



This project is co-financed by the European Union and the Republic of Turkey



Cultural Strategy of Kütahya, Pecs and Sister City



Culture and Creativity for Strengthening Cooperation between Kütahya and Pecs



This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of Kütahya Municipality and do not necessarily reflect the views of the European Union.

Table of Content

Abbreviations	3
I. ABOUT THE PROJECT	4
I.1 Project Summary	4
I.2 Purpose and Scope of Cultural Strategies.....	5
II. PRELIMINARY WORKS DONE TO SET CULTURAL STRATEGIES.....	6
II.1 Study Visits:	6
II.2 International Workshops and Round Table Meetings	7
II.3 Interviews	8
II.4 Surveys	11
III. SITUATION ANALYSES.....	20
III.1 Situation Analysis of Kütahya	20
III.2 Situation Analysis of Pécs	37
III.2.2 Economy of Pécs.....	38
IV. ANALYSES.....	43
IV.1 Comparative Analyses of Kütahya andPécs.....	43
IV.2 SWOT Analysis of Kütahya andPécs.....	54
V. CULTURAL STRATEGIES AND ACTION PLANS.....	61
V.1 CULTURAL STRATEGY AND ACTION PLAN FOR KÜTAHYA.....	62
V.1.1 Determination of Strategic Purposes	62
V.2 CULTURAL STRATEGY AND ACTION PLAN FOR PÉCS	79
V.2.1 Determination of Strategic Purposes	79
V.3 COMMON CULTURAL STRATEGY AND ACTION PLAN FOR KÜTAHYA-PÉCS TOWN TWINNING89	
VI. CONCLUSION	100
VII. REFERENCES	103

Abbreviations

AB: European Union

ECers: European Ceramic Society

UNESCO: United Nations Educational, Scientific and Cultural Organization

UCCN: UNESCO Creative Cities Network

GZFT: Strengths, Weaknesses, Opportunities, Threats

SWOT: Strengths, Weaknesses, Opportunities, Threats

UCLG: United Cities and Local Governments

UCLG-MEWA: United Cities and Local Governments Middle East and West Asia Section

BM: United Nations

GİMAŞ: Gediz İplik ve Mensucat Fabrikası A.Ş.

SUNTAŞ: Simav Sunta ve Kontrplak Fabrikası A.Ş

UNESCO-LHT: UNESCO Living Human Treasures

AR-GE: R&D (Research-Development)

ERDF: European Regional Development Fund

GNP: Gross National Product

I. ABOUT THE PROJECT

I.1 Project Summary

The purpose of this project, jointly carried out by Pécs Municipality and Kütahya Promotion Foundation under the coordination of Kütahya Municipality, is to promote sustainable cooperation and experience sharing between the municipalities of Pécs and Kütahya. For sustainable cooperation, it is an imperative to embrace internationally recognized policies within the framework of national and local dynamics, to enrich them with short, medium and long-term strategies, and to translate them into planned action. In this respect, it should be noted that the Project has been structured on the basis of Section 26 on "Education and Culture" of the Acquis Communautaire and Sustainable Development Goal No 8 (Decent Work and Economic Growth), No 11 (Sustainable Cities and Communities) and No 17 (Partnerships for Goals), and has been further shaped with national local data derived from field work. The expected cultural strategies have been developed following an analysis of the actual situation of the municipalities of Kütahya and Pécs and identification of the needs and expectations of the target groups and beneficiaries. Although a partnership agreement and a memorandum of understanding were signed for town twinning between two cities in 1975, it is difficult to say that the requirements of the agreements have been fulfilled. The continuity of a town twinning relationship depends on the strength of the organizational structures in the relevant cities. With the cultural strategies developed under the project, a strong basis has been built for the continuity of the town twinning relationship.

