

# FINAL REPORT



## SOSYAL İNOVASYON YAZ OKULU 2018

SOCIAL INNOVATION SUMMER SCHOOL 2018

Bir Sosyal İnovasyon Ekosistemi olarak Bölge:  
Yerel Ekosistem ve Kurumsal Kapasite

*Regions as Social Innovations Ecosystems:  
Rural Ecosystem and Institutional Capacities*

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**SOCIAL  
INNOVATION  
COMMUNITY**

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## 1. INTRODUCTION

"Regions as Social Innovations Ecosystems: Rural Ecosystem and Institutional Capacities"

Together with the Social Innovation Community, Middle Black Sea Development Agency (OKA), hosted a Summer School between 9-11 May, 2018 exploring the theme of **"Regions as Social Innovations Ecosystems: Rural Ecosystem and Institutional Capacities"**. The main theme of this event is the correlation between social innovation and rural development.

SIC Summer Schools (SUMSIC) are participatory learning events that happen all over Europe. Each Summer School includes inspirational keynote speakers, problem solving exercises and local site visits. Participants can include e.g. researchers, policy-makers, practitioners, social entrepreneurs and students.

SUMSIC provide a chance for you to meet your peers, learn about local and global case studies, share your challenges and work with other participants to develop solutions together. During 3 days, participants - e.g. researchers, policy-makers, practitioners and rural social entrepreneurs will find an opportunity to discuss their (development/action) goals, how to ignite new ideas on social innovation, what are the 'social' elements of this transformation process, etc. During the event, participants will also observe and even experience some examples in the region, through a number of site-visits.

The Middle Black Sea Region has a geographical dilemma among 4 city centers combining urban and rural areas and a total population of 2.773.386 inhabitants. There are economic and social differences between inner regional areas which is also the main focus of the Middle Black Sea Development Agency to decrease inner regional differences among the region. In Turkey the breakdown of the population on the basis of the rural areas and cities has changed in favor of the cities and this trend continues developing. The ratio of urban population will continue increasing as the rural population will scale down. The method of establishing a new balance between the rural areas and cities will continue being determined by the characteristics of the region. There is a developing agricultural technology ideal for being capable of achieving adequate production by means of a smaller rural population versus a larger urban population. Turkey and the Middle Black Sea Region are in a position to shift to this technology rapidly. Moreover, investments aiming at improving the quality of population and enhancing the living quality in the rural areas need to be planned in a more rational manner.

The Middle Black Sea Regional Innovation Strategy 2013-2023, puts emphasis on encouraging and disseminating social innovation and innovation in public services in order to overcome social challenges and encourage the regional society to be part of the regional development process.

The objectives of SUMSIC Turkey are:

- To get an understanding about social innovation tools and approaches to design and develop initiatives in different countries and different regional settings.
- To have a hands-on effective solutions, specifically in the field of rural development.
- To create a group learning experience through a participative process on analysing rural social initial experience of using key social innovation and design-centred tools and

approaches (including idea generation tools, stakeholder mapping, user journey mapping, prototyping)

- To enable participants to reflect their ideas and offer solutions for social problems.
- To support/favour new ideas through making comparisons between different approaches,
- To offer the opportunity to meet possible partner groups and to make contacts in other countries

## 2. COOPERATION LEADERS: OKA and SIC

Social Innovation Community (SIC) is the community for social innovators across Europe. It is a Horizon 2020 Program funded project, and run by a consortium of **12 leading organizations**: The European Association for Information on Local Development (AEIDL), Social Innovation Exchange (SIX), Social Innovation Lab (SIL), The Young Foundation, Technische Universität Dortmund, Zentrum für Soziale Innovation (ZSI), Dutch Research Institute for Transitions (Drift), Danish Technological Institute, Nesta, Alma Mater Studiorum Universita di Bologna, Universidad del País Vasco, European Network of Cities and Regions of Social Economy (REVES). SIC will run from February 2016- 2019.

SIC aims to help deepen the knowledge and capacity of the networks to act and grow and support public decision-makers and other stakeholders to work with social innovators more effectively in solving public challenges. SIC is engaging, strengthening and connecting existing social innovation networks and linking cities and regional development, collaborative and sharing economy, community-led innovation, corporate social innovation, digital social innovation, intermediaries, public sector innovation, social economy, funding innovation, academia-led innovation and climate innovation.

SIC recognizes the work that people and organizations working with communities are doing in the social innovation field and invite them to join their Community-Led Network. Being a member of the Community-Led network will:

- Opens up access to a European-wide platform for storytelling, research materials, toolkits, webinars, events, and discussions.
- Helps people and organizations showcase their project, and connect with other networks, organizations and individuals that would be of benefit.
- Provides an opportunity to share knowledge, opportunities, and even inspirations through blogs and interviews.

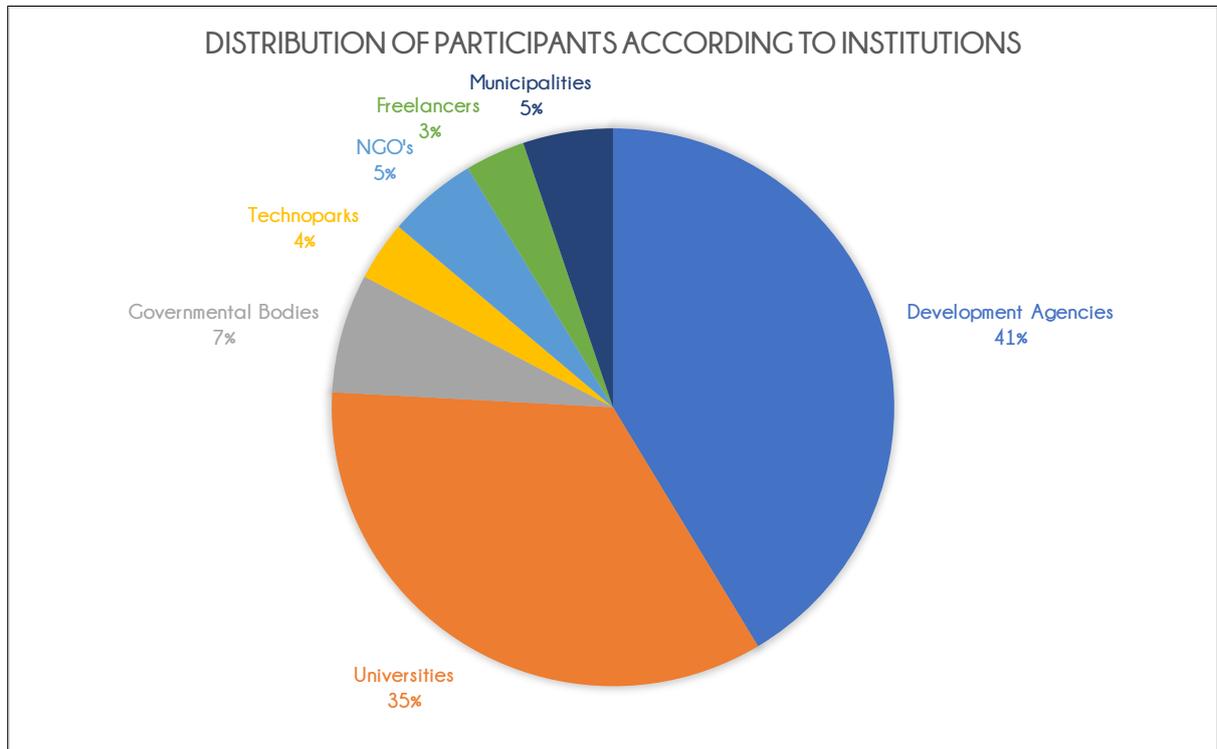
On the other hand, The Establishment Law delegates various tasks to Development Agencies on the purpose of rural development. In addition, under the 2nd strategic objective of the Yeşilirmak Basin Development Project (YHGP regional plan) which forms the framework of all of Middle Black Sea Development Agency's (OKA) activities, rural development issue has been discussed extensively.

In 2012, as a result of a series of workshops, committee meetings and surveys conducted to determine current situation regarding the innovation capacity of the region, the "Middle Black Sea Regional Innovation Strategy and Action Plan" (OKABIS) was established. The three main components of OKABIS; the development of innovative human resources and innovation culture, the support of entrepreneurship in the private sector and social innovation. Within the scope of the YHGP Regional Plan and OKABIS, OKA have also prepared the Civil Society Strategy and Smart Specialization Strategy, diversified its institutional bases on the development of entrepreneurship and innovation in the region, and its activities regarding these issues have increased.

Besides these documents, within the scope of second Result-based Program of OKA 2018 Annual Plan focusing on social development and innovation, investigating social innovation ecosystem of the TR83 Region and activating it is aimed. First step was taken by organizing a well-attended searching conference in cooperation with Mikado Consulting, Koç University Social Impact Forum and Station TEDU. In the conference, basic concepts regarding the key issues are explained to the social innovation actors from all over the region, they are theoretically prepared to the Social Innovation Summer School and the current situation, capacity and key challenges of the region are analyzed.

### 3. PROMOTIONAL ACTIVITIES AND PARTICIPANT'S PROFILES

There were **58 participants in total** at the Social Innovation Summer School. Participant profile of SUMSIC consists of a wide range of variety in terms of field of occupation. Therefore, it offers participants an opportunity to exchange ideas and network with experienced experts from different professions. However, the majority of the participants were **university students, academics and development agency experts** from all over Turkey. In addition, 3 foreign participants attended to the Social Innovation Summer School.



