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Social development through organizational development?

Innovative organization of cooperation between social and cultural enterprises in the "kHaus" Basel

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Management Summary

The study analyzes the participatory development and implementation of a new operational concept for a shared place of work and activity: the "kHaus" in Basel. It evaluates the roles and vessels of cooperation of the involved actors and stakeholders in and around the building. The study highlights the challenges and limitations of internal collaboration and co-creation, which are influenced by unclear roles, scarce resources and differing expectations. The study provides recommendations on how social innovation can be strengthened through participation, learning processes and intermediary roles and how collaboration can be promoted in the long term:

Procedure and key findings:

- The participatory processes that enable and promote the involvement of users, the neighborhood and the city in the development and design of the shared space are highlighted.

- The need for resources that are necessary for the (further) development and implementation of the operation and collaboration and the ways how these can be strengthened and distributed are recognised.

- Intermediary roles and vessels mediate between the various actors and fulfil a translation and/or transaction function between different social systems.

- The difficulties and potentials of internal exchange and collaboration processes between organizations, co-creative developments and the open space concept are highlighted.

- The substantive power and openness of the building can be shown through numerous events in the cultural, the scientific and the political fields, which already manifest the building as a place of social exchange and action.

1 Introduction

This report is based on an interdisciplinary research project as part of a research program at Lucerne University of Applied Sciences and Arts and a commission from the Canton of Basel-Stadt. The researchers accompanied stakeholders in the development and implementation of their organization in the converted main building of the 'Kaserne' (former barracks) in the middle of the city of Basel: the 'kHaus'. Since April 2022, more than 10 culturally and socially engaged organizations have rented space there. These social enterprises are looking for new ways of participatory collaboration in a building whose rooms are not permanently assigned to any of these organizations and which is generally accessible and usable by the public. This creates completely new forms of cooperation between the organizations and between the organizations and the public.

The cooperative development, design and use of the 'kHaus' as a building and as an area is the central topic of this research project. How this design took place and what social objectives were pursued with will be examined. In addition, the question of governmental steering of this construct will also be examined.

1.1 Initial situation operation main building Kaserne Basel

The former military barracks (so-called 'Kaserne') in the city of Basel have a rich history. After its military use became obsolete, the buildings of the 'Kaserne Basel' have mainly been used as cultural and meeting places since the 1980s. In 2017, the voters of the canton of Basel-Stadt decided to renovate and convert the Kaserne with a clear 61.7 % yes vote. As a result, the main building of the Kaserne was converted into a district, cultural and creative center for around 45 million Swiss francs from 2018 to 2021.

As part of an award decision by the Canton of Basel-Stadt, a private company was contracted to develop and implement an operating concept for the main building of the Kaserne Basel. This concept contains innovative and co-creative elements that support the character of a diverse and open use. The operators have founded an operating company 'kHaus AG' in 2021. The main building of the Kaserne Basel has therefore been managed under the name 'kHaus' since the start of operations.

The kHaus was put into operation in stages from April 2022 in order to develop "into a public cultural center that is well anchored in the neighborhood and the entire city" (Presidential Department of the Canton of Basel-Stadt, 2018). Culture, socioculture and creative work are to be complemented by various gastronomic offerings. The aim of the Canton of Basel-Stadt

is to develop the building into a forum with a public character for the entire neighborhood and the city.

This paper describes and reflects on the process and initial results of the operation of the converted and newly operated main building of the Kaserne Basel over a period from April 2022 to August 2023.

1.2 Research objectives

Elaborate participation and development projects are becoming more and more common in area and urban development today. What is striking, however, is that these processes are rarely evaluated during and after their implementation. Although these projects consume vast sums of money and make numerous promises to users and the public, there is hardly any monitoring or reflection to evaluate the approach, success or effectiveness of these projects.

The aim of this research is to reflect on the development and dialogue process for the design of the operating concept of the building regarding the approach, implementation and results achieved. From this, conclusions can be drawn for further developments and future project planning.

The focus of this research lies on the governance, development and management of the organization. The relationship between the canton as the overarching controlling authority and an independent operating company in connection is a special form of governance. The examination of this relationship is part of the project.

The research project pursues several levels of observation:

- Process perspective: Methodologically supported, neutral (external) survey of the plans, intentions and activities in the context of the organization's development.

- Performance and success perspective: Survey and assessment of the direct results of ongoing operations.

- Impact perspective: Determining the sustainable experiences/effects of the dialogue processes and this form of development and management. This perspective is not depicted in the present study; it is the subject of a follow-up project.

The aim of the new form of organization is to achieve new impetus for social change: with the help of participation and cooperation processes as well as a new operating and management concept. The new division of roles between the state authorities and the operating company on one hand and the agile cooperation within the facility and with the population on the other hand can provide a reference for similar activities in other regions.

The organizational and impact analysis can provide conclusions for the management and cooperation of civil society, social, cultural or scientific organizations with each other and with other stakeholders. Particular attention is paid to the opportunities for cooperation and project development between the organizations and the interaction with the population.

2   Research issues and methodology

In terms of methodology, this study relates to the objectives and expectations of the project participants. Theoretical principles of participation and involvement are processed for this purpose. Empirically, tried and tested methods of applied social research are used: document studies, participant observation and semi-structured interviews.

The processes to be examined focused on developments in the following circles and systems:
1. inner circle (microsystem, organizational and trans-organizational development): Operator organization together with the operational partner organizations;

2. external governance relationship (state control, political level, intermediary organization, impact): Organization and implementation of steering by cantonal and urban development.

2.1   Research questions

The study is based on the following key questions:
- Can the innovative development, organizational and operational concept and its further development contribute to the city's social issues and to social development in general?

- How can an urban center be developed as a 'hub' for social and cultural organizations?

- How can the social and cultural organizations enter into an exchange with the neighborhood and the population?

- How can the organizations contribute to social impact and peace?

In the following, the questions are structured according to impact level and methodology:

- Output: How is the development process designed and what immediate successes or difficulties arise? Methodology: Interviews, reflection and process monitoring of the actors, organizational analysis.

- Outcome: How can the process be assessed from the perspective of the client and the expected impact objectives? Methodology: Evaluation of the development, monitoring.

- Impact: What sustainable social impact do these forms of participatory interdisciplinary urban development projects achieve? Methodology: Environment analysis, impact measurement.

If we look at the questions in a structural view, the following picture emerges:

- Political-strategic level: Focus on development, governance, control, effects through the operating organization

  - How can the arrangement of the governance and the relationship between the canton and the operating company be assessed?

  - What added value is generated from the potential of the entire area?

  - What social impact do these forms of participatory interdisciplinary urban development projects achieve?

- Operational level: organizational development, operation, services / products

  - How is the development process organised and what immediate successes or difficulties arise?

  - Which approaches to co-creation or participation have proven successful?

  - Are the users' expectations met?

2.2 Methodological approach

In a first step, key terms are clarified in the context of the research questions and relevant theories and models are presented. These fundamentals serve to prepare a science-oriented basis for reflecting on the processes.

The central element of this empirical study was to conduct qualitative interviews using a semi-structured guideline with selected people involved in the process. A total of eight expert interviews were conducted with key persons from the kHaus environment. Roughly speaking, the perspectives of these people can be divided into two groups.

- Perspective of the organizations involved in the operation of the kHaus.

- Perspective of the government and management level such as canton, politics, etc.

These expert interviews were evaluated qualitatively and supplemented by participant observations and further interviews with people from the kHaus environment. For reasons of confidentiality, this report does not include detailed references to conversations and individuals.

3 Technical basics

The most important terms are explained below and the theoretical foundations of participation and involvement, communication, socio-cultural development and organizational development are presented.

3.1 Stakeholder dialogue

This research involves various institutions that want to jointly revitalize, open up and use a newly created location - the kHaus in Basel - as a place to work and (further) develop the kHaus. Different stakeholders and institutions have different expectations and requirements. They can act either as individuals or as representatives of a group. This includes people who influence a decision, key figures in implementation, or those affected by the development (Künkel et al., 2019, p. 155).

Stakeholder dialogues are a systematic approach to shaping cooperation and consultation in complex change processes for sustainability. They are useful for engaging stakeholders in an exchange and require the involvement of different interest groups. These dialogues can

occur in various forms and can focus on consultation or cooperation in implementation (Künkel et al., 2019, p. 155f.). In stakeholder dialogues that focus on consultation, different interests and needs should be addressed, whereas in stakeholder dialogues that focus on cooperation and implementation, the focus is on stakeholder collaboration.

In recent years, stakeholder dialogues have become a widely recognised tool for clarifying political interests and involving citizens, interest groups, and political actors in decision-making processes related to environmental protection, infrastructure, and technology deployment. This tool can be used as a legitimation and moderation instrument to better achieve one's own goals or to minimise risks and obstacles with regard to one's own projects (Rademacher & Stürmer, 2021, p. 598). In essence, it is about the exchange between stakeholders, whereby the framework or scope of the input of the results of the stakeholder dialogue into the further process can be designed differently.

Stakeholder dialogues are a tool that can reveal the social demands that affect a project and make it easier to implement it. They also allow the stakeholders to participate and express their views (Rademacher & Stürmer, 2021, p. 598).

Dialogues are aimed at implementation-oriented cooperation in which the cooperating stakeholders are actively involved and share responsibility. The initiating stakeholder group (public sector, companies, science, civil society) is an equal cooperation partner. The focus is therefore on finding consensus (Künkel et al., 2019, p. 20).