Kütahya and Pécs have a lot of characteristics in common. For example, Pécs has a population of 146,666 and Kütahya has a population of 240,814. In other words, both cities are of medium scale. Both cities have universities. Both cities are remarkably rich in terms of historical heritage. Both cities are famous for specific handcrafts and both cities are known as cities of culture. The Turkish Ceramic Society and the Hungarian Scientific Society have come together in 2017 during the 15th Conference and Exhibition of the European Ceramic Society (ECerS2017) to strengthen their historical links on a new ground. Kütahya is the capital city of traditional çini art and the Zsolnay Heritage is a big proud of the city of Pécs. The pieces of çini work historically produced by the Zsolnay Porcelain Factory are among the works of art that enrich the Zsolnay Museum today. The history of Kütahya was written not only with words but also with çini. Both cities are known as cities of ceramic. Çini is the most prominent sector in Kütahya, providing employment opportunities to 15,000 people, and the city of Pécs is famous for its Zsolnay Porcelain Factory.

Pécs was selected 2010 European Capital of Culture in 2006 and managed a program for 4 years. Within the scope of the Program, Pécs Municipality worked in coordination with all local stakeholders to ensure democratic governance of the process. As of 2010, the transformation of the city increased the accommodation rate by 27% in Pécs. The city of Pécs is one of the cities that most successfully implement the European Capital of Culture program. The evaluation reports statistically demonstrate that it has reached a success level beyond the one targeted by the program. In line with the cooperation strengthened by this Project, the experience of Pécs as a European Capital of Culture will provide significant benefits to Kütahya, which joined the UNESCO Creative Cities Network in 2017.

Kütahya joined the UNESCO Creative Cities Network in 2017 and the first two years passed in a preparatory process. The program that should be implemented within the framework of the UCCN

program has not gained the desired level of acceleration. The work planned under the project aims to increase cooperation among all relevant organizations and develop a shared vision to ensure that the city attains the UCCN goals. The field work aimed to create a shared goal and vision among organizations, which have started to work together in line with the shared goal and vision. Participation is the keyword selected for the Project, and the strategy has been set with the participation of all. The UCCN process is a key for the access of Kütahya to the international arena and, with a successful program, it is capable of providing the same benefits that the city of Pécs has gained from the Cultural City of Europe program.

I.2 Purpose and Scope of Cultural Strategies

This strategy document which was developed within the scope of project was realized by getting external consultancy service. Strategies were prepared by taking public consultation and they were formed by determining expectations of people from every walk of life. The keyword of Project is participation. Participation was provided by taking opinion of people from different social and economic environment. Gathering and evaluating of public opinion by arbiters was preferred to collect qualitative with more quality. This method was preferred by being considering that public opinion could be declared to arbiters more clearly because these two cities do not have status of metropolitan municipality.

Digital data were compiled by asking to related people working in the both cities. Reference was not provided due to the fact that data were specially compiled to be used in these strategies. Data which were used for forming these strategies were reached as a result of evaluating information belonging institutions more than one.

It is aimed that beside municipalities, Universities, Chambers, Non-Governmental Organizations also initiate creativity and culture oriented interaction among each others to strengthen relationship between Pécs and Kütahya within the scope of town twinning program. With this aim obtained results in this strategy comprise recommended responsibilities that not only municipalities but also other local municipalities take.

Aim of cultural strategies formed within project is to transform public opinions into strategic aims in order to guide local authorities. These purposes have the characteristics of recommendation. It is among the long-term purposes of the project that institutions create their own programs in accordance with these strategic purposes by getting together for the implementation plans. Implementation of these strategies are not obligatory.

II. PRELIMINARY WORKS DONE TO SET CULTURAL STRATEGIES

The most significant outcomes of the Project are cultural strategies, whose implementation was foreseen in three components. Literature review and fieldwork was done for that purpose. We should emphasize that the qualitative and quantitative data collected in fieldwork are of critical importance for SWOT analysis, formulation of cultural strategies, and preparation of action plans that are significant for the implementation of cultural strategies.

The required qualitative and quantitative data were collected in four stages:

II.1 Study Visits:

The purpose of the study visits foreseen in the Project Application Form is to ensure that the two delegations become acquainted with each other, exchange views on the future phases of the Project, identify the strengths and weaknesses of the cities visited, and share information and experience.