Promotional activities were started to be carried out approximately 3 months before the event. These activities are listed below:

- Written promotional tools such as flyers and posters were designed and distributed to universities, governmental bodies, companies and NGO's at national scale.
- Formal letters were written especially to public bodies.
- E-mails were sent to NGO's working on social innovation were contacted.
- Announcements of the event regularly posted on OKA's website and social media accounts (Facebook, Twitter, LinkedIn).
- Branches of Erasmus Student Network (ESN) Turkey were contacted.
- Presidents of Student Councils in Ondokuz Mayıs University (Samsun), Gaziosmanpaşa University (Tokat), Hitit University (Çorum) and Amasya University (Amasya) were called and informed about the event.
- Announcement of the event was published on local newspapers.
- Some of the Development Agencies made announcement of the event from their websites.
- Social Innovation Exchange (SIX) made announcement of the event from their website.
- Announcements of the event posted on [www.ab-ilan.com](http://www.ab-ilan.com)

#### 4. AGENDA, CONTRIBUTORS, PRESENTATIONS

The topics covered in the event were arranged in an order that goes from the general to the specific. In the first day of the event, regional development-social innovation correlation from a local point of view and regional innovation-rural development connection from a global perspective issues were discussed. Following days were more about practice. Some local challenges from all around the Turkey and the globe, case studies regarding social innovation and tools used in the field of social innovation were dived deeply. Brief information about contributors and presentations made by each of them are listed below.

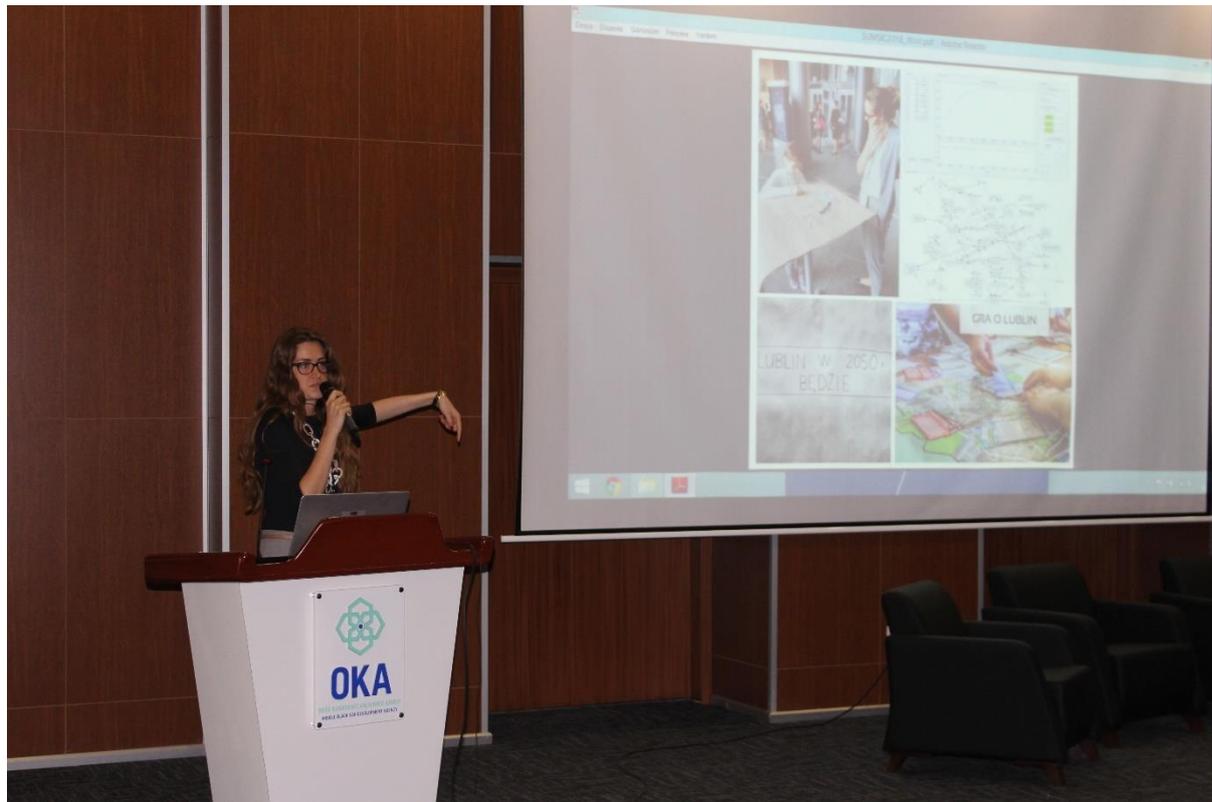
##### Day 1

##### *Rural Development and Regional Innovation in Turkey, Meltem YILMAZ*



Meltem Yılmaz completed her graduate study at Ankara University Forest Engineering Master Program in 2010. She coordinated Yeşilirmak Basin Development Union (YHKB) Local Development Initiatives Grant Program: Samsun-Erzurum-Kastamonu Region. She served as a liaison for the project named "Amalia", which was carried out by YHKB between 2006 and 2009. She was on the board of directors of Amasya Civil Society Support Association (ASTODD). She started to work at Middle Black Sea Development Agency in October 2009. She took part in the implementation of the EU funded projects LOGIC, MOB-RED and " OKA is Fighting Undeclared Employment". She participated 3 trainings under Salto-Euromed Program took place in 2008 and 2012. Since 2004, she has been planning and carrying out Project Cycle Management Trainings at the regional level. She has publications on *Water Management*.

*Future Cities Defining Future Regions: Scenarios for Sustainable Urban Development, Justyna KROL*



Justyna Krol is an expert in social innovation and urban development. She spent 3 years working for the United Nations Development Program (Country Office in Poland and Bratislava Regional Centre for Europe and Central Asia) as Social Innovation and Communication specialist. She has created one of the first Polish crowdfunding platforms and has run several crowdsourcing projects in the region. She is the CEO of Urban Workshop (Pracownia Miejska) - a social enterprise specialising in sustainable urban development and future studies for municipalities. Their flagship project is Miasta2050 [Cities 2050].

*Enabling Socio-Economic Development in Rural Communities, Vano GRIGOLASHVILI & Neli REVAZISHVILI*



Vano Grigolashvili founded Rural Development for Future Georgia (RDFG) in December 2010 with the main goal to improve the conditions of the most vulnerable people, to prevent and alleviate human suffering, to protect and to respect human dignity, making no discrimination as to race, skin color, language, gender, religion, class or political opinions. Vano’s professional experience covers over 14 years of working with national, regional and international NGOs from the USA, Europe and Caucasus, such as Save the Children International, World Vision International, Oxfam GB, AED, and Regional Environmental Center for Caucasus. He specializes in civil leadership development, rural development through promotion of modern, environmental friendly solutions, capacity building in disaster management, emergency response operations, promotion of human rights and livelihoods development. While he is based in Tbilisi, he remotely supports various civil society organizations in Eurasia, in particular Eastern Europe and Middle East. Vano’s educational background is International Humanitarian Law strengthened through a range of educational courses, trainings and learning-by-doing approach.

Nelly Revazishvili is a seasoned project manager with an experience in Rural Development. Nelly joined RDFG when it was founded and has managed various projects to support social-economic development in Georgia, with the primary focus on youth and innovation. She has explored various innovative models to address social issues and tailored to the Georgian reality. She has also worked with government, international and non-governmental organizations such as the Parliament of Georgia, Tbilisi City Hall, OSCE, UNDP and World Vision International. She continues to conduct consultations and trainings in advocacy and youth development initiatives. Nelly has a Master’s Degree in Public Policy and Administration from Georgian University and holds the Certificate of Achievement in

Humanitarian Response to Conflicts and Disasters from Harvard University. She is co-author and editor of Citizen Voice and Action, a community advocacy guidebook, and co-author of the World Vision youth club development manual and the Business Grant Support Scheme guidelines.

*What is Social Innovation and How Do We Mobilize Networks for Collaborative Movements,  
Louise PULFORD*



Louise Pulford is the Director of the Social Innovation Exchange (SIX), the world's leading social innovation network. Louise has been responsible for building SIX over the last 6 years after it spun out of the Young Foundation in 2013. Louise is a seasoned speaker on the value of networks and social innovation globally, and regularly designs and facilitates social innovation training programs for governments and universities around the world. Louise has worked on social innovation with the European Commission since 2010 when she co-wrote a Study on Social Innovation for the Bureau of European Policy Advisors in 2010 and has since co-managed several large consortiums building communities of innovators across Europe, including the current Social Innovation Europe program. Louise sits on the Mayor of Seoul's Advisory group for social innovation.