According to Künkel et al. (2019, p. 19ff.), there are two basic forms of dialogue processes: stakeholder dialogues, which focus on the integration of viewpoints and interests of the various stakeholders, and stakeholder dialogues, which focus on the cooperation of various stakeholders in order to address the various concerns and needs and achieve a jointly agreed goal or approach.
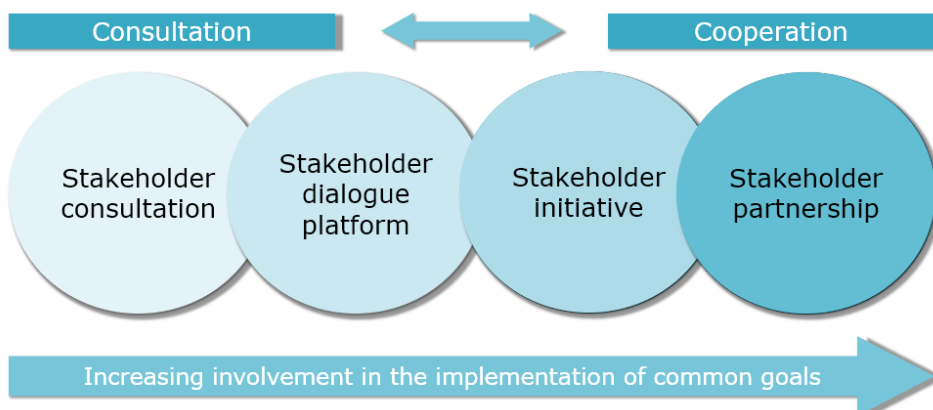

Figure 1: Forms of stakeholder dialogues (based on Künkel et al. 2019, p. 19)

Within the two poles of consultative or cooperative stakeholder dialogues there are various forms, some of which overlap, which are described below.

3.1.1 Consultative stakeholder dialogues

The consultative forms of stakeholder dialogue include those that can be conducted as a one-off sequence or institutionalized, as well as the stakeholder dialogue platform as a form of exchange.

a. One-off stakeholder consultations aim to get opinions on a specific topic or issue, raise awareness of a specific topic, increase the interest of those involved in future cooperation and share experiences. (Künkel et al., 2019, p. 21). The difficulty with these one- to three-day events is to take up the different views and needs of the participants in order to enter into a constructive dialogue.

b. Stakeholder consultations can be held several times regularly in sequence over one to two years for topics that need to be addressed by different interest groups over a longer period of time, such as policy or strategy development. The results of these workshops should be incorporated into the process and the stakeholders should have the opportunity to evaluate the further progress of the project and provide their input again.

c. In the institutionalized stakeholder consultations, the affected/participating stakeholders are continuously asked for their opinions after the public planning processes. The aim is to accompany a concrete development with a concrete result (e.g. policy paper, draft law). The underlying needs and emotional concerns are often lost in the process, which means that the actual purpose of stakeholder dialogue is lost. Stakeholder consultations that work well and are established can produce insights that lead to more dialogue and cooperation on specific topics, such as stakeholder initiatives or partnerships (Künkel et al. 2019, p. 29).

d. The stakeholder dialogue platform as a consultative form of participation is at the forefront when interested or affected want to exchange views on a common concern in order to pass on findings and/or recommendations for action. This form of stakeholder dialogue does not involve the joint implementation of projects.

3.1.2 Cooperative stakeholder dialogues

The cooperative stakeholder dialogue forms include the stakeholder initiative, the stakeholder platform for implementation and the stakeholder partnership.

a. In stakeholder initiatives, stakeholders from different sectors work together to tackle complex problems or concerns and achieve common goals - often of a national, regional or international nature - (within a specific timeframe). Stakeholder dialogues are characterized by the common goal to achieve lasting change, with a shared responsibility for the outcome (Künkel et al. 2019, p. 25).

b. In the stakeholder dialogue platform as a cooperative form of participation, the focus for its members is on the implementation or management of projects/measures in the public interest as support for the public sector. Implementation-oriented stakeholder dialogue platforms can arise from a stakeholder initiative, for example. Their function is then to continue or maintain the results of a stakeholder initiative (Künkel et al. 2019, p. 26). In other words, the stakeholders involved pursue a common public goal and support the public sector in doing so, implementing appropriate measures through regular meetings, coordinated planning and jointly defined project management.

c. Stakeholder partnerships aim to jointly implement measures (cross-sectoral implementation projects), which is often achieved by setting up a project secretariat and personnel and organizational structures. Shared goals are to be implemented and evaluated under joint responsibility, with each participating institution being responsible for implementing certain aspects of the project (Künkel et al., 2019, p. 27).

Stakeholder partnerships often bring together different organizational cultures such as the public sector, NPOs, NGOs and the private sector. As stakeholder partnerships implement complex projects, it may be necessary to integrate consultation processes with relevant stakeholders who are not directly involved in the stakeholder partnership. This creates awareness for a change or enables feedback for strategy adjustment (Künkel et al., 2019, p. 27).

A stakeholder partnership is recommended when a limited number of stakeholders want to achieve agreed implementation goals on a limited topic. The implementation goals, stakeholder contributions and responsibilities are usually set out at least in a memorandum of understanding, and often even in a contract. As part of stakeholder partnerships, consultation processes can take place with stakeholders who are not directly involved but who are important for achieving the objectives (Künkel et al., 2019, p. 31).

3.1.3 Cooperation in stakeholder dialogue processes

Important questions that need to be clarified in good time as part of stakeholder dialogue processes are, for example: Which stakeholders participate in which process step/at which point in time, with which representation and with which resources?

The clarification of these questions is important insofar as it ensures the prerequisite for 'motivated', committed cooperation and thus the achievement of objectives. All those involved and affected parties should be able to contribute their opinions, perspectives and needs, and these should be presented in a way that is understandable to all and taken into account. Stakeholder dialogue processes fail to achieve their objective, if the time and/or financial resources of those involved are not clarified. This can hinder the process and reduce the motivation of the participants and ultimately lead to the objective not being achieved.

3.2 Participation

The basis of the analyzed project was a participatory approach by the stakeholders in order to pursue the cooperative development, design and use of a joint work and activity location.

3.2.1 Importance and essentials of participation

Participation means taking part in decision-making, i.e. having the opportunity and also the 'power' to influence the decision-making process and the outcome. Participation is based on clear agreements that regulate how a decision is made and how far the right to co-determination extends (Strassburger & Rieger, 2019, p. 230). Participation is an important basis for the development of a common understanding and trust (Tobler et al., 2018, p. 13).

The participatory attitude is based on the values of justice, solidarity and equality (Strassburger & Rieger, 2019, p. 235). These values include the basic attitude that the disadvantaged become participants, that responsibility is taken for each other and that there is no difference in power between the addressee and the sender of the right of co-determination. This attitude is implemented by taking into account the concerns and needs of the addressees even before the initial course of a project or concept is set and encouraging them to contribute and participate in such a way that competences and positive experiences and attitudes are built upon.

According to Tobler et al. (2018, p. 13), a clear commitment to the process and the objective is a prerequisite for broad-based participation in the context of urban development, for example. As part of the participation process, the interests of the owners involved must be clarified in advance in bilateral discussions. These discussions must be conducted by neutral persons (i.e. neither municipal representatives nor planning experts) so that the actual needs can be ascertained free from potentially prejudiced relationships or professional development ideas (Tobler et al., 2018, p. 15). It is crucial that the individual stakeholders feel heard and recognised in the participation process, i.e. that they can contribute their views, suggestions, fears and hopes.

3.2.2 Levels of participation

According to the participation pyramid model by Strassburger and Rieger (Strassburger & Rieger, 2019, p. 230ff.) the first step is to clarify from an institutional-professional perspective how much 'power' or decision-making leeway is or can be ceded at all. Only from the 4th level of the pyramid is there talk of actual participation[1] , i.e. the results and findings from participation or involvement are incorporated into the decision-making process.
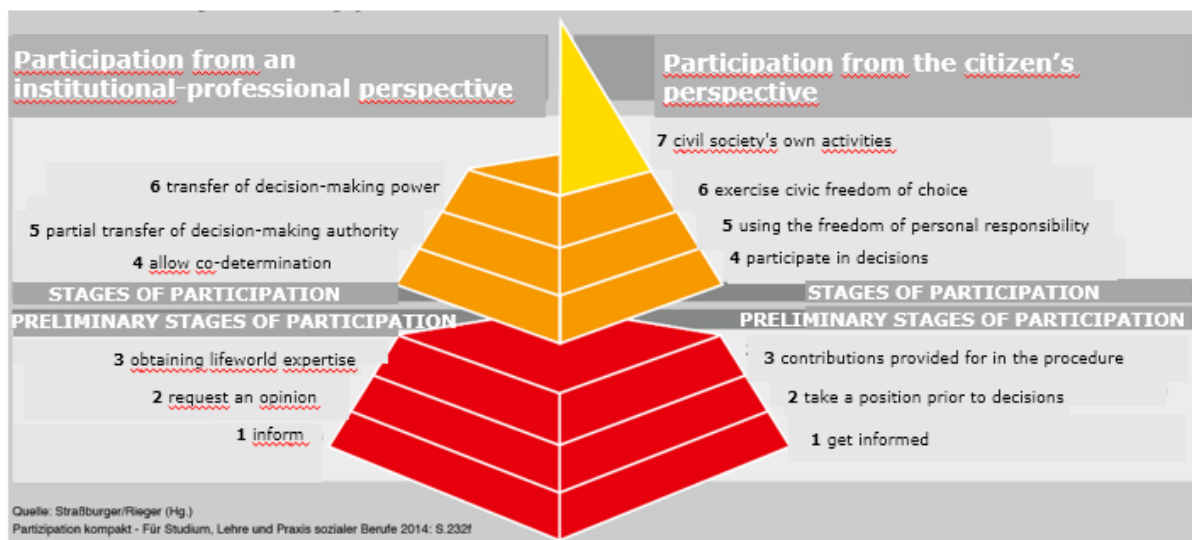
Figure 2: Model of the participation pyramid (based on Strassburger & Rieger, 2019, p. 232f).