The first study visit of the Project was organized between May 27th, 2019 and May 31st, 2019 in Pécs. The Turkish delegation was composed of Mr. Salih Özden, Deputy Mayor of Kütahya, Mr. Serda Bal Yıldız, Member of the Municipal Council of Kütahya, Mr. Mehmet Zenci, Project Coordinator and Director of Cultural Affairs of Kütahya Municipality, Mr. Sedat Altıntaş, Staff at the Directorate of Cultural Affairs of Kütahya Municipality), Mr. Mehmet Gürsoy, doyen çini artist from Kütahya, designated as UNESCO Living Human Treasure, Ms. Pinar Adanalı Al, Project Consultant, Mr. Ali Asker Al, Project Consultant, Dr. Arzu İрге Özyol, Project Consultant, and Ms. Monica Aliz Meszaros, Project Consultant. During the delegation's visit to Pécs, the parties familiarized with each other and exchanged views on the work planned for the later stages of the Project. During the visit, meetings were held with Mr. Zsolt Páva, Mayor of Pécs, Dr. Tamás Síkfői Pécs, President of the Chamber of Commerce and Trade of Pécs-Baranya, Mr. Enikő Schmidt, Head of Department of Foreign Affairs and Trade Development at the Chamber of Commerce of Pécs, Ms. Bianka Vamhidy, Advisor at Enterprise Europe Network at the Chamber of Commerce of Pécs, Ms. Zsuzsa Pernyéz, Director of Human Innovation Group Nonprofit Ltd., Réka Vágvölgyi, Managing Director of Zsolnay Heritage Nonprofit Ltd., and Mr. Peter Salamon and Mr. Norbert Maltesics, representatives of Pécs Tourism Development Network. Mr. Peter Merza, CEO of Pécs Urban Development Nonprofit Ltd, made a detailed presentation on the process of Pécs' designation as the European Capital of Culture. Following the presentation, the direct outcomes of the process were observed during the city tour and the visits. Besides, a half-day city tour was organized to explore the historical and cultural centers of the city of Pécs.

The second study visit of the Project was organized between June 25th, 2019 and June 28th, 2019 in Kütahya. In this context, a series of visits were paid by Mr. Bognar Laszlo, President of Culture and Education Committee of Pécs Municipality, Ms. Rabiné Kovács Eszter Virág, Head of Mayor's Cabinet, Ms. Kövesi Mária Ildikó, Member of the Municipal Council of Pécs, Ms. Feher Eva Agnes, International Relations Officer of Pécs Municipality, Mr. Peter Salamon, Manager of Pécs Tourism Development Network, Ms. Pinar Adanalı Al, Project Consultant, Mr. Ali Asker Al, Project Consultant, Dr. Arzu İрге Özyol, Project Consultant, and Ms. Monica Aliz Meszaros, Project Consultant. During the visits, meetings were held with Prof. Dr. Alim Işık, Mayor of Kütahya, Dr. Ömer Toraman, Governor of Kütahya, Mr. İskender Cem Leblebici, Kütahya Coordinator of UNESCO Creative Cities Network, Mr. Sadık Erilbaylı, President of the Chamber of Çini Arts and Producers, Mr. Mehmet Gürsoy, çini artist,

Mr. Bayram Yıldız, President of KÜSAD, and Kütahya University Vocational High School of Fine Arts, Zafer Development Agency, Kütahya Municipality Business Development Center, İznik Çini, Keramika, and Güral Porselen. Furthermore, the delegation completed a comprehensive tour program, which covered the Hungarian House, museums of Kütahya, and the Ancient City of Azianoi.

During the first study visit to Pécs, the representatives of Kütahya Municipality were significantly impressed by the positive outcomes of the European Capital of Culture program in Pécs. Over the course of the study visit, the delegation arrived at a conclusion that the city of Pécs is a substantially eligible candidate for UNESCO Creative Cities Network. For that reason, in Kütahya, a briefing was delivered to the Pécs delegation on UNESCO Creative Cities Network program.

II.2 International Workshops and Round Table Meetings

The purpose of these activities foreseen in the Project Application Form is to ensure that all stakeholders come together around the relevant theme, discuss its problems in detail, and propose solutions on the basis of the principle of participation. Furthermore, these activities were considered significant in the sense that they would help share Pécs delegation's experience on the European Capital of Culture and contribute to the success of Kütahya in UNESCO program. These activities were expected to pave the way for cooperation on new projects and other joint activities, and it may be well said that the expectations were fulfilled beyond prospects (ANNEX 1: International Workshops and Round Table Meetings).

