Zwecks verlangen. Die Versammlung hat spätestens 3 Monate nach Eingang des Begehrens zu erfolgen.

Die Mitgliederversammlung hat die folgenden unentziehbaren Aufgaben und Kompetenzen:

- a) Genehmigung des Protokolls der letzten Mitgliederversammlung
- b) Genehmigung des Jahresberichts des Vorstands
- c) Entgegennahme des Revisionsberichts und Genehmigung der Jahresrechnung
- d) Entlastung des Vorstandes
- e) Wahl des Präsidenten/der Präsidentin und der übrigen Vorstandsmitglieder sowie der Revisionsstelle.
- f) Genehmigung des Jahresbudgets
- g) Beschlussfassung über das Tätigkeitsprogramm
- h) Beschlussfassung über Anträge des Vorstands und der Mitglieder
- i) Änderung der Statuten
- j) Beschlussfassung über die Auflösung des Vereins und die Verwendung des Liquidationserlöses.

Jede ordnungsgemäss einberufene Mitgliederversammlung ist unabhängig von der Anzahl der anwesenden Mitglieder beschlussfähig.

Die Mitglieder fassen die Beschlüsse mit der einfachen Mehrheit der abgegebenen Stimmen. Bei Stimmgleichheit fällt die/der Vorsitzende den Stichentscheid.

Statutenänderungen benötigen die Zustimmung einer Mehrheit von 3/4 der anwesenden Stimmberechtigten.

Ein Vereinsmitglied kann sich in der Mitgliederversammlung via Vollmacht von einem anderen Vereinsmitglied vertreten lassen. Jedes Vereinsmitglied kann höchstens 2 Mitglied(er) vertreten.

Im Falle einer online oder hybriden Mitgliederversammlung sind die Mitglieder berechtigt, online abzustimmen.

Die getroffenen Entscheidungen müssen in einem Beschlussprotokoll festgehalten werden.

Artikel 9 Der Vorstand

Der Vorstand besteht aus mindestens 3 Personen.

Die Amtszeit beträgt 3 Jahre. Wiederwahl ist zulässig.

In die Kompetenz des Vorstandes fallen insbesondere:

1. Tätigkeit in Bezug auf die Erfüllung des Vereinszweckes;
2. Vorbereitung der Vereinsversammlung;
3. Vollzug der Beschlüsse der Vereinsversammlung;
4. Beschluss über die Aufnahme und den allfälligen Ausschluss von Vereinsmitgliedern;
5. Behandlung von Anregungen, Anträgen und Beschwerden der Vereinsmitglieder;
6. Aufstellung von Budget und Jahresrechnung; soweit er sie nicht übertragen hat.
7. Verwaltung des Vereinsvermögens; soweit er sie nicht übertragen hat.
8. die Geschäftsführung, soweit er sie nicht übertragen hat.

Im Übrigen stehen ihm alle weiteren Befugnisse zu, die nicht ausdrücklich durch das Gesetz oder die Statuten einem anderen Vereinsorgan vorbehalten sind.

Der Vorstand kann für die Erreichung der Vereinsziele natürliche oder juristische Personen gegen eine angemessene Entschädigung anstellen (nach Arbeitsrecht) oder beauftragen.

Der Vorstand wählt die Mitglieder der Geschäftsstelle. Die Mitglieder der Geschäftsstelle sind nicht Teil des Vorstands.

Der Vorstand beauftragt die Geschäftsstelle mit Arbeiten im Rahmen der strategischen Ausrichtung und kontrolliert die Erreichung deren Ziele.

Er erlässt Reglemente und gibt die strategische Ausrichtung vor.

Er kann für die Erreichung der Vereinsziele Personen gegen eine angemessene Entschädigung anstellen (nach Arbeitsrecht) oder beauftragen.

Weitere Aufgaben und Kompetenzen des Vorstands

Der Vorstand verfügt über alle Kompetenzen, die nicht von Gesetzes wegen oder gemäss diesen Statuten einem anderen Organ übertragen sind.

Der Vorstand konstituiert sich mit Ausnahme des Präsidiums selber.

Der Vorstand versammelt sich, sooft es die Geschäfte verlangen, jedoch mindestens zweimal jährlich. Jedes Vorstandsmitglied kann unter Angabe der Gründe die Einberufung einer Sitzung verlangen.

Sofern kein Vorstandsmitglied mündliche Beratung verlangt, ist die Beschlussfassung auf dem Zirkularweg (auch E-Mail) gültig.

Der Vorstand ist grundsätzlich ehrenamtlich und unentgeltlich tätig, er hat Anrecht auf Vergütung der effektiven Spesen. Für besondere Leistungen einzelner Vorstandsmitglieder kann eine angemessene Entschädigung ausgerichtet werden.

Artikel 10 Die Geschäftsstelle

Die Geschäftsstelle wird durch den Vorstand eingesetzt.

Die Leitung der Geschäftsstelle kann durch eine oder mehrere Personen in Form einer Co-Geschäftsleitung erfolgen.

Sie führt im Auftrag des Vorstands die laufenden Geschäfte des Vereins.