In a second step, the citizens' perspective shows the framework and extent to which they can exercise their participation, be it through involvement in decisions, the use of autonomous freedom or the exercise of delegated decision-making power. In the seventh stage of participation, the sole responsibility lies with the participating citizens and organizations.

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[1] Levels 1 to 3 are so-called preliminary stages of participation, which are also very valuable. At these levels, however, the impact of participation on the decision is not guaranteed.

A comparison of the perspectives of giving and accepting power in the context of participation is as follows:

Ceding power from an institutional-professional perspective		Assumption of power from the citizens' perspective
	7	Self-organization and independent implementation of projects.
Support and guidance in making all important decisions.	6	Full decision-making power: make financial, organizational or content-related decisions independently.
Delegation of decision-making authority in certain areas.	5	Make financial, organizational or content-related decisions in certain areas.
Discussion of upcoming decisions and joint agreement on how to proceed.	4	Making decisions together.

Figure 3: Stages of participation: comparison of giving and accepting power (own illustration based on Strassburger & Rieger, 2019, p. 232f.)

3.3   Co-creation and self-organization

Co-creation, participation and self-organization are closely linked and can be applied in different contexts. In science, co-creation is often seen as an approach for collaboration between researchers and practitioners to jointly develop solutions to complex problems. Participation and self-organization, on the other hand, are often discussed in the context of civic participation, involvement and participation research.

Co-creation is a process in which various stakeholders are actively involved in the development, design and implementation of ideas, topics or innovations as equally as possible (Pahl-Weber et al., 2022, p. 12ff.). The knowledge, experience and perspectives of the various stakeholders are integrated. The joint work takes place on an equal footing and is characterized by open communication, cooperation and mutual respect. While participation tends to be understood in the context of involvement in (political) decision-making processes, co-creation leads to new results of its own.

Self-organization describes processes in which a group of people organizes itself independently in order to achieve a common goal without hierarchical leadership. Various forms of organizational design (e.g. agility, collegial leadership, teal organization, sociocracy, holacracy) explicitly refer to more self-organization, which largely dispense with traditional hierarchical structures. Self-organized organizations are generally based on a democratic

and participatory understanding (image of people and organization). In an understanding similar to that of co-creation, objective-orientated - low-hierarchy - forms of cooperation are intended to enable greater entrepreneurial agility, motivation or effectiveness. There are indications that self-organization is particularly suitable for social or non-profit organizations (Zimmermann, 2022a & 2022b).

3.4 Communication in dialogue and participation processes

Due to the fact that the individual stakeholders have different ideas and needs and also generally have different cultures, special attention must be paid to communication in the joint process.

3.4.1 Internal communication

Participation and dialogue processes generally focus on development or change: those involved and those affected want to make forward-looking decisions together that are supported by everyone or at least are not likely to be fundamentally opposed. This process can affect both, the organization of those involved and those affected as well as other projects.

Lauer (2019) believes that communication plays an important role in such development processes at companies. Clear communication creates transparency and orientation and can also avoid ambiguity and conflict. The goals and background of the desired change should also be communicated promptly and to all those affected at the same time - and in a target group-oriented language (p. 125). These statements can be applied to all social development processes.

Communication has the following tasks in development processes (Lauer, 2019, p. 128f.):

a. Creation of informational transparency: all those involved and affected are sufficiently informed;

b. Recognising and mitigating resistance;

c. Reinforcement of the process in the sense of positive feedback: visualisation of successes;

d. Promoting social integration through transparent communication.

Some change projects fail because those affected and involved do not feel that they are being listened to. Although workshops give people the opportunity to express themselves, for

example in the context of group work, individual views, needs and interests can be lost. It is important to carefully guide and accompany these discussions in small groups or in plenary sessions: the aim is not just to summarize opinions and accept them as universally valid, but also to perceive quieter voices or 'non-voices' such as posture etc. with open ears, eyes and all senses.

Depending on the situation, a communication concept planned in advance must be adapted, for example to include these voices in smaller and possibly differently composed circles and to follow them in the further process. In this way, silent 'opponents' can be taken seriously and their concerns addressed at an early stage.

In addition to knowledge of moderation, this careful 'communication management' requires specific skills and abilities, such as those used in mediation: Mediation in the public sector as a specific form of support for those involved and affected in major projects is justified in this respect. The focus here is on three types of issues (Lauer, 2019, p. 143):

1. What is particularly important to those affected? What interests, needs or concerns do they have?

2. What could happen if you proceeded as planned? From the point of view of those affected, what should be prevented if possible?

3. What alternatives do those affected themselves see? How do they think the problem should be solved to the satisfaction of all parties involved?"

In order to discuss and clarify these issues comprehensively and in depth with all parties involved in an environment characterized by trust, a mediative approach to dialogue is essential.
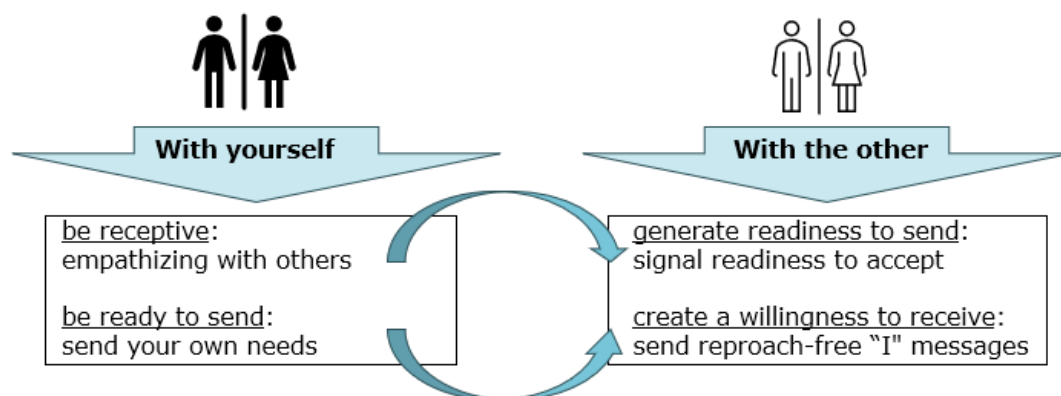

Figure 4: Mediative dialogue stance (based on Lauer, 2019, p. 144)

This open attitude signals to those affected and involved that their concerns are being heard and taken into account. Even if not all of the wishes and concerns expressed are (or can be) realized in the end, projects benefit from the fact that they have been brought forward and discussed - for example, by opening up new perspectives. In addition, the mediative approach to dialogue and participation processes has an impact on the sustainable cooperation and development of those involved and affected: On the one hand, resistance is recognised, acknowledged and overcome and, on the other, new approaches are anchored in the corporate culture (Lauer, 2019, p. 134). The 'high school' of change process management is dealing with resistance (Lauer, 2019, p. 142).

If also citizens are involved in a dialogue or participation process, an active, sensitive exchange, in which a mediative approach to dialogue is at the forefront, is also indispensable for promoting social integration. Change often means, that people who were previously strangers coming together and working together (Lauer, 2019, p. 129). The attentive integration of their concerns and fears in a process is an important success factor. Communication is also the basis for success here. Rejection is often made clear through analogue communication (facial expressions, gestures, tone of voice, proxemics). Digital, i.e. linguistic, communication must help to overcome these social aversions and find a way to work together - even if it is through open, rational communication about this very problem (Lauer, 2019, p. 129).

3.4.2 External communication

The handling of information, including the exchange with (public) media, must be negotiated and clarified with all those involved/affected. The focus is on questions such as: who is informed about what content, when, in what form and via which channel.

Especially in larger participation processes, it is important that the public is informed in good time and in a suitable form via the media. To this end, a communication concept that is accepted by all those involved and affected must be provided. In particular, the stakeholders involved in the process must be informed about all important information and the current status of the process; other interested groups should be able to find out about the process.

Communication concepts in the context of development processes should clarify the communication goals and content in the individual project phases. Depending on this, the channels (communication methods and media) should be determined (Lauer, 2019, p. 140). The basis for this is a stakeholder analysis: An in-depth analysis of the stakeholders and their

attitudes is advantageous in order to address them with the right choice of words and the right arguments and to show them understanding.

3.5 Socio-spatial development

Socio-spatial development refers to the process of change that takes place in the social and spatial environment. This is a core task of urban and neighborhood development: the design and optimization of urban areas with a view to a sustainable future worth living. The aim is to increase the quality of life and satisfaction of its residents and to promote social integration. Participatory processes between the population and the organizations involved play an important role in this.

In this context, social work often acts as a competent interface between residents and the responsible planning and administrative bodies. In socio-spatial development, close cooperation between the various stakeholders is therefore required to ensure successful implementation. It is also about building an effective and sustainable system that meets the needs and concerns of all groups and promotes social integration.

A cultural or neighborhood center can be an important part of socio-spatial development, as it serves as a meeting place for residents and offers various services and activities. Neighborhood centers can help to increase the social integration and participation of residents.

In addition, the involvement of residents in the development process of a neighborhood center is essential. Participation also plays an important role here (Harth & Mardorf, 2019; Schnur, 2018). Overall, it can be said that meeting centers such as the kHaus make a significant contribution to the socio-spatial development of a city.