On July 25th, 2019, workshops were organized in four groups. The following participated in the workshops: Ms. Judit Kis-Pongracz from Pécs Municipality, Ms. Beata Seres from Pécs University, Faculty of Music and Visual Arts, Ms. Agnes Földesi from Cultural Heritage Administration, Mr. Enikő Schmidt and Ms. Vamhidy Bianka from the Chamber of Commerce and Trade of Pécs-Baranya, Mr. Peter Salamon Pécs Tourism Development Network, Mr. Krisztian Aldoza from Pécs Communication Administration, Mr. Denes Fekete, sculptor, Máltesics Norbert, Office Director of Tourinform at Irány Pécs Tourism Nonprofit Ltd. and Ms. Kutseráné Pernyéz Zsuzsanna from Pécs Human Innovation Non-Profit Ltd. Although the idea was to include 30 participants from Kütahya, the workshops pleasantly included 60 persons from the city. The participants, who included representatives from the Kütahya Municipality, Dumlupınar University, Provincial Directorate of Tourism of Kütahya, Chamber of Commerce and Industry of Kütahya, Zafer Development Agency, Chamber of Tailors, KÜSAD, Keramika, Altıneller Society, İznik Çini, Chamber of Çini Arts and Producers, and KÜTAV, and many artists and artisans, were gathered in four workshops under the moderation of Ms. Pınar Adanalı Al, Mr. Ali Asker Al, Ms. Arzu İrge Özyol, Ms. Monica Aliz Meszaros and Mr. Salim Korkmaz, UCGL-Mewa Coordinator. The thematic areas of the workshops were as follows:

- 1- Restoration of historical sites and foundation of new cultural centers
- 2- Clustering of products and services: creation of brand values for the city
- 3- Strengthening of cooperation between universities and business associations
- 4- Strengthening of cooperation with artists, artisans and relevant trade associations and their participation in decision-making processes

Two representatives from the Middle East and West Asia Regional Office of United Cities and Local Governments (UCGL-Mewa) actively participated in the workshops. The workshops started with a tele-conference presentation of Mr. Jordi Pascual, Coordinator of Cultural Committee at UCLG Headquarters in Barcelona, on UCLG, international cultural policies, and culture as the fourth pillar of development. The presentation aimed to ensure that the workshops were organized in line with international development policies.

During the round table meetings held on July 26th, 2019, the outcomes of the workshops, which were held the day before, were shared with the participants. The meetings focused on how to strengthen the cooperation between Kütahya and Pécs in each thematic area. The round table meetings were held to draft roadmaps to transform ideas developed in workshops into concrete implementation steps.

The thematic areas of the round table meetings were as follows:

- 1- Revitalization of historical sites and establishment of new cultural infrastructure
- 2- Clustering the flow of goods and services: increasing the marketing value of the city
- 3- Strengthening of cooperation between universities and chambers
- 4- Enhancement of civic participation in decision-making processes through cooperation with artisans and/or associations of artisans

II.3 Interviews

The study visits paid during the first phase of the fieldwork helped get acquainted with stakeholders and receive general information on the cities. The workshops and round table meetings were important for identification of problems and elaboration of proposals for solution. The bottom-up design of these activities ensured that the persons affected by the Project were not only a part of the problem but also the solution. This method increased the stakeholders' interest and confidence in the Project and created a considerable synergy between the parties. Thanks to the interviews, the outcomes of the workshops and round table meetings were filtered and passed on to decision-making mechanisms. Certain strategies were put into practice at the end of the interviews, which is a positive outcome of the Project, an outcome far beyond expectations.

Between August 28th, 2019 and September 28th, 2019, interviews were held with 24 managers from 14 organizations (ANNEX 2: Interviews in Kütahya).