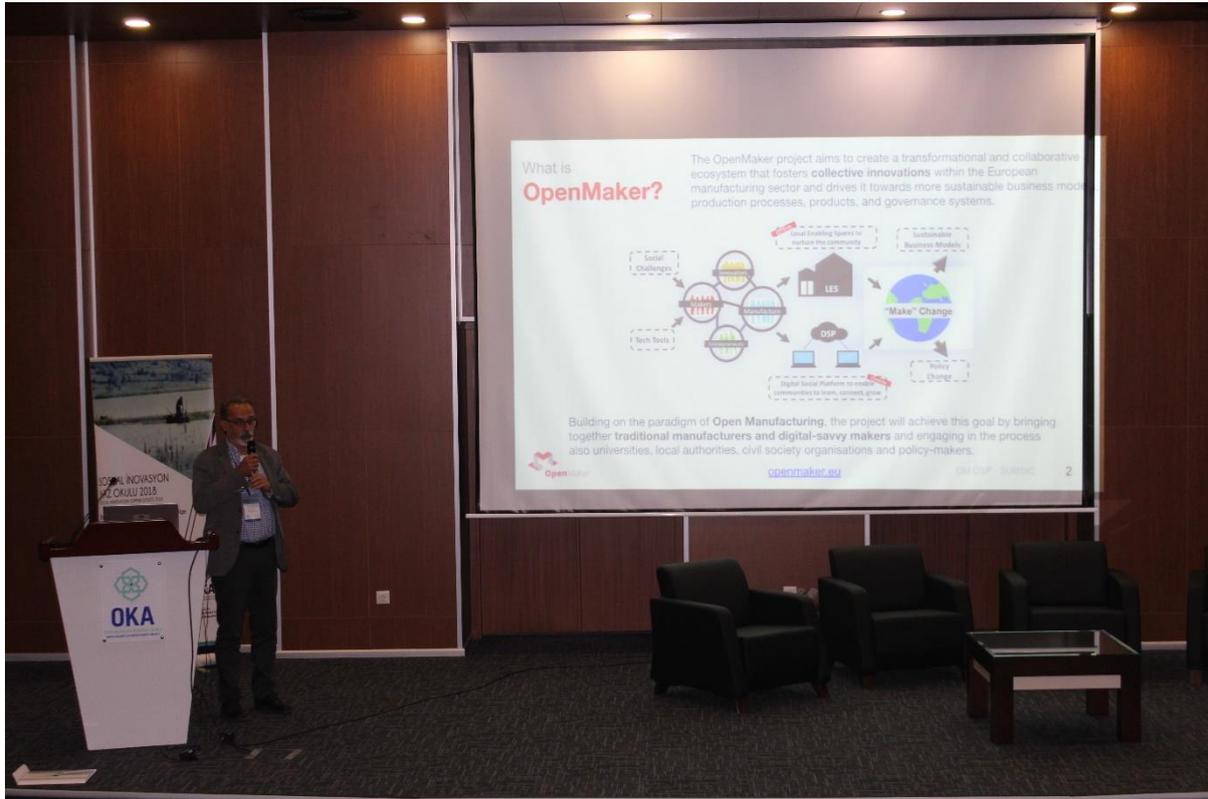


*The Impact of Ecotourism on Local Social and Economic Development, Emre KARABACAK*



Emre Karabacak has worked as managing partner in the tourism industry in his hometown, Fethiye, Muğla, since 2005 at Yonca Lodge, eco-hotel. He received his Masters in Cultural Management from Bilgi University in Istanbul and has worked as a consultant with diverse government and non-government institutions such as the United Nations Development Program, the Ministry of Culture and Tourism and KEDV - Foundation for the Support of Women's Work. He served as Vice President of the Small Hotels Association of Turkey and of the Fethiye Eco-Tourism Association. He volunteers his time with the Muğla Environmental Platform for the actions in the region. He also founded Fotomobil Creative Agency in 2007. Both Yonca Lodge and Fotomobil are focused on improving the environmental, cultural, and social health of the Fethiye community through responsible and sustainable business practice.

*Social Platforms Connecting the Innovators of Social Good and Co-design as Practice, Dr. Hamza ZEYTINOĞLU*



Dr. Hamza Zeytinoglu (MD) is a senior consultant on informatics, social networks and healthcare services delivery derived from extensive experience in Ministry of Health of Turkey, Harvard Medical School/Cambridge Health Alliance USA, National Health Service UK. In recent years he has been providing systems design and coordination services to EU projects SIMPOL (completed), DOLFINS and Open Maker on crowdsourcing and user/ citizens engagement around values/ trust driven collaborative action. As senior advisor to Computer Engineering Department of Bogaziçi University, together with partners in UZH and IMT he's currently leading the efforts for the design and implementation of online backend/ frontend services on data harvesting, semantics, psychosocial profiling and AI assisted movements facilitation.

## *The Role of Design in Social Innovation: An Introduction to Design for Non-designers, Saniye FIŞGIN*



Saniye Fişgin is an industrial designer and a Ph.D. Candidate at Istanbul Technical University. While her master dissertation was about service design in Turkey, her Ph.D. studies focus on design for public service innovation. Collaborating with Kadıköy Municipality, she organized several design events for problems of Kadıköy citizens like Global GovJam. Her research activities are mostly focused on introducing design to non-designers and the participative and human-centered design play key points in her research. Recently, she was a guest researcher at Politecnico di Milano and she continued her research in Milan with the support of Alessandro Deserti and Francesca Rizzo. She took part in Social Innovation Community Policy Masterclass in Turin, 2017, and her collaboration with SIC Summer School under Politecnico di Milano.

## Day 3

### *Social Innovation in Rural and Prosumer Economy: The Example of 'good4trust.com', Dr. Uygur ÖZESMİ*



Dr. Uygur Özemi is a civil society activist and an Ashoka Senior Fellow. He is the founder and instigator of Good4Trust.org an online system for creating a prosumer economy for ecological and social sustainability. He is the board chair of the Prosumer Economy Association and founded the Environmental Engineering Department at Erciyes University, where he was Asst. Professor and Chair of Environmental Science. He joined the United Nations Development Program in New York as Environmental Specialist. He served as the Executive Director of TEMA Foundation and of Greenpeace Mediterranean. He founded Change.org in Turkey and was the Eastern Europe and West Asia Director. Uygur was also the founding chairman of Doğa Derneği in 2002, founding member of the Civil Society Development Center and served for two terms on the Board of CIVICUS - World Alliance for Citizen Participation. He currently serves as the Vice-Chair of ENIVA Foundation. He is currently an Adjunct Asst. Professor at Kadir Has University, Energy and Sustainable Development Program.

## The Social Innovation Landscape, Dmitri DOMANSKI



Dmitri Domanski is senior researcher and lecturer at Sozialforschungsstelle - TU Dortmund University and a co-founder of the European School of Social Innovation (ESSI). He is also a co-author of "Rethinking Social Entrepreneurship" and "Social innovation: towards a new innovation paradigm" and co-editor of "Theoretical Approaches to Social Innovation - A Critical Literature Review," "Innovación Social en Latinoamérica" and many others. Recently, he worked on the global research project "SI-DRIVE: Social Innovation - Driving Force of Social Change" and is currently participating in the Horizon2020 project SIC as well as the Erasmus+ projects Students4Change and SIKE. He is a Josef Hochgerner Fellow 2017, and was awarded by ZSI Vienna for the best research proposal on social innovation.

## 5. WORKSHOP CHALLENGES

### 5.1. Significance of Workshop Sessions



Social Innovation Summer School 2018 is a participatory learning event on 'Rural Social Innovation Ecosystems'. The word 'participatory' highlights the significance of participants in the SUMSIC.

The keynote speeches done in the event are requisite for participants to set a framework and share a common general understanding and knowledge about the issue. However, the main point of the Social Innovation Summer School is strengthening, connecting and growing existing social innovation communities by bringing synergy and creating social innovators rather than just increasing their know-how upon the issue by presentations.

So, creation of a group learning experience through a participative process on analyzing rural social initial experience of using key social innovation and design-centered tools and approaches (including idea generation tools, stakeholder mapping, user journey mapping, prototyping) is what the event seeks for. Workshop sessions have a crucial role in this scenario. The objective of the workshops is for participants to have the opportunity to apply social innovation and design thinking methodologies tools to generate innovative ideas for 3 concrete local challenges that the region of Samsun is facing. These local challenges are identified in the well-attended searching conference arranged by OKA in April 6<sup>th</sup>, 2018.

In 3 workshops, 58 participants in total reflected their ideas and offer solutions for identified social problems of Middle Black Sea Region. To unlock the creativity in the rooms, moderators prescribe to be open, curious, generous and share experiences and ideas without any hesitation.

## 5.2. Challenges

As it is stated before, the challenges discussed in the workshops were identified before the event. First of all, some of the challenge owners were participated in the searching conference held in April 2018 and share their problems about transportation from rural to urban. Secondly, with reference to years of field experience, OKA experts proposed an unstudied serious problem of Ayvacık, Samsun: domestic women abuse. Lastly, as it is told to OKA experts at some of its previous organizations such as Project Cycle Management Trainings by Amesia Bee Women Cooperative members, they are struggling for having a bigger production atelier in their village to increase employment of women in their village. All three challenges and what is aimed to be done in the workshops are explained below:

- Challenge 1: Increasing collective production by local women: towards rethinking idle village schools.

Amesia Bee Women Cooperative was established on May 2015 by 16 partners consisting of women living in the rural areas of Amasya. The story had begun with the partners of the cooperative realized that women in the region are producing localized homemade products in their homes with their own facilities, but they have no opportunities to market them. So, the cooperative aimed to help women in the region to contribute their family incomes by producing healthier and hygienic products in the production centers that will be established in the village centers built by renovation of the storerooms located in cooperative member women's gardens and market their products. The number of partners has reached 20 today. Amesia Bee Women Cooperative's production activities are carried out in the production workshops in 5 villages. Cooperative has 6 sales points in Merzifon, Ankara and 9 different airports of our country.