3.6 Socio-cultural development and organizational development

Using a cultural and meeting center as a driver for the socio-cultural development of a city and the promotion of co-creation between different organizations can have different approaches: For example, a cultural and meeting center can provide spaces and infrastructure that can be shared by different organizations (Barsuglia et al., 2012). This promotes collaboration and the exchange of ideas. In addition, shared resources such as technology, equipment and staff can increase efficiency. A cultural and meeting center can also organize regular events, workshops and programs that are co-created by different organizations. This encourages the co-creation of socio-cultural content and allows

organizations to expand their audiences. A cultural and meeting center can also serve as a coordination point that connects different organizations and facilitates the exchange of information. This can help to create synergies and develop joint initiatives.

To ensure that the link between the organization of a meeting center and the organizations and individuals using it can be well developed, the decision-making processes within the center should possibly also be participatory. This promotes democratisation and enables the needs and interests of various stakeholders to be taken into account. It can also create a connection with participatory processes with the population or the neighborhood.

Organizational development is an interdisciplinary approach that focuses on change, learning, relationships and culture in organizations. It aims to make organizations more effective and adaptable by putting people at the center and using different methods and approaches to bring about positive change (Kaegi & Zängl, 2019, p. 99).

Integrating organizational development into the context of the development of a cultural and meeting center such as the kHaus can possibly help the organizations involved to work more effectively, adapt and contribute to the socio-cultural development of the city in the long term.

4   The development of the Kaserne until 2022

This chapter describes how the individual phases up to the reopening of the main building of the Kaserne in spring 2022 were organized and perceived.

4.1   Prehistory of the renovation of the Kaserne (1863-2017)

The 'Kaserne Basel' was built in 1863 and served the Swiss army until 1966. After that, the buildings were used as a warehouse and as a venue for cultural events.

In the 1980s, the Kaserne became an important venue for art and culture in Basel. Since then, it has provided space for various events such as concerts, theatre performances and exhibitions. The renovation of the main Kaserne building was intended to help preserve the historical significance of the building and at the same time create new opportunities for cultural activities and living space.

4.2 Objectives of the renovation and tender for operation (2017-2019)

With the conversion of the Kaserne main building, the canton of Basel-Stadt aimed to preserve and emphasize the historical significance of the building. In addition, the operation should contribute to the promotion of culture and art as well as to strengthening the neighborhood.

In 2017, the voters of the canton of Basel-Stadt decided to renovate and convert the Kaserne with a clear 61.7 % in favour. As a result of this vote, the main building of the Kaserne was converted into a neighborhood, cultural and creative center from 2018 to 2021 at a cost of around 45 million Swiss francs.

The Presidential Department of the Canton of Basel-Stadt formulated the following objectives in a press release dated 4 July 2018: The Kaserne main building is to be transformed into a public cultural center that is well-established in the neighborhood and throughout the city. The utilization will bring various new gastronomic offerings, in addition to culture, socioculture, and creative work. The aim is to develop the building into a forum with a public character for the entire neighborhood and the city (Presidential Department of the Canton of Basel-Stadt, 2018).

The canton's aim was to create a neighborhood use and a very diverse use – that would not trigger additional governmental subsidies. For this purpose a tendering concept and procedure were developed.
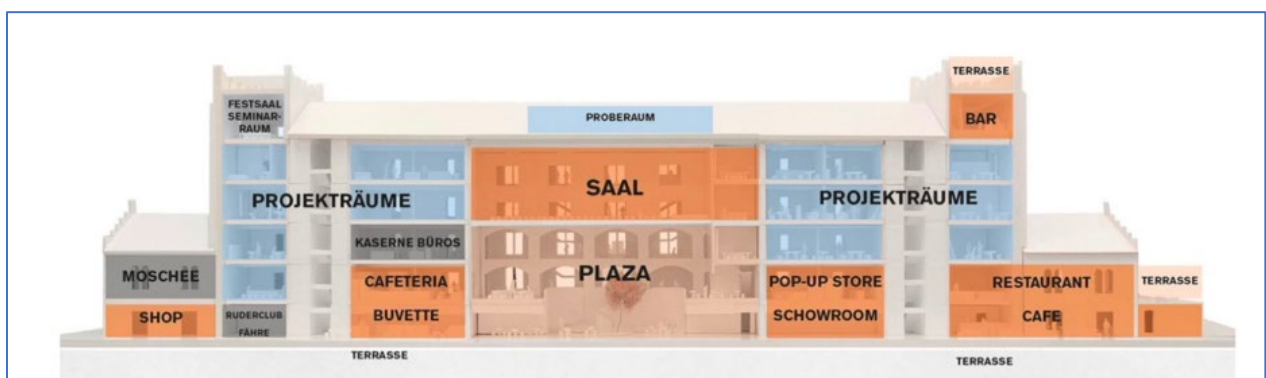
Figure 5: Focketyn del Rio Studio remodelling project (Source: Focketyn del Rio Studio)

The canton of Basel-Stadt set up a technical building commission to coordinate the conversion of the Kaserne. In addition, a 'Steering and Allocation Commission' (SVK) was set up for the main building of the Kaserne, which drew up the utilization concepts and managed the allocation to the operators. Various idea workshops were held on the content level, and it

became clear that a mixed use from cultural enterprises to neighborhood events was desired. The SVK was looking for an operating model that would prevent structural underfunding: After the voters had approved the 40 million francs for the remodelling, no major follow-up costs were to be incurred afterwards. The committee therefore decided to organize the canton's role in the future use of the building in a way that went against common practice: Rather than a cantonal department or administrative authority deciding on rentals and uses, an independent operating organization that is more flexible and closer to the users should be given these powers for a longer period of time.

The representatives of the canton therefore did not take on the role of 'directors' of the building, but merely defined the framework of utilization. However, some businesses in the main building of the Kaserne were excluded from this operating model. These included the catering area and the temporary living quarters for artists.

4.3 Development of the operating concept for the main building of the Kaserne Basel (2019-2021)

The tendering procedure of the Canton of Basel-Stadt for the future operation of the main Kasernen building provided for a dialogue-based procedure. The future operating concept of the building was to be designed in such a way that the operation of the building would also fully cover its operating costs. External consultants examined the feasibility of this objective and came to the conclusion that this was possible.

The canton explicitly did not want to take on an operator role. Consequently, this task was put out to tender. The SVK tried to organize the process in a participatory manner. Potential operators and users met in advance of the tender at specially organized events. This was intended to convey that they see themselves as a user community and that the operatorship is not just an administrative function. It was clear for the tender: the (future) operator must have expertise in area development. The evaluation process for the tender was very complex and the tender itself was very specific, meaning that there were only a handful of applicants.

A private-sector company that had already been working on the topics of collaboration between organizations and innovation for several years formed a project team even before the submission for the tender and developed various foundations for a co-creative design of the operating concept in a dialogue process with the potential users.

Potential user organizations were proactively sought out and a total of 15 organizations were integrated in a co-creative process as early as summer 2020. The interested users found

their way to this potential business organization in different ways: contact was made at meetings, through network enquiries or direct enquiries from interested parties. In the course of the work, three interested organizations dropped out again, but six new ones also joined, bringing the number of participating organizations to around twenty.

The aim of all the work was to create a future open cultural and meeting place that deals with social issues and also offers low-threshold services for the neighborhood. For the co-creative development of the operating concept, a total of eleven workshops on four topics were held with the interested user organizations.

The first topic was aimed at developing a spatial concept: The workstations in the kHaus should not be allocated to individual organizations as usual but should be freely selectable in different rooms - again and again. This was intended to break down structures and create new forms of collaboration with other organizations. This spatial aspect in particular had apparently triggered resistance from some organizations. The second area of development focused on the framework conditions for a conducive exchange in future operations. The third topic area dealt with the question of how the future business could enter into dialogue with the neighborhood and establish itself there. The fourth topic area was a visionary pilot project to develop a joint format for dealing with social issues.

Parallel to this process with the future users, interviews were also conducted at this stage with the organizations already located on the site in order to clarify their expectations and sound out future cooperation.

As a further development tool, the potential operator launched a specific website which, in addition to the information services, also invited the wider public to participate in the development process. Individuals were thus able to communicate their expectations and interests in the project directly.

The concept developed with the help of these co-creative levels was submitted to the Canton of Basel-Stadt in November 2020.

Figure 6: Remodelling work in the main building of the Kaserne

4.4 Selection of the operational organization and continuation of development (2021-2022)

There were only a few applications in response to the canton's very specific invitation to tender for a future operating organization for the main Kaserne building. The decision to award the contract for the Kaserne main building has been made in favor of a company that is already based in the region. The selected company impressed with an economically sound and innovative operating concept. It was chosen to operate the Kaserne main building and develop a lively cultural and creative center (Presidential Department of the Canton of Basel-Stadt, 2021).

The selected company had already involved interested organizations in the development of the operating concept as part of a dialogue process. This co-creative process was continued accordingly from October 2021.

The company's management concept envisaged a large-scale permanent lease to one user. The Swiss peace foundation Swisspeace[2] with around 50 employees and the aid organization Terre des Hommes Switzerland became these 'anchor tenants' in the converted main building of the Kaserne. There is already a certain proximity between these two internationally active organizations in terms of their themes and values. Various smaller and medium-sized organizations have also rented space. Most of these organizations are from the cultural, social or event sector.

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[2] Swisspeace is an independent foundation for peace research. The institute is associated with the University of Basel (https://de.wikipedia.org/wiki/Swisspeace).