Kütahya Municipality:

- Prof. Dr. Alim Işık, Mayor of Kütahya
- Salih Özden, Deputy Mayor of Kütahya
- Ali İhsan Ertaş, Deputy Mayor of Kütahya
- Serda Bal Yıldız, Member of Municipal Council of Kütahya
- Bahadır Bahşi, Director of Reconstruction of Kütahya Municipality
- Mehmet Zenci, Director of Cultural and Social Affairs of Kütahya Municipality

Dumlupınar University:

- Prof. Dr. Hasan Göçmez, Vice Chancellor of Dumlupınar University

- Prof. Dr. Levent Mercin, Dean of Faculty of Fine Arts of Dumlupınar University

Chamber of Çini Arts and Producers:

- Sadık Eribaylı, President

KÜSAD:

- Bayram Yıldız, President

İznik Çini:

- Mehmet Gürsoy, Çini Artist, Owner of the Business

Marmara Çini:

- İsmail Yiğit, Çini Artist, Owner of the Business

Altın Çini:

- Mustafa Kıratlı, Owner of the Business

Altıneller Culture and Arts Association

- Nermin Mumcuoğlu, President
- Şaziye ilgün, Member

Zafer Development Agency

- Kerem Özbay
- Mustafa Tarkan
- Erce Şengül
- İskender Cem Leblebici

Chamber of Commerce and Industry of Kütahya

- İsmet Özotraç, President

Marmara Çini:

- Erdil Güngör, Owner of the Business

Keramika

- Mehmet Emin Yüce, CEO

Regional Directorate of Foundations of Kütahya

- Ahmet Aydın, Director

Between September 11th, 2019 and September 13th, 2019 and October 14th, 2019 and October 16th, 2019, interviews were held with 17 managers from 13 organizations.

Embassy of the Republic of Turkey in Hungary

- Mr. Noyan Özkaya, Consul of the Republic of Turkey in Hungary
- Ms. Başak Araslı Akyol, Commercial Attache of the Republic of Turkey in Hungary

Yunus Emre Institute

- Mr. Yakup Gül, Director
- Ms. Johanna Gül Abdikoğlu, Culture and Arts Coordinator

Turkish Cooperation and Coordination Agency (TİKA) Program Coordination Office in Budapest

- Ms. Seda Dağlı, Coordinator, TİKA Program Coordination Office in Budapest

Chamber of Commerce and Industry of Pécs

- Mr. Enikő Schmidt, Head of Department of Foreign Affairs and Trade
- Ms. Bianka Vamhidy, Advisor at Enterprise Europe Network at the Chamber of Commerce of Pécs

Creative Cultural Industry Cluster Organization

- Janos Keresnyei, President
- Judit Medyei, Project Coordinator

Pécs Tourism Agency

- Peter Salamon
- Nerbert Malteics

Pécs Municipality

- László Bognár, President of the Cultural and Public Education Committee of the General Assembly of Pécs

Honorary Chief Consul of the Republic of Turkey in Zigetvar (1994-2015)

- Laszlo Horvath

Pécs University

- Beata Seres, Coordinator of International Relations at Pécs University Faculty of Music and Visual Arts

Hotel Palatinus

- Anita Görföl

Pécs İletişim Ltd.

- Krisztián Áldozó

PécsGloves, Pécs University

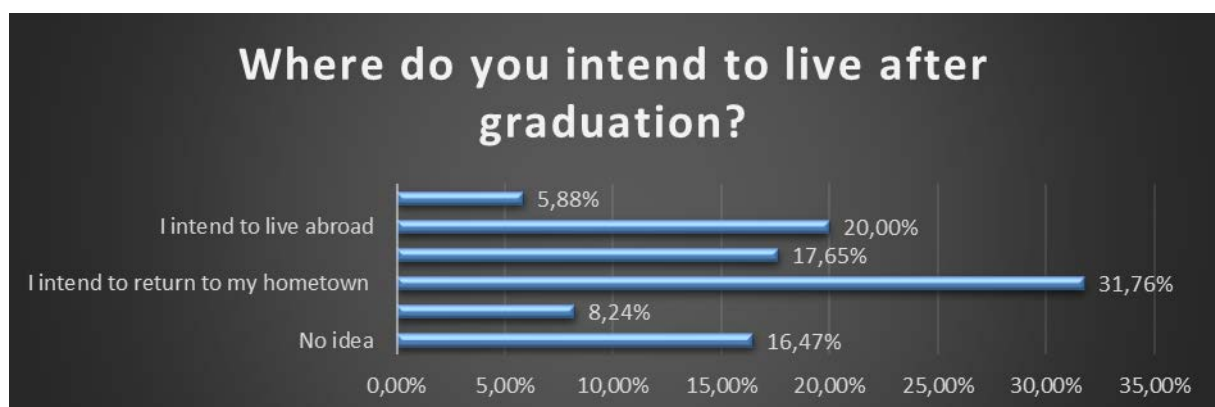
- Student, Part Time Employee

II.4 Surveys

The surveys were conducted among university students, a group that was not represented in the qualitative data collection process. The university has a vital role in the development of both cities. In in-depth interviews and focus group activities, the representatives of the city of Pécs underlined the significance of the university with the following phrase: “Pécs University is the biggest employer of the city”.