Sie vertritt den Verein nach aussen und ist für Anfragen erste Ansprechstelle.

Sie wickelt Anfragen entweder selber ab oder koordiniert die Abwicklung mit entsprechenden Fachkräften innerhalb und ausserhalb des Vereins.

Sie bearbeitet laufende Mandate des Vereins.

Sie akquiriert neue Mandate des Vereins im Rahmen der Strategie.

Sie organisiert mindestens jährlich ein Treffen der Begleitgruppe und ist erste Ansprechperson für Öffentlichkeitsarbeit.

Sie unterhält die Informationsplattform (Website).

Sie koordiniert Anfragen und kommuniziert mit den Mitgliedern der Begleitgruppe.

Artikel 11 Die Revisionsstelle

Die Mitgliederversammlung wählt 1 Rechnungsrevisoren oder eine juristische Person, welche die Buchführung kontrollieren und mindestens einmal jährlich eine Stichkontrolle durchführen.

Die Revisionsstelle erstattet dem Vorstand zuhanden der Mitgliederversammlung Bericht.

Die Amtszeit beträgt 1 Jahr. Wiederwahl ist zulässig.

Artikel 12 Zeichnungsberechtigung

Der Verein wird verpflichtet durch die Kollektivunterschrift des/der Präsident/in zusammen mit einem weiteren Mitglied des Vorstandes.

Finanzielle Verantwortung

Artikel 13 Haftung

Für die Schulden des Vereins haftet nur das Vereinsvermögen. Eine persönliche Haftung der Mitglieder ist ausgeschlossen.

Datenschutz

Artikel 14 **Datenschutz**

Der Verein erhebt von den Mitgliedern ausschliesslich diejenigen Personendaten, die zur Erfüllung des Vereinszwecks notwendig sind. Der Vorstand sorgt für eine dem Risiko angemessene Sicherheit der Daten.

Die Mitgliederdaten, namentlich der Name, die Adresse, die Telefonnummer sowie die E-Mail-Adresse, werden sämtlichen Vereinsmitgliedern bekanntgegeben.

Die Mitgliederdaten, namentlich die Namen und die Interessensgruppen werden auf der Website, veröffentlicht. Im Übrigen erfolgt eine Bekanntgabe der Daten an Dritte nur im Rahmen einer gesetzlich zulässigen Auftragsbearbeitung und wenn dies gesetzlich vorgeschrieben ist oder behördlich angeordnet wird.

Die Bearbeitung der Mitgliederdaten erfolgt im Übrigen nach den Bestimmungen der schweizerischen Datenschutzgesetzgebung und der Datenschutzerklärung auf der Website des Vereins.

Auflösung

Artikel 15 **Auflösung des Vereins**

Die Auflösung des Vereins kann durch Beschluss einer ordentlichen oder ausserordentlichen Mitgliederversammlung mit dem Stimmenmehr von 3/4 der anwesenden Mitglieder erfolgen.

Inkrafttreten

Diese Statuten wurden an der Gründungsversammlung vom [Datum] angenommen und sind mit diesem Datum in Kraft getreten.

Datum, Ort _____

Die Präsidentin:

Der Protokollführer:

Protokoll der Gründungsversammlung des Vereins Koordinationsstelle Aquakultur Schweiz mit Sitz in Bern



Datum und Zeit: [...]
Ort: [...]
Anwesende Gründungsmitglieder: [...]
Gäste: [...]
Vorsitz: [...]
Protokoll: [...]

Traktanden: 1. Formelles
 2. Gründungsbeschluss
 3. Genehmigung der Statuten
 4. Wahl des Vorstandes und der Revisionsstelle

1. Formelles

Folgenden Personen werden gewählt:

als Vorsitzende der Versammlung [.....]

als Protokollführer/in [.....]

2. Gründungsbeschluss

Die Versammlung beschliesst, unter dem Namen Koordinationsstelle Aquakultur Schweiz einen Verein gemäss Art. 60 ff. des Schweizerischen Zivilgesetzbuches (ZGB) mit Sitz in Spitalgasse 24, 3011 Bern, zu gründen.

3. Genehmigung der Statuten

Die Versammlung genehmigt den vorliegenden Statutenentwurf und legt ihn als gültige Statuten des Vereins fest.

4. Wahl des Vorstandes und der Revisionsstelle

Als Mitglieder des Vorstandes werden gewählt:

[.....]

[.....]

[.....]

Alle Gewählten erklären Annahme der Wahl.

Gemäss Art.8 der Statuten wird die Präsidentin durch die Mitgliederversammlung bestimmt. Entsprechend wählt die Versammlung als Präsident/in:

[.....]

Im Übrigen konstituiert sich der Vorstand gemäss Art.9 der Statuten selber und bestimmt die zeichnungsberechtigten Personen und die Art deren Zeichnung.

Als Revisionsstelle wird/werden gewählt:

[.....]

[.....]

Die Wahlannahmeerklärung der Revisionsstelle liegt vor.

Ort, Datum

.....

[...] Protokollführerin

.....

[] Vorsitzende

9.6 Annex 6: Characteristics of the coordination centre depending on the support and the development of the aquaculture sector