The ambition to develop thematic content in and around the kHaus can be seen as a particularly exciting element of the operating concept: Inter-organizational work should enable users to work on certain topics, e.g. within the framework of projects. Topic-related exchange with the public and other organizations was also mentioned as an objective.

The expectations and objectives that current users associate with the occupation and operating concept of the Kaserne's main building are diverse. One major user wanted more visibility in Basel and in the public eye. She was less concerned with publicizing the organization than with making her specific subject area better known, e.g. with the help of public events.
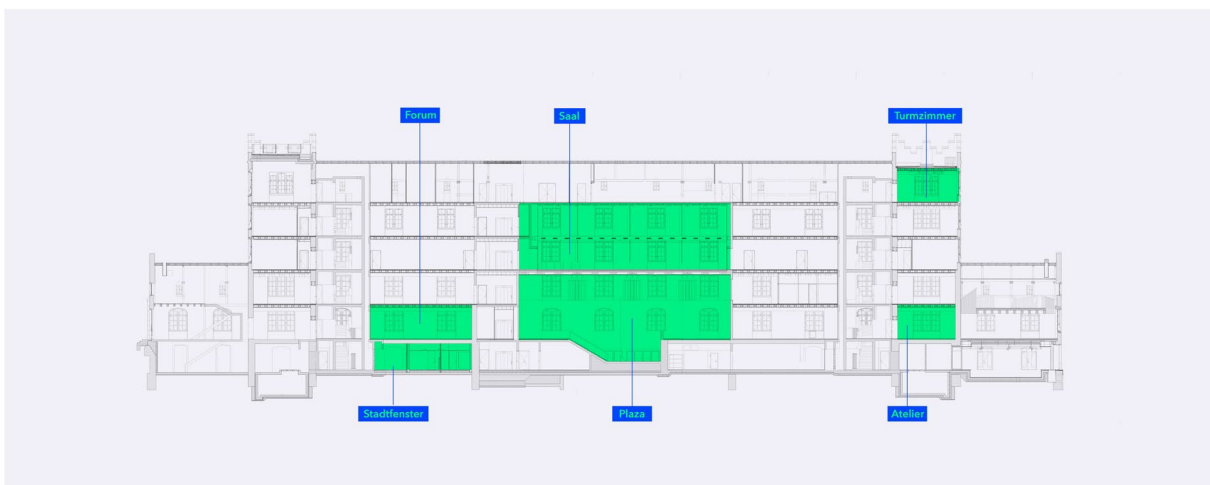
Figure 7: Event rooms in the kHaus (Image: www.kHaus.ch)

5 The operation of the main building of the Kaserne Basel since its opening (2022-2023)

This chapter describes how the development of the organization around the kHaus has been perceived since its reopening in spring 2022. The following diagram provides an overview of the organizational structure of kHaus operations. The roles and cooperation of individual stakeholders are explained in the following sub-chapters.

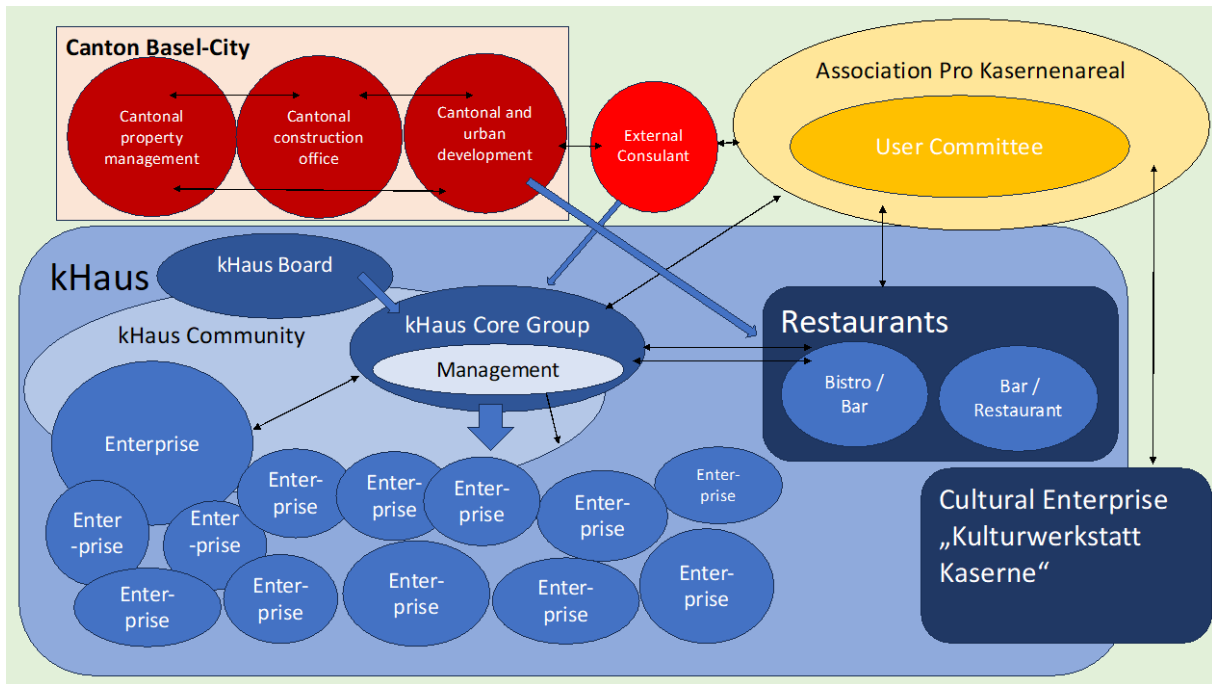Figure 8: Organization in and around the kHaus 2023 (own illustration)

5.1 kHaus AG as operator

After being awarded the contract, the company responsible for the future operation founded its own operating company for the kHaus. The public limited company 'kHaus AG' has a Board of Directors consisting of four people.

kHaus AG acts as the operator of kHaus and contractor to the Canton of Basel-Stadt. It will establish an operating association together with the partner organizations working in the main Kasernen building. This association will make internal decisions and organize processes on a participatory basis.

5.2 Internal organization

In its first year of operation, the kHaus provided workspace for 15 organizations with a total of 130 employees (Zatti, 2023). The main building of the kHaus was divided into three areas:

- **Public**
  The public area is generally open to all visitors to the building during the applicable opening hours and in some cases even has the character of a public space. This area is mainly located on the ground floor facing the Rhine and via the 'Plaza' to the entrance at the Kasernen area.

- **Mixed**

  These rooms are generally used for events. They are available to users, tenants and the public under certain conditions.

- **Closed**

  This area is reserved for users and tenants. Within the area, however, the rooms are generally open and can be used freely by employees. Due to a 'clean desk' policy, the workstations actually used are rotated between individuals and organizations. The respective organizations are charged a flat rate per employee - regardless of actual use. Employees receive a personal badge that allows access to the rooms, connecting rooms, stairwells and toilets.

Organisationen	Vermietete Fix Desks	Vermietete Flex Desks	Vermietete Mini Desks	Vermietete exkl. Arbeits-zimmer	Anz. Desks Total	Anz. Personen Total
15	12	82	10	1	142	132

Auslastung Coworking im Jahr 2022

Figure 9: Utilization of workplaces, annual report 2022 (kHaus, 2023)

Coworking		Q1	Q2	Q3	Q4	Total
Organisationen			11	11	15	
Fix Desk	Belegungsfaktor 1.4		35	10	12	
Flex Desk			52	77	82	
Mini Desk			6	9	10	
Personengeb. Zuschlag	Zuschlag auf Mehrefachnutzung von AP		19.6	17.6	17.6	
exkl. Arbeitszimmer			1	1	1	
Anzahl Desks	ausgestattet sowie freie AP					142
Anzahl Personen			121	116	132	

Events		Kat 1	Kat 2	Kat 3	Kat 4	Total
Plaza	Anzahl exklusive Nutzungen			1		
Turmzimmernutzung	Anzal Veranstaltende	21	7	7	22	57
Turmzimmer Belegung	in Tagen	23	7	7	48	85
Saalnutzung	Anzahl Veranstaltende	17	8	5	9	39
Saal Belegung	in Tagen	31	8	18	14	71
Ateliernutzung	Anzahl Veranstaltende	19	3	7	10	39
Atelier Belegung	in Stunden (ohne Dauernutzer:innen)	82	12	138.5	39	271.5
Stadtfensternutzung	Anzahl Veranstaltende	7		1		8
Stadtfenster Belegung	in Tagen	52		14		66
Forumnutzung	Anzahl Veranstaltende	31	3	2	10	46
Forum Belegung	in Tagen	71	3	22	11	107

Legende			
Q1	Januar–März	Kat 1	Vereine Kultur und Soziales
Q2	April–Juni	Kat 2	Organisationen Bildung, Wissenschaft und Politik
Q3	Juli–September	Kat 3	Normalpreis/ Unternehmen
Q4	Oktober–Dezember	Kat 4	kHaus Mieter:innen
Ap	Arbeitsplätze		

Figure 10: Utilization figures from the first year of operation, annual report 2022 (kHaus, 2023)

5.2.1 Association Pro Kasernenareal

The 'Pro Kasernenareal' association represents the interests of the users of the entire Kaserne Basel area. The board of this association sees itself as a user committee of the Kaserne Basel, which represents the interests of all users vis-à-vis the canton. The kHaus is represented on the board by one person. An external consultant acts as a direct contact person for concerns vis-à-vis the canton on behalf of the canton.