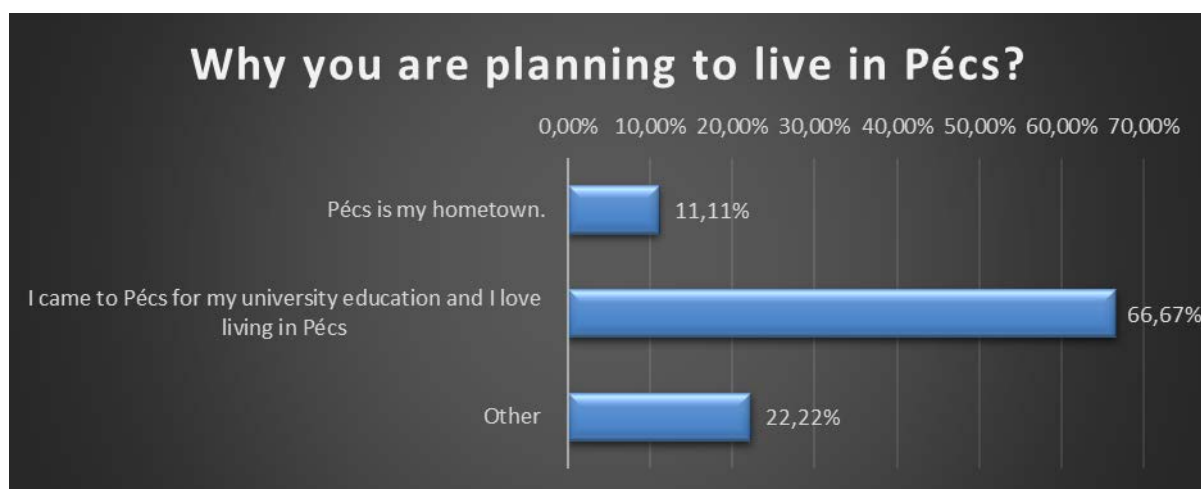
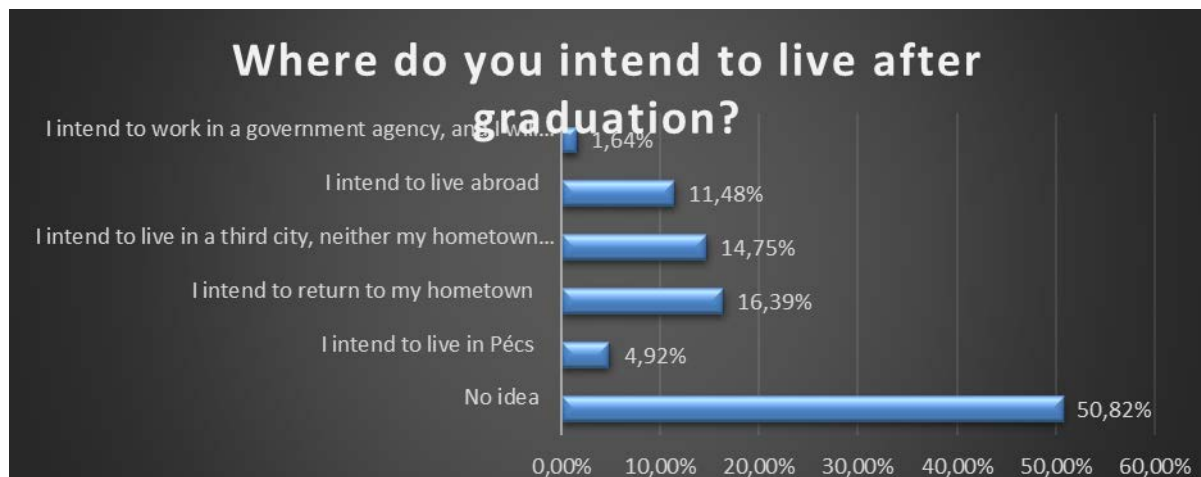
The purpose of the surveys was to measure the contribution of the university to the city, of the city to the university, and the city-university interaction. Since the data collected would form the basis of the cultural strategy and cultural policies, the surveys were conducted among the students of the Faculty of Fine Arts of Kütahya Dumlupınar University.