However, due to the demand from the women to be a member of the cooperative and join the production, cooperative needs bigger production spaces now. The idle schools in villages can perfectly serve this purpose. The schools in the rural areas are mostly closed due to educational

policies of the central government, and students must go schools in the nearest urban area. Lots of families migrated from their land and settle down in the nearest urban area because they don't want to let their children go too far away to get education. Therefore, there are lots of idle schools in the rural areas of the region. Amesia Bee Women Cooperative want to turn them into collective production centers, however the headman of the villages often does not permit them.

This challenge is detailly explained by Medine Alkoç, Board Chairwoman of the Amesia Bee Women Cooperative in the first day of SUMSIC. Medine Alkoç is farmer, a handicrafts-woman and an entrepreneur living in a little village called Yolüstü located in Amasya, Merzifon. She is one of the founder members of Amesia Bee Women Cooperative and Vice President of the Board of Directors. She actively took part in the process of renovating unused storerooms in the village, turning them into collective production workshops. Since then she has been producing healthy, organic and traditional products such as erişte (a traditional Turkish pasta), dairy and bakery products, jam and molasses together with members of the cooperative.

In workshop 1, ways to convince local decision makers to rearrange idle schools to workshops, designing idle schools as collective production ateliers and alternative places in villages to provide convenient working spaces to the women demanding membership and job from the cooperative are discussed.

- Challenge 2: Preventing women abuse in family: All season employment for both men and women

The main agricultural product in the Black Sea region is hazelnut. However, the total production process of hazelnut is taking at most 3 months. In the rest of the year, men are going to other cities to find a job. A side effect of this is that most of the married couples are living with the elder members of the man's family. In some cases, 2 or 3 families shares a house. Unfortunately, it is frequently seen that this situation leads to women are abused by other men in the house.

This challenge is suggested to be talked over at the event by OKA experts and explained by one of them, Meltem Yılmaz. She completed her graduate study at Ankara University Forest Engineering Master Program in 2010. She coordinated Yeşilirmak Basin Development Union '(YHKB)' Local Development Initiatives Grant Program: Samsun-Erzurum-Kastamonu Region. She served as a liaison for the project named "Amalia", which was carried out by YHKB between 2006 and 2009. She was on the board of directors of Amasya Civil Society Support Association (ASTODD). She started to work at Middle Black Sea Development Agency in October 2009. She took part in the implementation of the EU funded projects LOGIC, MOB-RED and " OKA is Fighting Undeclared Employment".

In workshop 2, ways to prevent men to go far away for work, employment areas that can be available for all seasons in Ayvack and actions can be taken into account to prevent abuse in family are discussed.

- Challenge 3: R(ur)ban transportation: Connecting rural to urban by innovative solutions

Transportation from rural areas to the city center is a common problem in the Black Sea Region. The public transport is very insufficient and the number and frequency of the vehicles are low. Basically, transportation is a service that municipality is providing, but it is not being developed with the pace needed.

This challenge is based on the discussions that participants have made at the searching conference. Being at the searching conference, listening and contributing to the brainstorming at the searching conference and living in the rural areas of Samsun, Bilgi Buluş was the right person to be the challenge owner and explain it to SUMSIC participants at the event in detail. She has a license on business administration in Turkey and a master degree on agro-food economics in France. She started her career in a nation-wide NGO in Turkey for nature conservation in 1996 and continued in the United Nations as the National Coordinator of the Small Grants Program of the Global Environment Facility (GEF SGP) in 2000. During 8 years at the UN Program, she worked for the empowerment of environmentalist movement in Turkey mainly on biodiversity conservation and mitigation of climate change and land degradation.

In workshop 3, ways to get the most out of current transportation facilities and to enhance them with passenger's own means, gathering people together suffering from the same issue to help and learn from each other and techniques to reach the local public authorities to express problems regarding transportation are discussed.

### 5.3. Workshops Program

In the preparation of 3 days event schedule, a systematic approach has been pursued to make sure that the event is easy to follow and issues are connected to each other in a correct order (from general to specific). First day of the SUMSIC is about setting the scene and framing; regional and rural development issues are discussed from a global to local perspective in the scope of presentations. In second day, contributors dived deeply into some specialized areas of social innovation such as gender issues, eco-tourism etc. and tools for social change in their presentations. In the final day of SUMSIC, some case studies were shared with the participants.

Accordingly, the design of the workshops is parallel with the approach has been pursued in the event itself. First of all, challenges that participants would be working on were explained one more time and working groups from 3 to 5 people were formed. Then, three main steps (a step in a day) have been followed in workshops are **reframing the problem and generating early ideas, refining the idea and the sustainability model** and **preparation and pitching**. 7 tools which will be explained in detail later on have been used in 3 days. Due to the content of these tools, participants have been expected to come some certain points at certain times. At the end of day 1, draft ideas and some "How might we?" questions have been deduced. During the second day, solution idea and proposals to make it sustainable have been drafted to discuss it with other groups in the workshop. At the final day of the event, solution ideas have been presented to the contributors and moderators and feedbacks have been given from them.