5.2.2 events

The event rooms are rented out according to a three-tier tariff. The lowest price category is for associations, the second lowest for non-profit organizations and the third tariff level for companies.
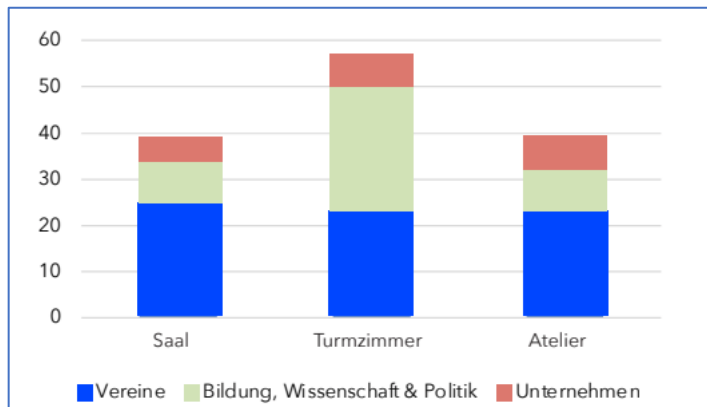

Figure 11: Number of uses of the event facilities in 2022 (kHaus, 2023)

The event rooms have been used very extensively to date. The form and content of use are very mixed, but are generally related to culture, science and politics.

5.3 Cooperation with the administration of the Canton of Basel-Stadt

The Kaserne Basel is an administrative asset of the Canton of Basel-Stadt. This results in a special starting position: The operator of the kHaus is subject to an objective that is actually 'under public law' (framework set by parliament: mixed use).

The canton of Basel-Stadt manages its properties in a so-called three-role model: the first role is that of landlord or 'property representative' through the cantonal Real Estate Basel-Stadt office of the Department of Finance. The second role is that of the central state building authority, which is responsible for structural measures and maintenance. The user - usually an internal administrative department - acts in the role of tenant (Immobilien Basel-Stadt, n.d.).
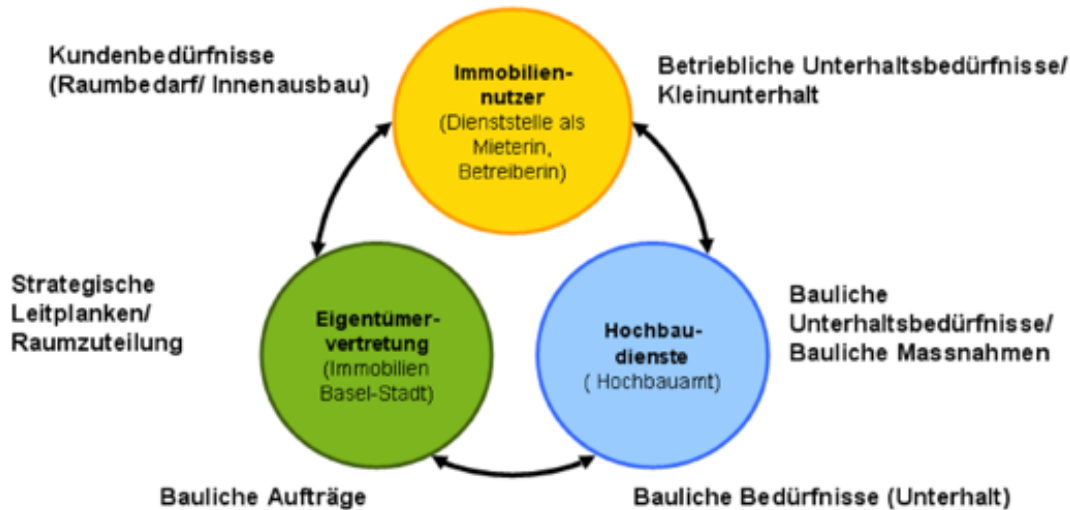
Figure 12: 3-Role Model of Property Management in the Canton of Basel-Stadt (Immobilien Basel-Stadt, n. d., p. 3)

In principle, this model was retained for the main building of the Kaserne Basel. The role of tenant or operator was assigned to an office of the canton. However, this role has been partially transferred to the operating company, kHaus AG.

The coordination role between the users and the canton of Basel-Stadt is performed by a third party, an external consultant, on behalf of the cantonal office. This role can be seen as an intermediary between the cantonal administration and the users.

5.4 Resources

kHaus AG's first year of operation was characterized by financial difficulties. The following reasons were cited in the Basellandschaftliche Zeitung (bz) of 2 May 2023 (Zatti, 2023): Project delays, unplanned investments, a lack of experience regarding ancillary costs, for example, increased energy prices, unrealized third-party catering projects, construction work during operation and the clarification of responsibilities.

6 Reflection on the development and dialogue process

In the following, a number of topics are analyzed in depth with regard to their significance for the development and success of operations in the kHaus and reflected on from a professional perspective.

The first step is to examine the extent to which the key principles of stakeholder dialogue are implemented. In a second step, the extent to which the framework for co-determination in the design of the operating concept is clarified is examined. In addition, the question of the

realization of target-oriented communication in the process of designing and implementing the operating concept is examined.

6.1 Implementation of the dialogue process

The implementation of the dialogue process is examined in more detail using the two phases "Tender process" and "Development of operating concept".

6.1.1 Tendering process

With the conversion of the Kaserne Basel, the canton of Basel-Stadt was pursuing the goal of a diverse use that would not trigger any new subsidies from the canton. The Steering and Allocation Commission (SVK) responsible for drawing up a corresponding operating concept, which also included an organization already based in the Kaserne area, decided to limit the canton's role to defining the framework for use: an independent operating organization was to decide on rentals and use.

The tendering procedure for the operator envisaged a dialogue-based process: The canton organised events with potential users and operators, the results of which were incorporated into the tender process.

This division of tasks has led to different interpretations: the tender was sometimes qualified as very specific and seen as the reason why ultimately only very few applications were received for the future operation.

The applicant that was later awarded the contract formed a project team in November 2019. This team continued the dialogue process initiated by the canton in a similar form for the development of its operating concept until the submission.

This company had already held a total of 11 workshops with potential tenants and users of the future kHaus in 2020. The focus was on how the future operation, communication and cooperation should be organized.

In conclusion, it should be noted that the dialogue-based approach taken by one of the applicants during the application process was a major challenge. The subsequent operator not only focused on the development, justification and presentation of a possible operating concept, but also worked on very specific topics in workshops.

6.1.2 Development of the operating concept and management

When the future operating company was awarded the contract for operational management in spring 2021, the preparatory work was intensified. The existing project team was expanded. However, only a small percentage of the people involved were employed. These capacities were scarce, which, according to interview statements, had led to difficulties. The small percentages also made cooperation more difficult and required increased coordination efforts, as work was often "fragmented".

In the case of a larger user, it was the operational managing director who led the development work for the new location. He also set up a kind of 'sounding board' with different categories of employees who were able to contribute their requirements for the future workplaces.

The operating company had little experience in this form of organizational development. Little attention was paid to one prerequisite for a successful dialogue process: clarifying the resources of those involved.

6.2 Framework of co-determination

According to the responsible Steering and Allocation Commission (SVK), the Canton of Basel-Stadt should only define the framework for the use of the Kaserne area. An independent organization should be responsible for operating the house for a longer period.

Two exceptions had already been made when the operating license was awarded: The catering area was not included in the operating model due to the expected complexity and risk liability but was put out to tender separately. The second exception concerns the artists' apartments from the Kulturwerkstatt Kaserne, which are managed directly by the canton.

Therefore, the role of interface with the canton is rather difficult for the operating company. Differentiating between the various forms of rental in the kHaus seems to be a challenge.

At first glance, the decision not to integrate the restaurant into the regular operating concept was an advantage for the operating organization. Otherwise, the restaurant's long vacancy would have been to the detriment of the operating organization's accounts and would have placed disproportionate demands on its resources.

On the other hand, it might be questionable, why the catering outlets were not integrated into the regular operating concepts of the main building of the Kaserne. After all, the connection that could exist between the users and the catering area would be a potential gain, especially in terms of content. If references were made to the themes of the user organizations in the catering establishments, curiosity and references could be created by the guests. Openness and cooperation within the establishment and between the businesses could benefit from this. Some lines of conflict could be integrated into the overall development. Ideally, a win-win situation would arise between the catering sector and users. Integration might also make it easier to organize the demarcation of use like open space, compulsory consumption and opening hours. The diversity of the catering establishments might also had raised with an integrated concept.

6.3   Communication aspects

Communication in the context of implementing the operating concept is analyzed below.

6.3.1   Communication during the implementation of the operating concept

6.3.1.1   Exchange among users

According to the interviewees, everyday dialogue among users is increasingly taking place on a small scale. This means that chance encounters over meals, during breaks or at neighboring workplaces lead to exchanges.