The most significant contribution of the universities to the cities is that they attract qualified migration. In developed cities, those who come to the city for university education also stay there to spend the rest of their lives. In this respect, the surveyed were asked in which city they planned to live after they complete their university education. The results showed that those who said they planned to live in Kütahya were actually from Kütahya. In other words, there was nobody among the surveyed who planned to live in Kütahya for the education offered by Kütahya Dumlupınar University.





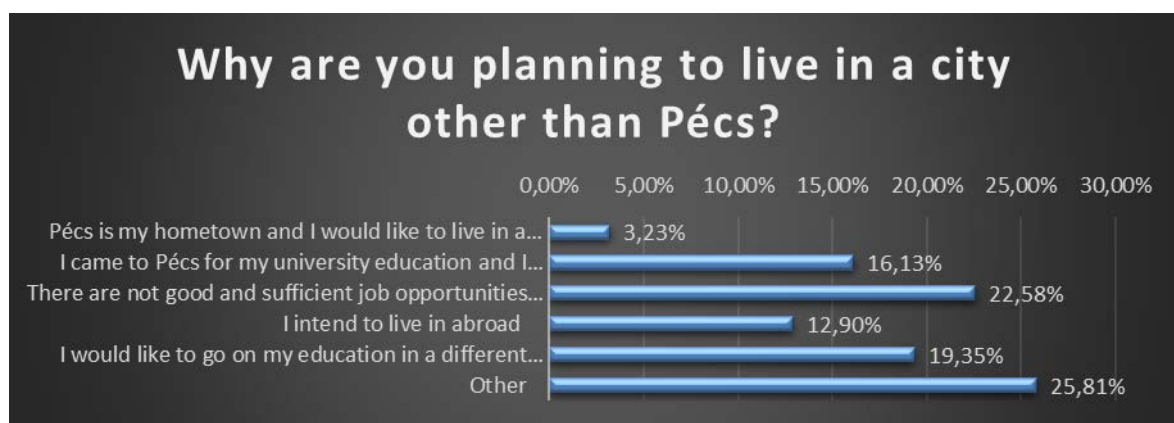
In the case of Pécs University, on the other hand, the university seems to have a tendency to attract qualified migration to the city.



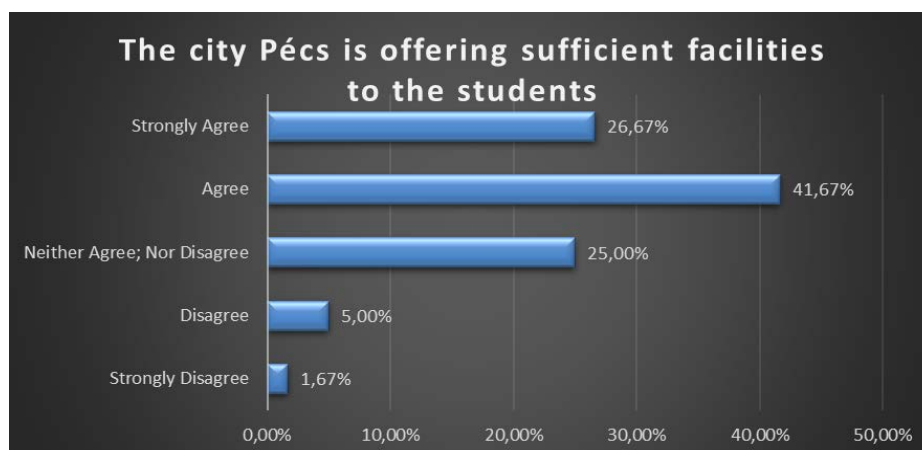
The students, who planned to live in a city other than their city of university, were asked what was the reason of their preference. The answer to this question is a significant indicator of the very weak city-university interaction in Kütahya. Among the surveyed in Kütahya, 41.66% said they came to Kütahya for university education and they did not like to live in this city, while the same rate was 16.13% for Pécs. In-depth interviews and focus group studies show that the industrial businessmen in Kütahya had difficulties in finding qualified personnel and that there was a wide community who lived in Eskişehir and worked in Kütahya. While Kütahya is the city with the biggest organized