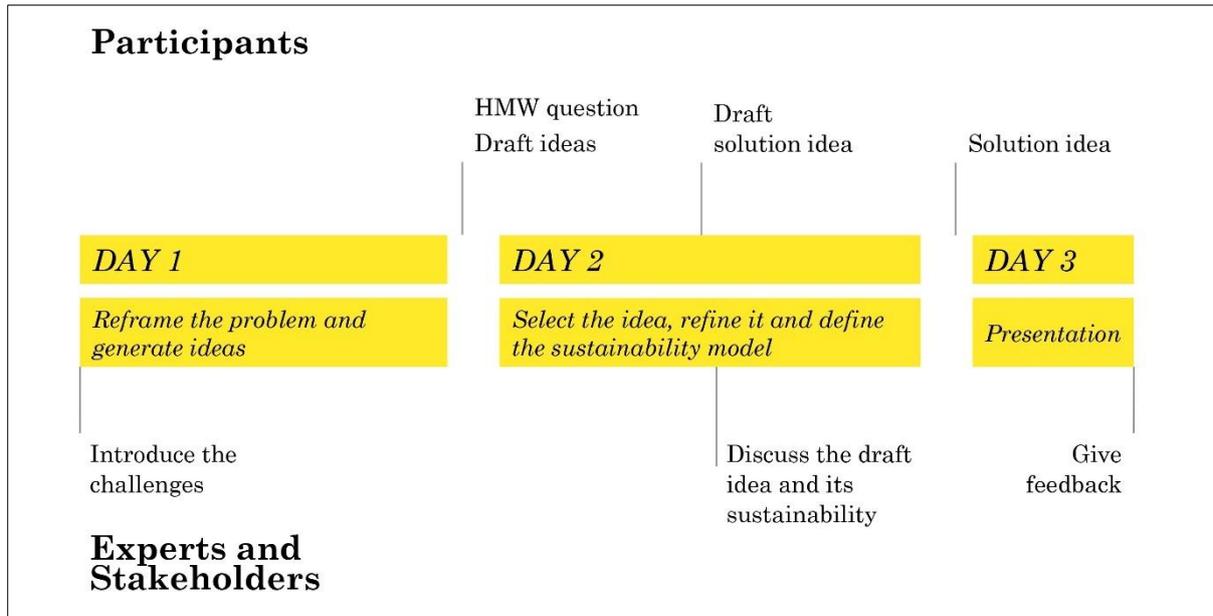


Figure 5.1. Approach: Co-creating Solutions

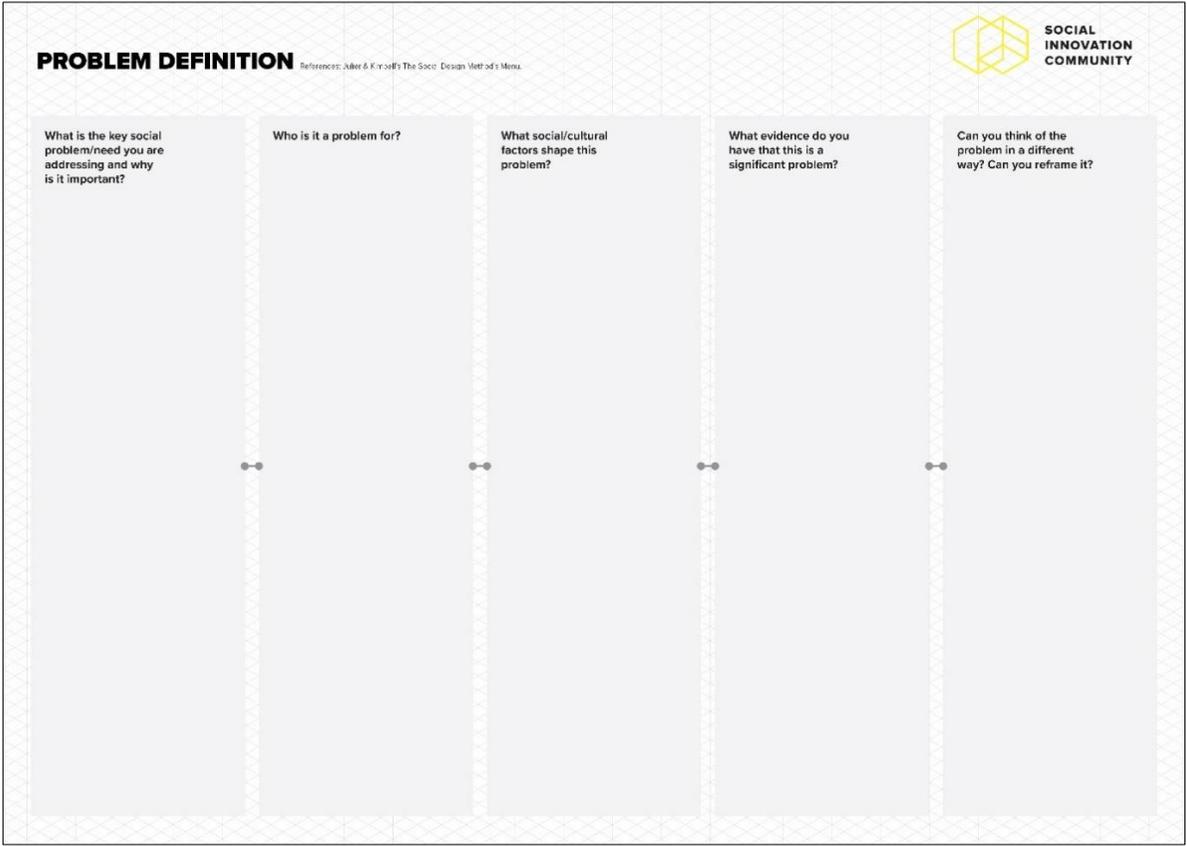
#### 5.4. Tools Used in the Workshops

The tools used in the workshops are parts of The SIC Learning Repository. Social Innovation Community designs their learning repository with a goal to get the best of cross-sector groups backgrounds, create synergy by their differences, establish an environment promoting creation of original ideas, increase participants capacity in the area of social innovation and leaves them with tools to continue implementing the process of social innovation on their own. It is composed of bottom-up tools, which were developed and tested during a process of experimentation conducted in five host centers across Europe (Italy 1, Estonia 1, Croatia 2 and Norway 1). Tools are supporting the growth and development of social innovation starting from specific social challenges.

As it is stated before, until the end of the first day of SUMSIC draft ideas and some “How might we?” questions have been deduced. **Problem definition, Personas, Brainstorm Web** and **Idea Card** tools have been used in this phase of the workshops. Day 2 was completed by using 3 other tools, **Idea Canvas, Customer Journey** and **Stakeholders Map**. These tools enabled participants to draft their solution idea comprehensively and have a concrete output to comment on by other working groups. All of these tools are explained in detail below.

- **Tool 1: Problem Definition**

Problem definition tool allows groups to understand what these underlying factors may be and to contextualize the problem so as to re-frame the problem in a more specific and direct manner. The tool can be completed individually or in groups. Completing the task in groups is preferable rather than individually, as it was in the SUMSIC, because the objective of the exercise is to approach the problem from different viewpoints in order to understand and define the problem better. Definition of the problem, effected groups, factors shaping it, evidences of its existence and ways to reframe it are examined by using this tool. Taking account of stakeholders in the process is a useful idea.



**PROBLEM DEFINITION** References: Aker & Kirshoff's The Socio-Design Method's Menu.

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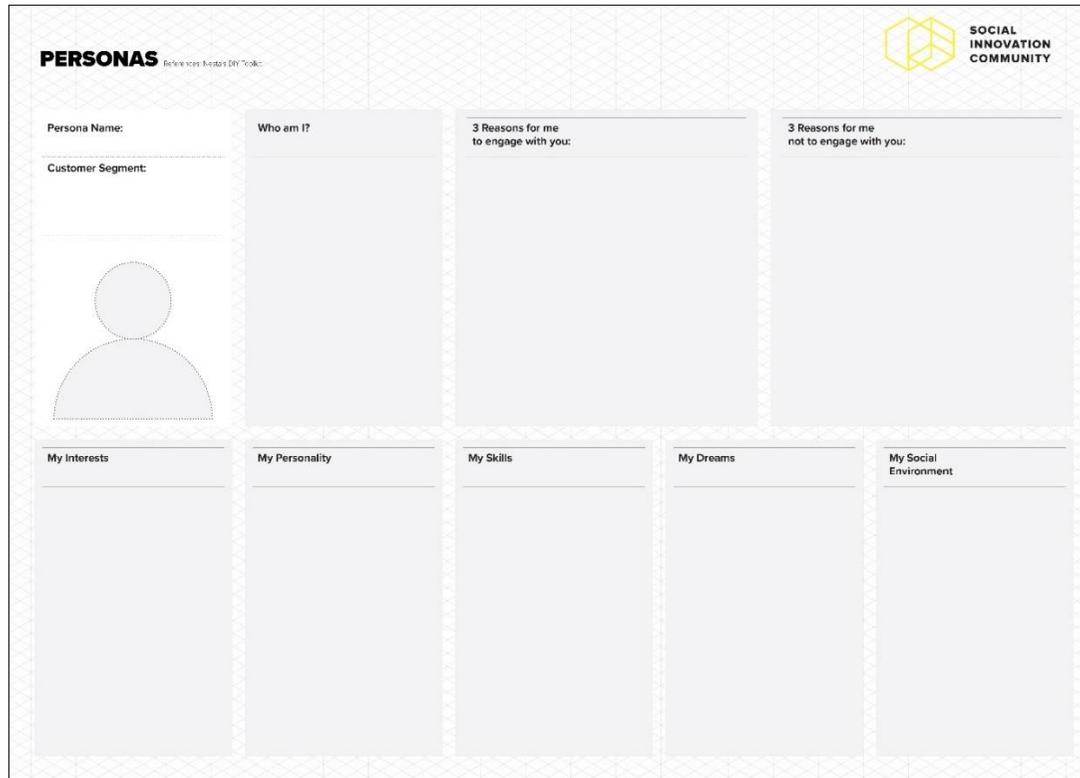
<p>What is the key social problem/need you are addressing and why is it important?</p>	<p>Who is it a problem for?</p>	<p>What social/cultural factors shape this problem?</p>	<p>What evidence do you have that this is a significant problem?</p>	<p>Can you think of the problem in a different way? Can you reframe it?</p>
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Figure 5.2. Tool Template: Problem Definition

- **Tool 2: Personas**

Personas are fictional characters who embody the archetype of your customer, beneficiary or financing supporter. They are created through observation of the target group by drawing together of their shared characteristics, behaviors, motivations, interests, etc. The tool is used to focus on getting to know who you are designing your idea for.

As the persona you are creating gets more real-like, detailed and nuanced, the goal that this tool aims to achieve will be more attained. Working groups give a name to their persona at first. Then they identify from which customer segment s/he comes from, describe who s/he is: age, personal background, education level, profession etc. and make a sketch of their persona. The persona may be detailed on demand of the working group.



**PERSONAS** References: Iveta's DIY Toolkit

**Persona Name:**

**Customer Segment:**

**Who am I?**

**3 Reasons for me to engage with you:**

**3 Reasons for me not to engage with you:**

**My Interests**

**My Personality**

**My Skills**

**My Dreams**

**My Social Environment**

**SOCIAL INNOVATION COMMUNITY**

Figure 5.3. Tool Template: Personas

- **Tool 3: Brainstorm Web**

The brainstorm web is a classic tool used to facilitate group brainstorming. The tool will contribute towards better understanding the various aspects of the problems and thus further defining the problem but will also work towards honing in on specific solutions.

The brainstorming session starts with defining challenge and addressing specific needs. Then, these questions are summed up to a single challenge defining, HMW (how we might . . . ) question. Each participant in the groups write their ideas as forms of alternative answers to this question and share them with the group as they finish. After the brainstorming session is finished, these ideas are clustered together and clusters are voted by the participants for most innovative (red stickers) and feasible (blue stickers) ideas.

It is important that participants are open to all ideas, don't make judgements, don't hesitate to express even the most outrageous ideas, stick to the topic, don't forget the initial purpose, focus on the outcome during the brainstorming session.