A community consisting of representatives of all tenants and users of the kHaus meets approximately every two months. As a rule, one person from each organization takes part in these meetings. These meetings serve, among other things, to introduce the organizations and thus offer a good opportunity to get to know each other.
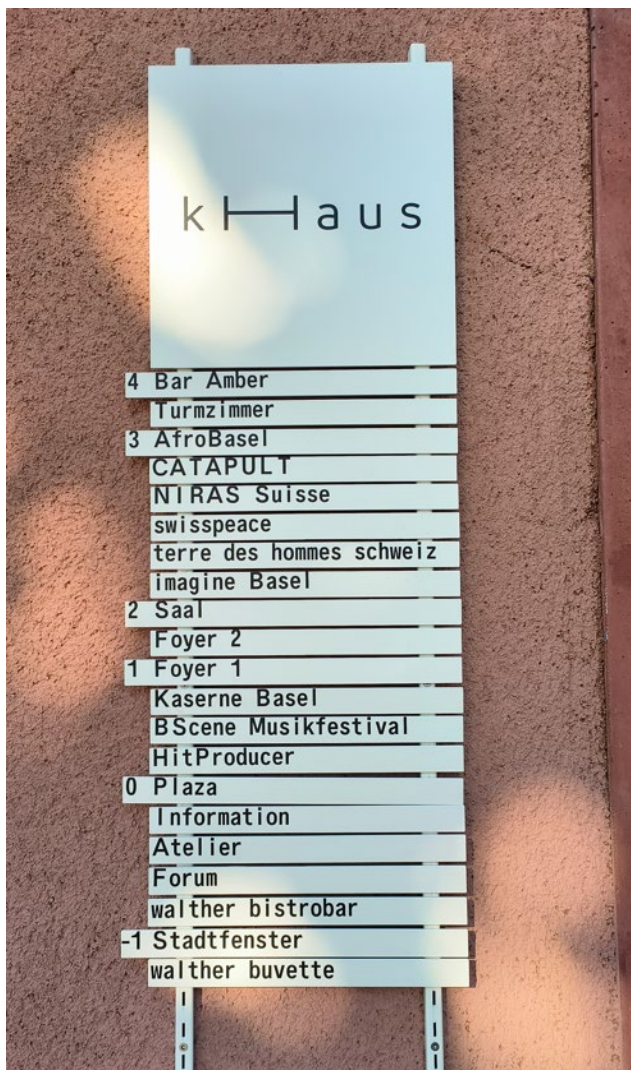
Figure 13: Tenants inside the kHaus. (Photo: Marc E. Zimmermann)

There does not yet appear to have been major activities in the development of joint topics or projects across organizations within the kHaus. Although there are reports of individual topic-related discussions, no concrete joint projects or similar have yet been tackled. Co-creative trans-organizational formats for the development of specific topics are planned. However, they have not yet been realized due to a lack of resources.

Over the course of 2023, a number of activities were organized among the users: For example, a photo wall with employees from the various organizations was installed. Events were also held to enable the user organizations to introduce themselves to each other.

6.3.1.2 Exchange with area users and the neighborhood

A working group was formed for internal 'community building' in the Kaserne with representatives from various users and the operational organization. However, the group only met infrequently, and few concrete activities materialised.

For the active development of a 'community' in the kHaus, appropriate resources should be available, but there is clearly a lack of time and budget. It seems that the necessary impetus and resources were underestimated in advance.

To promote exchange with the neighborhood, other stakeholders such as an association for mobile youth work from the extended area were brought in. In this context, topics such as 'How do we connect with the neighborhood?' or 'How do we turn the kHaus into a public place?' were discussed. The idea behind these formats was also that this collaboration would develop of its own accord and that the organizations would inspire each other. However, as hardly anyone had the time, these initiatives petered out. A number of operational difficulties seemed to hinder the collaboration.

The exchange between users and other organizations in the Kaserne area or in a larger urban area has hardly been organized to date and is therefore rather random.
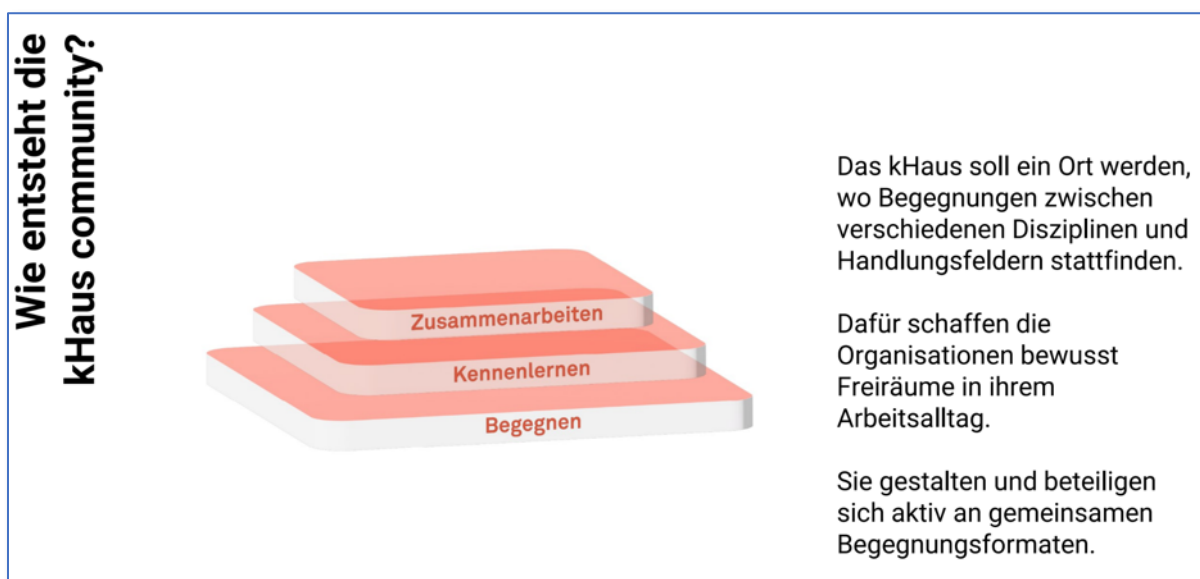

Figure 14: Presentation of a community building in the kHaus (kHaus, 2022)

6.3.1.3 Exchange with specific target groups and visitors

The topic-specific exchange with specific target groups, the public or other organizations seems to work particularly well in the context of events. The Swiss Peace Foundation, for example, which is based in the building, has already successfully organized several events and congresses.

The largest area of the kHaus consists of rooms with office workstations that are not freely accessible. This office atmosphere is not exactly conducive to creative dialogue between

visitors and users. Greater openness and visual or haptic references to the content - e.g. with the help of catering - should be created. More low-threshold events for neighborhood residents or other visitors could also be beneficial. The potential of the open 'plaza' in the entrance area is still hardly being realized, which is probably also due to structural reasons.

6.4   Utilization of the building and infrastructure

The operating concept with the free choice of workstations and the different uses by the rented organizations offers potential for clarification: operational responsibility issues are the most common problems and range from watering plants or cleaning the kitchen to repairing screens or replacing computer mice. A community pool was created to regulate the responsibility and use of office equipment such as computers etc., as the user organizations have brought most of the equipment with them.

The usage boundaries between the open area of the entrance ('Plaza') and the catering area (bistro bar) are not completely clear. The utilization requirements are also contradictory here: consumption is compulsory in the bistro, but not in the plaza area, where a lively, open use is desired. The open design makes it difficult to draw this boundary. This example also highlights the overlap between the responsibilities of the operating company and the catering businesses. The operators of the kHaus have a certain responsibility for the overall operation but cannot impose any rules on users who are not affiliated with them. This is also reflected in the fact that the bistro operators show little interest in operating the bistro indoors and in the plaza in the summer, when they use the outdoor space facing the Rhine.

The open use of the building harbors potential for controversy. People disturbing others or not wanting to leave the room in the evening are just a few examples. The Plaza space is also not ideal, as it is supposed to be open in its use but appears very closed with its many closed doors.

It also appears critical that the popular bar in the tower of the main Kasernen building is structurally and in terms of content separate from the rest of the business, thus creating no links to the other organizations in the building. This catering business is also not represented at coordination meetings or other joint events in the building. The public that this bar attracts also has no connection to other activities in the building.

The openness of the building is also not reflected from the outside. Passers-by and those unfamiliar with the area do not realize that the doors are open, that there is a passageway or that - coming from the River Rhine - there is a restaurant on the mezzanine floor.

The lack of connection between the building and the values of those operating it can be recognized. Even after its remodeling, the main building of the Kaserne, originally erected for military purposes, looks like a bulwark from Kleinbasel to the Rhine and towards Grossbasel. The tarmac surface in front of the entrance from Kleinbasel also looks like an insurmountable trench from this perspective. The entrance areas are also uninviting and contradict the openness of the utilization concept. The interiors appear cool and bureaucratic - which is also reflected in the complicated locking systems, the cool lighting and the numerous clocks. Acoustically and climatically, the most important meeting place, the plaza, is unfavourable and offers little quality of stay.

Operations to date have shown that there are a number of interface problems between the operators and users. In particular, questions of responsibility repeatedly arise in the handling of the communal pool. However, most of these issues are centered on the operational level. They appear to be solvable and therefore not likely to cause any major conflicts in the long term.

Figure 15: Open entrance doors at the Rhine side entrance (Photo: Marc E. Zimmermann)

6.5   Governance

The management relationship between the Canton of Basel-Stadt and kHaus is reminiscent to some extent of the concepts of New Public Management. The operational level is not governed by the state, but rather the framework conditions and objectives are set strategically, and the operating company is largely controlled from a distance with the help of

the operating agreement. During implementation, the operating organization is given operational freedom, enabling it to make economically sensible decisions. However, the danger of this form of management from a state perspective is that the state is responsible for the correct execution or implementation of tasks despite delegation. In many cases, this means that the state has to compensate for the loss of control induced by this form of control with other measures in order to avoid unpleasant surprises (Zimmermann, 2009). Delegating the operational management of an exposed state building to a private-law (profit-oriented) organization makes a lot of sense, as freedom, culture and development can only take place where corresponding values are represented and lived. State organizations have conformity to rules and bureaucracy in their DNA. It therefore makes sense to establish a company organization as a kind of system intermediary and thereby ensure a looser coupling and greater administrative autonomy between the social systems of state and culture (or science). This can make it possible to organize the company more creatively and economically - and to give culture in particular its freedom.