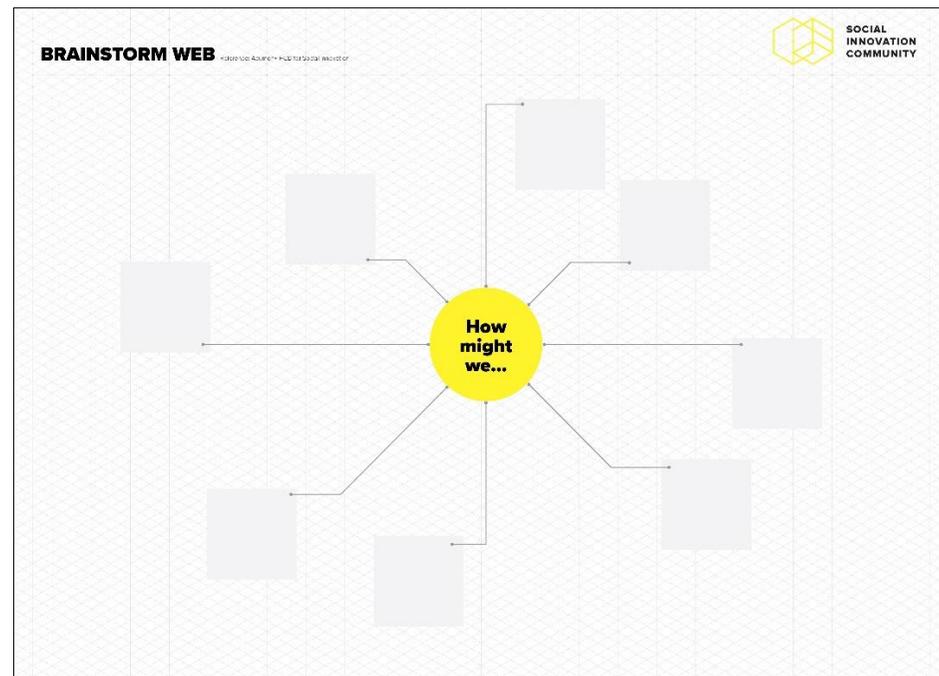
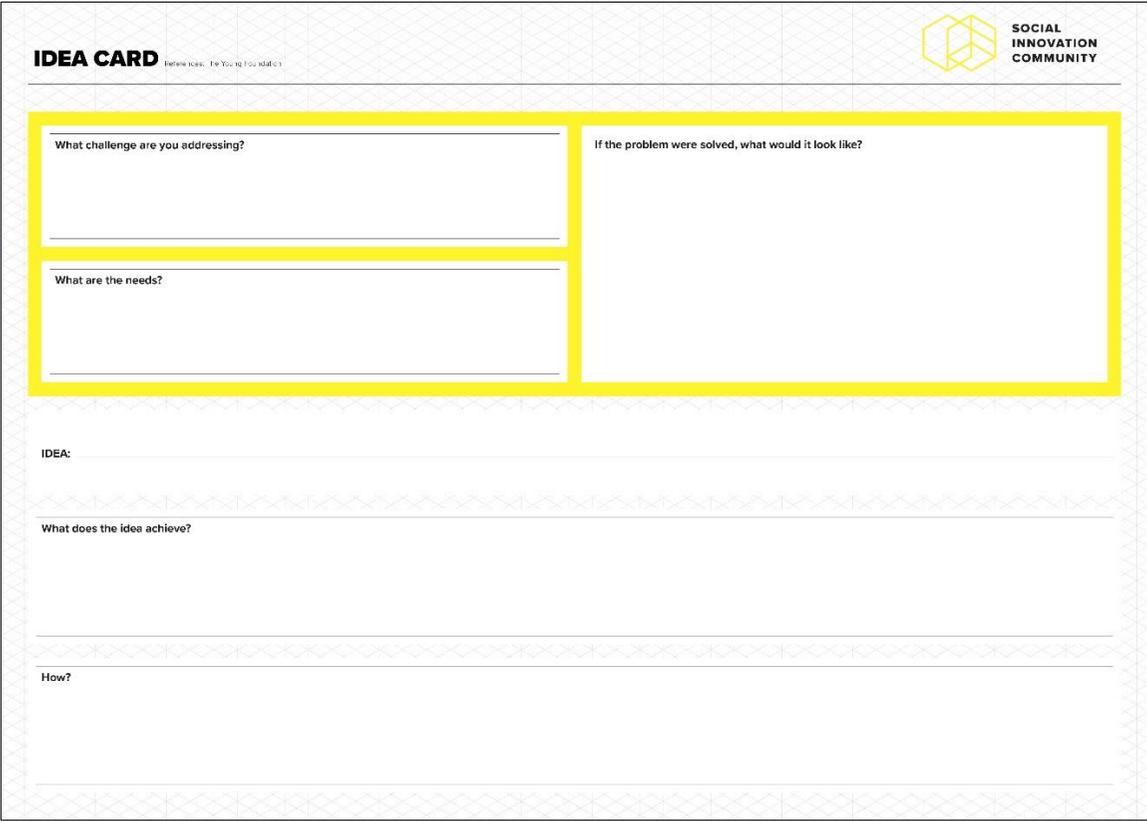


Figure 5.4. Tool Template: Brainstorm Web

- **Tool 4: Idea Card**

The Idea Card tool organizes participants idea in one page. The challenge, needs participants are addressing, the solution, what it might achieve and how participants will accomplish this are taking place on the idea card. The idea card is a quite useful tool for participants to present their initial idea to stakeholders or future beneficiaries/customers to get a feel of what they are doing and what they could improve.

In this phase, participants frame their challenge. After defining their challenge and specific needs they are addressing, participants think about what it would look like if the challenge were solved. Finally, they share their final results for feedback.



**IDEA CARD** Reference: OKA - The You We Trust Model

**SOCIAL INNOVATION COMMUNITY**

What challenge are you addressing?

If the problem were solved, what would it look like?

What are the needs?

IDEA:

What does the idea achieve?

How?

Figure 5.5. Tool Template: Idea Card

- **Tool 5: Idea Canvas Tool Card**

An Idea Canvas is a diagram that is used to design the strategy needed to execute an idea. This tool helps participants to formulate their idea. Idea Canvas provokes working groups critical thinking and helps them visualize the strategy needed to execute the idea. Idea Canvas Tool is consisting of nine interdependent sections that is used to define their ideas, develop them into visual concepts using the Idea Canvas and implement participants idea.

Moderators of the workshop are rotated between working groups to help them create their Idea Canvas. Therefore, working groups gain new insights and deeper understanding of the complexity of their idea and its execution.

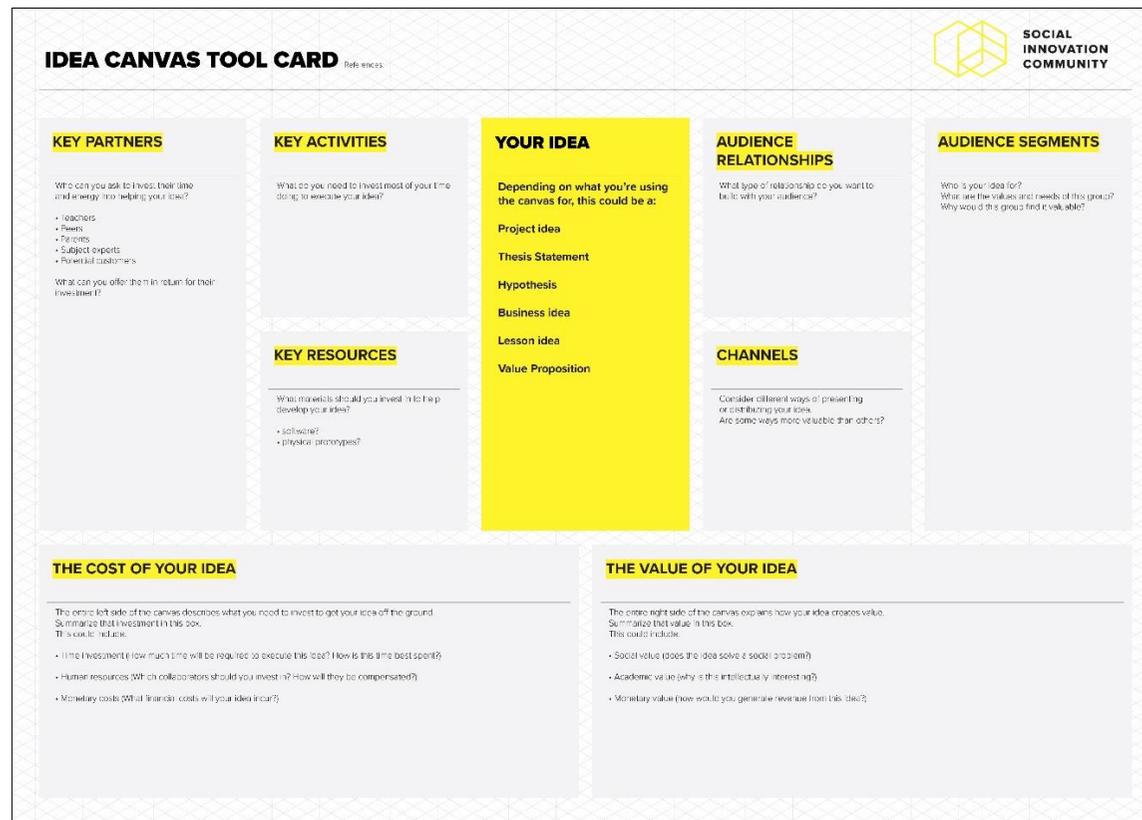


Figure 5.6. Tool Template: Idea Canvas Tool Card

- **Tool 6: Customer Journey**

The Customer Journey map is a visual interpretation of the user’s relationship with the organization, service or product. It is a useful strategic tool that keeps the customers, beneficiaries and donors at the center of design decisions. It highlights important moments where the user’s expectations intersect with the organization’s offer and also pain points and opportunities for the organization to create a better user experience and an effective service.

The steps to follow while using this tool are individualizing the user you will be designing for, mapping out the main phases of their journey throughout the service, providing explanations of the phases to create a story of the user’s journey and detecting what the possible pain points (phases customer may have problems or difficulties using the service) are. It enables groups to design the service or product in a user-friendly way.

**CUSTOMER JOURNEY** Reference: Transition's The Social Innovation Journey Toolkit

**USER STORYBOARD**  
Draw the key steps from the user's perspective.\*

Explain the key steps to create a story.

**NEEDS**  
At each key step, define the main need of the user.

**TOUCHPOINTS**  
Identify or design the touchpoints according to the need.

\* If you can't draw, you can take a picture and make use of photo to sketch applications.

Figure 5.7. Tool Template: Customer Journey

- **Tool 7: Stakeholders Map**

Stakeholders map is a tool that visualizing all stakeholders involved in the social innovation process and positioning identified stakeholders within appropriate innovation phases. This tool also helps groups to understand complexity of building relationships. This tool should be updated in the course of the innovation process and the accomplished partnerships and their outputs should be reviewed.

While using this tool, stakeholders are divided into two groups as those actively involved in the process and whom the solution can't work and those only benefit or not from what you do. After this categorization, stakeholders level of participation in the process (represented by the distance from the center of the circle) is examined.

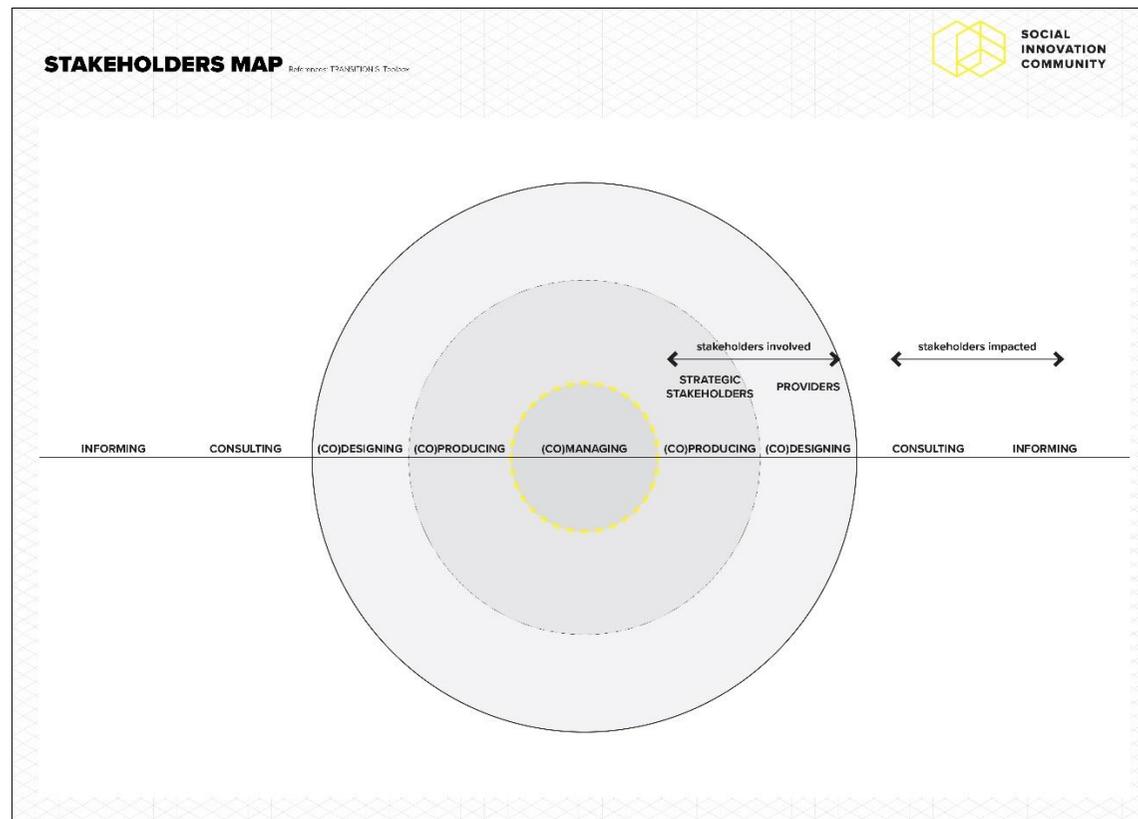
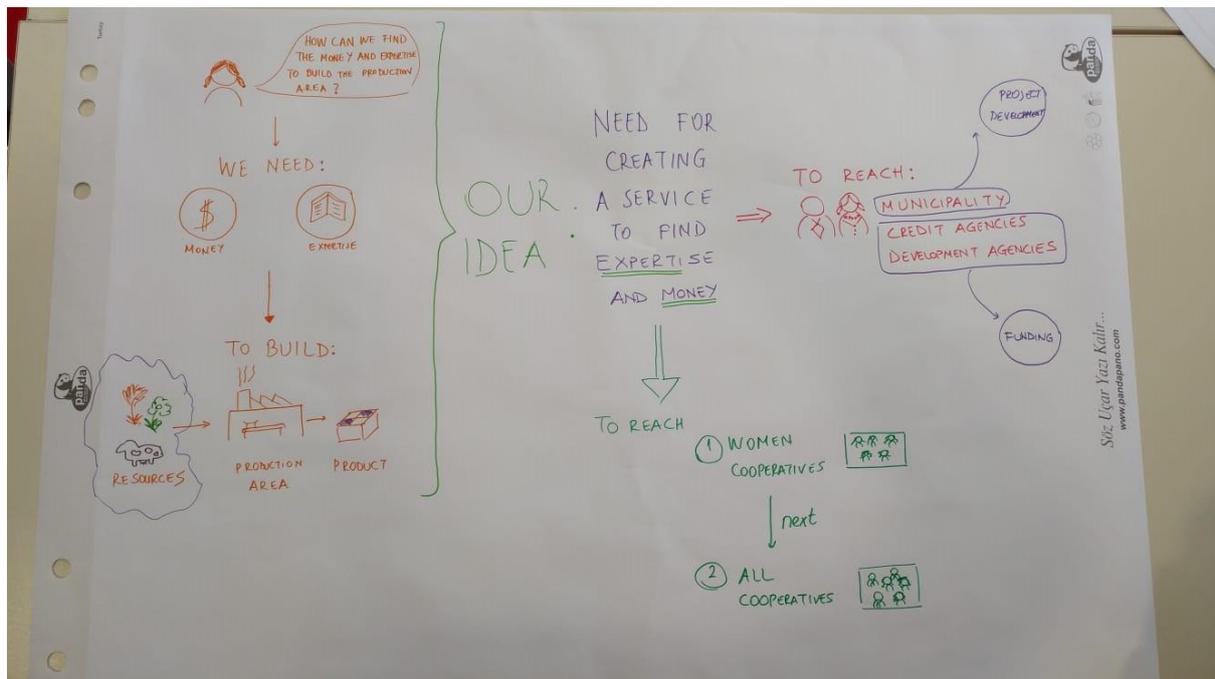


Figure 5.8. Tool Template: Stakeholders Map

### 5.5. Some Illustrative Outputs

- Workshop 1: "Powerful Women"



Working group started to produced their idea by defining key problems: persuading headman of village to hire the idle school, time management during production period and finding fund for repairment of idle school. Afterwards, they chose the one which they thought they could help to develop a solution. For a better understanding of the problem, they created their persona. They pretended as if they are one of the people suffering from the problem somehow like the headman of the village, member of the cooperative, child or husband of a woman taking part in the cooperatives activity. This working group states that this was an inspiring approach to understand how the problem is perceived from different points of view and the problem deeply.

The chosen problem of the group was financial problem that women cooperative had been going through. An approach to solve the problem, including a key component as the partnership with municipality for capacity building in project writing and management, was developed during the brainstorming session. In addition, effective and impressive ways to persuade others living in the village were considered.

- Workshop 2: “Bridging Minds Changing Lives”



After apprehending the problem, working group created their persona. Their fictional character, an “old grandma” living in Ayvack, was chosen because of its being a key actor as she is representing affecting and affected parties. She is a woman in the mentioned rural area for a long time, knows about gender related challenges. However, she indigenises and appreciates the cultural dynamics of the county at the same time. Another important point is that she is the most powerful women figure at the household scale has profound effects on young women’s life as she is being mother in law. For that matter, grandma was selected as the persona and the change was envisioned via changing her mind.

Some ways to approach grandma started to be investigated. Then some strategies to raise grandma’s awareness and increase her influence on young women that she is living together with are developed. First of all, study groups moderated by professional psychological counselors are formed to prepare grandma mentally. Secondly, the power of religion is used. Project team got in contact with İmams in Ayvack to encourage them about giving place to domestic women abuse issue in their religious talks. In addition story telling and role modelling methods are planned to be used for increasing empathy competence of grandma with young women.



Inefficient transportation is a problem for villagers especially for young women (health, education, social and cultural activities), children (self-development, education), elder people (health), minorities, tourists who want to travel village and municipality since it is a regional development problem.

3- “What social / cultural factors shape this problem?”

Lack of voice behavior, in other words the fact that people do not behave in coherence and say their needs and limited opportunities due to the income and education level are main socio-cultural factors shaping this problem.

4- “What evidence do you have that this is a significant problem?”

High child death ratio closely related with the limited accessibility to advanced hospitals, limited socio-cultural development in terms of participation to cultural activities, limited sectoral diversity in the employment (villagers work only in agriculture sector without any security and benefits) are implying that transportation and accessibility to urban areas is a significant problem.

5- “Can you think of the problem in a different way? Can you reframe it?”

Geographical condition is decreasing accessibility of the area. However, asymmetric information problem could be still existing even if the area is not dispersed. In addition, young women’s trust issues regarding the security of the public transportation seriously decreases rate of the usage of public transportation.