On the other hand, the state has non-delegable areas of responsibility that - at the latest when something goes wrong - always fall back on it. In this specific case, the canton must ensure that the individual user organizations comply with the state values and, above all, that the financial and normative requirements are met. If these requirements are not met, responsibility is quickly returned to the state authorities.

6.6 Utilization and economic consideration

According to information from August 2023, the occupancy rate of the rented workstations is around 80%. This appears to be a good result given the length of time the building has been in operation. Nevertheless, the operators are looking for further tenants.

Figure 16: Office space available in the kHaus (Photo: Marc E. Zimmermann)

The mix of around 15 different user organizations seems to have been a success. The workstations can be freely chosen among the users, which theoretically facilitates dialogue and collaboration. In practice, however, this exchange still seems to take place very little. In principle it could be helpful, if cross-references were created between the users so that they could increasingly exchange ideas. It is also possible that technical and operational difficulties at the beginning meant that the operators had little opportunity to become active in terms of animation or integration.

No detailed profitability analyzes were carried out as part of this project. According to the interviewees, the profitability of the entire operation is very difficult to organize. From the users' point of view, this is assessed very differently, which may be related to the organization of different tenant categories or respective rental contributions.

7   Assessments and recommendations

This chapter summarizes the most important findings based on the authors' analysis.

7.1   Intermediary roles

When looking at the project as a whole and the implementation of the new operating concept, it is noticeable that the participants have repeatedly created mediating or intermediary vessels and roles. These are exchange structures that bring together different players and different interests. These group formats have hardly any hierarchical roles but serve to mediate between the interests of those involved. In terms of systems theory,

intermediary vessels can also be seen as a kind of translation or transaction function between different social systems. The first intermediary role is played by the commission, which integrates the requirements of politics, administration and users. Then the choice of operating concept: the use of an independent operating organization under private law as an intermediary role between the state and civil society organizations. In the implementation of the operational concept with the change of role of an employee from the operational organization to a user organization. In the current operational relationship between the users of the Kasernen area and the responsible administrative bodies: the external consultancy plays an interesting intermediary role.

The project is characterized by various intermediary roles (generally no hierarchical roles):

- Governing and awarding committee: politics - administration - operating company (governing - executing)

- Independent operational organization: administration - users kHaus (state - NGO)

- External consultant/mediator: administration - operators (state - civil society)

- User committee: kHaus operating company - kHaus operators - external consultant/mediator (users of the Kasernen area)

- kHaus Community: User kHaus - operating company (NGO - operating company)

- kHaus core group: Users kHaus - Management kHaus AG - Board of Directors kHaus AG

7.2   Internal exchange and cooperation

The workshops organized by the operating company in the run-up to the award of the contract show that co-creative processes require a clear allocation of roles and sufficient resources. These conditions were probably not met in advance. The representatives of the organizations involved had hardly any resources at their disposal. The time pressure was always very high and the roles unclear, which is why decisions were difficult to reach.

Even if some considered these workshops to be unproductive, their systemic and constructivist task can be taken into account: These workshops in particular were probably settings that had to be 'chaotic' in a certain sense in order to lead the different actors into a new, unknown future, to be sure that no one is left out and no wishes are forgotten. These storming processes also serve to get to know each other and to deal with other realities so

that, ideally, a common trans-organizational view or attitude is developed at the end of a process.

But it wasn't just a difficult start: the implementation of the operating concept and the day-to-day work at kHaus meant that only a few new forms of collaboration were able to emerge. The people who work at kHaus already have an exciting, demanding job and little time and energy to deal with new, additional tasks. This is probably why the attempts at new co-creative developments in the kHaus have failed so far. Also, only a few new joint areas of responsibility that would promote a common kHaus identity or culture have been created so far.

It is possible that certain development processes were envisaged at the planning stage but could not be finalized due to a lack of resources. A lot was done in the run-up to moving in to develop the new collaboration. Since moving in, however, only a few overarching impulses have taken place. These initiatives do not take place on their own - generically from within the organization. This would require regular, specially organized activities, which in turn would require resources.

The internal exchange between the organizations in the kHaus is still relatively unorganized and is mainly based on personal encounters between employees. These encounters and exchanges are strongly encouraged by the fundamentally open office and workplace concept. This dialogue is appreciated by employees and is likely to develop further. The building is perceived as 'cool' and beautiful, and the location is ideal.

At the same time, however, there was also criticism of the spatial organization: users' work areas are only accessible via a personal badge. This sometimes leads to awkward situations, as letting in external people or even going to the toilet in the kHaus is only possible with a valid badge. The many closed doors with electronic locking between the workspaces and the public or semi-public spaces mean that the atmosphere of openness is lost again. In addition, there are practical problems when working with the open-plan concept (finding people, making phone calls or holding spontaneous meetings, etc.). This disrupts cooperation within the organizations and identification factors may be lost. This particularly affects organizations with a high turnover of employees, e.g. because they only work on a temporary project basis. In larger organizations, cohesion is lost as a result. This alienation effect is comparable to the criticism of working from home and does not necessarily correspond to the original objectives of the organizations.

The space concept should therefore be further developed so that key people can be located in the building - e.g. via an electronic display. In addition, the user organizations should also have their own rooms at their disposal, enabling them to communicate their own organizational culture. Initial work in this direction is already underway in 2023.

The building can appear too large and impersonal for individual employees or small organizations. This makes it all the more important to give the users a face, to make the organizations visible both internally and externally so that they can be felt in the building.

7.3   Strengthening the external impact

Even if the full potential for collaboration and exchange within the kHaus and with external parties has not yet been realized, the building already radiates a great deal of power in terms of content through numerous cultural, scientific and political events. Events such as the 'Basel Peace Forum' not only open the building further to the public, but also manifest it as a place of scientific and socio-political exchange and action.

Elements of the public space such as an ATM or a kiosk could support this opening.

Figure 17: Basel Peace Forum 19-20 January 2023 at kHaus (source: www.basel-peace.org)

7.4 Strengthening resources

When the contract was awarded, it was important to ensure that future operations would cover costs. Despite some initial difficulties, this appears possible in the long term. However, this economic orientation may be an obstacle to the diverse objectives and wishes that are linked to the kHaus. Development work costs money, and developments that go beyond the systemic boundaries of the organization, the building or the area are costly to design and implement. In addition to systemic and development expertise, they also require additional resources. Users could, for example, be obliged to invest some of their resources in cross-organizational development in the kHaus when signing the contract.

Investing in the professional management of dialogue processes, especially with the population, is likely to pay off in terms of sustainable social development. For example, the report of the Federal Council from 2009 (Federal Council, 2009, p. 45f.) on youth and violence states that participatory methods lead to the promotion of social skills, interpersonal relationships or skills such as listening or self-control.

7.5 Strengthening participatory processes

7.5.1 Involvement of users

The operating concept was developed before the property was occupied. Even though some adjustments have been made since then, the basic assumptions and work were made a long time ago. New experiences and new participants now characterize everyday life in the kHaus. It is therefore advisable to continue or redevelop the 'old' operating concept, at least in part, with the organizations involved today.

Furthermore, the activities for exchange with the internal organizations in the kHaus and with other organizations on the Kaserne area (and beyond) are to be increasingly institutionalized. A number of forums have already been created: However, continuity should still be ensured. One possible objective is to implement more trans-organizational projects.

7.5.2 Involvement of the neighborhood and the city

The aim of the kHaus project was to significantly involve the neighborhood and its population in the development of the new meeting place and thus revitalize the building and the area in the long term. By taking greater account of the wishes, interests and needs of the neighborhood population, a meeting place could be created that invites all social groups

(regardless of age, nationality and many more) to actively live together and thus anchor a culture of (growing) socialization.

This would require actively creating a process of participation with the organizations, but also with (individuals from) the neighborhood and the city as a whole. An active, sensitive exchange with the population, in which a mediative approach to dialogue takes center stage and, in addition to clearly expressed opinions, silence and/or other signs are also perceived and taken on board, is recommended for the promotion of social integration.

Ideally, participation processes should promote social learning in the sense of sustainability. This creates social learning that favours social transformation by increasing the skills and motivation of the actors. Participation processes help participants and organizations to learn from the process and adapt their future actions (Christen et al., 2015, p. 43). This perception and the consideration of the population in a dialogue process can lead to a collaborative development of society.

8 Conclusion

The lively, colourful, independent building that is open to all and visible from the outside - that is the kHaus not yet. It looks like an office building with a historic shell, rather empty and cold inside. However, the employees really appreciate the location and the open working atmosphere. Initial operational difficulties now seem to have been largely resolved.

The ambitions of the company organization to design a building that is dedicated to social issues was the focus of our research interest. How can operational, organizational and trans-organizational processes be used to create a development that enables the discourse of social and socio-political issues?

The focus was on questions of co-creative development, co-operation, exchange, resources and freedom. Our empirical study has demonstrated the commitment of all those involved: canton, operating organization, users, etc. However, it shows that the obstacles are manifold.

The biggest obstacle to the development of joint new topics appears to be the lack of resources. All those involved, the employees of the organizations, have demanding jobs - most of them work part-time - and therefore have few opportunities to get involved in additional or overarching topics. The operation of the kHaus was placed under strong economic pressure from the outset. This leaves little room for the development of additional topics. The coordination and organization of this commitment seems to be an important point.

The study shows the efforts of participatory development of a common place for various organizations and citizens. It shows that the co-determination of those involved and affected is limited in certain areas and that this can lead to tensions and obstacles. It is therefore recommended that an external professional moderator or mediator be brought in to facilitate an open and constructive dialogue involving all parties. The importance of clear initiatives to support cooperation and the development of a common place should also be emphasized.

9   Directories

9.1   List of figures

9.2 Bibliography

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