After defining the problem, the working group developed one fictional character (persona) in order to point out isolation problem. We draw a sad child, named Osman living in the village declaring that “*I have never seen a cinema film*”. This fictional character helps the working group to evaluate their answers given to the previous questions in the eyes of someone experience the problem at first hand. Later on, the group tried to approach the problem without restricting themselves and developed two plans during the brainstorming session. One of the plans is a futuristic plan, emphasizing creation of other alternatives to the public transportation via buses. The main idea behind the plan was questioning why villagers are forced to travel by bus. Then, the group focuses on railway. They assumed that there are ten villages on the railway. In addition to railway crossing, they thought establishing organic bazaar in the nearest village to city center. Both economic development of villagers and socialization of village and city people will be achieved thanks to this bazaar. Then, they decided to offer more realistic and applicable solution so they develop different solution mechanism considering different conditions such as technology existence or without any technological advancements. Finally, their project idea took its forms as the following:

Project Idea:

As stated at the first workshop session, the team considered the problem from various aspects. Hence, we developed such a comprehensive project idea.

Key Activities

1) Solution to the communication problem: After communicating with the villagers, working group determined the timetable of mini-bus. They develop three communication mechanism for

announcements: village coffee house, city website and social media. These tools are developed considering village people habits (spend their time at village coffee house), outsiders who want to discover villages (city website) and creating interaction among passengers (social media). Their target group is villagers, and they did not want to develop a mobile application since there are still more and more people who do not use a smartphone.

- 2) Solution to the isolation problem: Offering free theatre, cinema, concert tickets and labeling buses going from Bafra to city center as buses go to “new friends”, “theatre”, “cinema”, “shopping” etc..
- 3) Driver behavior: Strict rules regarding bus driver’s behaviors and time tables were established. Additionally, contact information of call centers to receive complaints are provided to the passengers.
- 4) Building trust: The sense of security, especially for young women is tried to be gained by security cameras located in the vehicles and employing women bus drivers.

#### Key partners:

- Ondokuz Mayıs University: OMÜ can be beneficial for demand analysis. They can work on current situation analysis via either face-to-face interview or social media survey.
- NGO’s: NGO’s can establish a communication mechanism for all villages. Several volunteer people from university and NGO will go to village and communicate households to determine their needs. (needed time intervals for mini-bus during a day, how they evaluate offered socialization facilities)
- Governmental bodies: Governmental bodies can do supply analysis. Technical needs such as camera at mini-buses, implementation of strict rules for departure time, announcement of bus departure time, set of rules about bus drivers behavior could be carried on by governmental bodies.

#### Key resources:

- City website is used to provide information about the time of mini-buses and contact number.
- Social media is used to share village journey stories and organize villagers in case of confronting with a problem.
- Healthy audience relationships are maintained by trust, consistency and creation of socialization opportunities (cameras, strict rules, labeling)

## 6. SITE VISITS

### Site Visit #1: SÜRDER (Samsun, Bafra, Sürmeli Village)



The residents of Sürmeli Village, which is 50 km away from the city center of Samsun and 15 km away from the center of Bafra district, have been living for more than 80 years, especially with tobacco production and livestock production activities. Agricultural production in the village is still ongoing and remains a primary sectoral activity. In 2010, due to the institution of İkizpınar Pond dried out, the problems of the villagers brought them together, they collectively decided to make organic farming by using a drip irrigation technique in the village. In this process, trainings on organic farming techniques were taken with the support of relevant public institutions and organizations. In summary, villagers used initiative to produce solutions for their own problems.

The potential of entrepreneurship and innovation in social issues have emerged with the problems of in 2010, but some works have still been done in the village in the leadership of Sürmeli Village Association (SÜRDER). SÜRDER was established in 2014 in order meet the common needs of the people of the Sürmeli village; to provide social assistance and solidarity among its members; to work on the promotion and development of the common cultural values of the community; to work for the economic and social and cultural development of its members; to bring solutions to their social problems; ensuring the participation of women in social, cultural and economic life; is an association established to raise women's ecological products, participate in ecological tourism, and provide education and training. Today, all members of the Board of Directors of SÜRDER consist of women.

In November of 2014, the first organic market in the village was established and marketing activities of organic agricultural products were started. Today, in Sürmeli village, an organic market is established every Sunday and the products of the sellers whose majority of women are organized by

SÜRDER are brought to the consumer. In addition, the association has agreed with a cargo company and has begun the delivery of organic products at the door of other consumers across the country.

The Sürmeli Village Development and Solidarity Association is continuing its efforts to develop the village economically, socially and culturally in order to create solidarity, commonality, mutual benefit and entrepreneurship culture. National and religious holidays celebration events, food organizations and festivals are organized. In order to increase the knowledge of the villagers engaged in agriculture and to increase the agricultural productivity, SÜRDER Board of Directors attended in the education programs of the various institutions and organizations. Then practical trainings and seminars are organized for members of the association. Within the scope of the dissemination activities carried out by the association, stands are opened at agricultural fairs and the villages organize trips to the surrounding districts. Sürmeli Village Association has made an initiative to increase the implementation of organic agriculture on national and even international scale and with the support of Ondokuz Mayıs University and declared First World Organic Day with a meeting with protocol meeting and press members.

**Site Visit #2: Amesia Bee Women Cooperative (Amasya, Merzifon)**





Amesia Bee Women Cooperative was established on May 2015 by 16 partners consisting of women living in the rural areas of Amasya. The story had begun with the partners of the cooperative realized that women in the region are produce localized homemade products in their homes with their own facilities, but they have no opportunities to market them. So the cooperative aimed to help women in the region to contribute their family incomes by producing healthier and hygienic products in the production centers that will be established in the village centers, to come together in coherency and market their products in a systematic way via a cooperative, to develop economically and express themselves better in their family and to prevent migration from rural to urban.

The number of partners has reached 20 today. Amesia Bee Women Cooperative's production activities are carried out in the production workshops in 5 villages. The workshops are builded by renovation of the storerooms located in cooperative member women's gardens. Now, Amesia Women's Cooperative is trying to hire idle schools in the villages for 49 years and turn them into production workshops, thus providing employment opportunities for more women residing in their service areas, as the capacity of current workshops of cooperatives is not sufficient due to the constantly increasing demand to their products. Cooperative has 6 sales points in Merzifon, Ankara and 9 different airports of our country.

While the cooperative members continue to produce, they evaluate every opportunity for their personal development. They participated project cycle management trainings, computer courses, hygienic and healthy production trainings and cooperative management trainings. The Amesia Bee Women Cooperative, recognized for its activities at the local, regional and national level, received awards at a ceremony held at the Ministry of Customs and Trade on December 21, World Cooperatives Day.

Site Visit #3: Traditional Raw Food Festival (Samsun, Bafra, Sürmeli Village and Amasya, Merzifon, Gökçeboğaz Village)



Middle Black Sea Region has a unique natural and cultural environment with its history, culture, verdant forests, lakes, rivers and Black Sea. Unfortunately, as times goes by, even locals have been started to fail to notice the uniqueness and beauty of where they live. Being aware of gastronomy has a crucial role in sustaining a localities culture, 3 public bodies and a NGO made an attempt on reminding the locals about that.

Since 2015, every year Samsun Governor's Office, Samsun Metropolitan Municipality, Middle Black Sea Development Agency and Samsun Tourism Association are organizing Traditional Raw Food Festival to bring the people who know the weeds growing in the Middle Black Sea Region with those who want to know and to keep this culture alive in the region. Participants are encouraged to take recipes of the various kind of foods. Thus, the miracles of nature and the food culture of the region can be transmitted to future generations. This year's fourth annual Traditional Raw Food Festival is held in Samsun between 9-13 May 2018 with the theme "Be Aware of the Beauties You Live in".

In festival, participants try to find grasses among hundreds of herbs one can see in rugged terrain of Black Sea region. This year Sürmeli Village (Samsun, Bafra) and Cökçeboğaz Village (Amasya, Merzifon) will host the Edible Weed Collection Competition. In addition, participants meet the people of Sürmeli Village who are organic farmers and struggle for healthy and natural life with the products they organically cultivate in their gardens and buy the products they want.

As a reminder of these informative, eye-opening and joyful 3 days, an event video of the SUMSIC 2018 consisting of presentations, workshops and site visits is prepared. For *OKA SUMSIC 2018 Event Video*, please check the link below:

<https://youtu.be/thg2uNN9vMc>

## 8. CONCLUDING REMARKS

The Middle Black Sea Development Agency (OKA) has developed the Smart Specialization Strategy in 2016 and announced the strategy on 23th February, 2017. The map of regional assets have been analyzed and performed for the encouragement of innovation. There have been identified priorities on sectors in the Middle Black Sea Region.

We can analyze the summer school in three categories. The summer school is a tool for supporting the smart specialization strategy. It shows innovation as a way of dispersing the way of innovation to develop annual activities and develop programs.

Another important output of the summer school is building regional social innovation ecosystem. There are actors in the region who are studying and working in the field of social entrepreneurship and who don't know about the frame of social innovation. OKA as a regional actor should sustain the development of social innovation in the region.

The workshops which have been performed during the summer school have been developed among the challenges which the rural parts face with/cope with in the Middle Black Sea Region. After the studies in the workshops, some outputs were revealed. In three workshop sessions, ten projects were developed. These projects are the outputs of the needs and assessment.

Middle Black Sea Regional Development Agency has two main objectives working on social innovation. The first one is to develop social programs for the future annual programming periods in order to empower the ecosystem in the region in the field of social innovation. The second priority is to increase the regional capacity of impact by the establishment of international network among the social innovation institutions.

Finally, the event has increased the social innovation know-how of the participants and also the institutions whom they represent.

The most important impact was the success of building a network with the social innovators from very different sectors and all over Turkey, since there have been representatives from regional development agencies, local authorities, municipalities, cooperatives, NGOs, private companies, and volunteers.