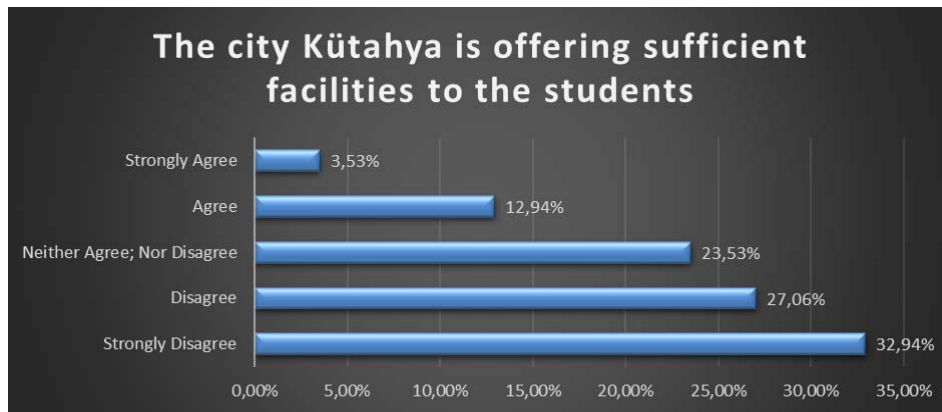
industry in the region, 38.33% of the surveyed said, “I do not think Kütahya has sufficient employment opportunities” as a reason why they did not plan to live in Kütahya.

In the case of Pécs, the reasons differed. Among the surveyed, 22.5% said Pécs did not have sufficient employment opportunities, a statement which was also confirmed by in-depth interviews and focus group studies. Thus, there is no inconsistency between the students’ perception and the reality of the city.



The students were asked if the city offered sufficient facilities to students. In its promotional documents, Pécs is defined as a student-friendly city, which is confirmed by findings. Among the students, 68.34% said they agreed or strongly agreed that the city offered sufficient facilities to students. In Kütahya, in turn, 60% said they disagreed or strongly disagreed with the statement.

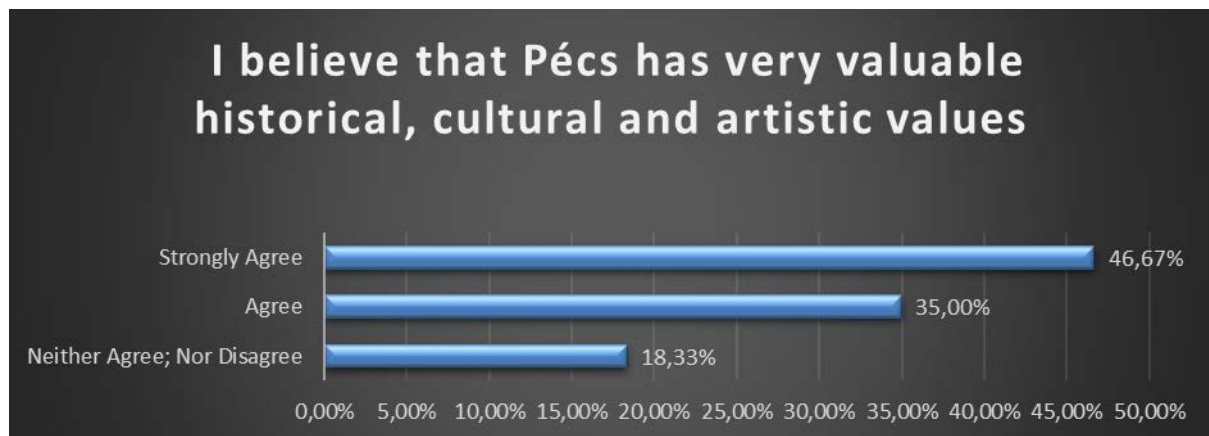




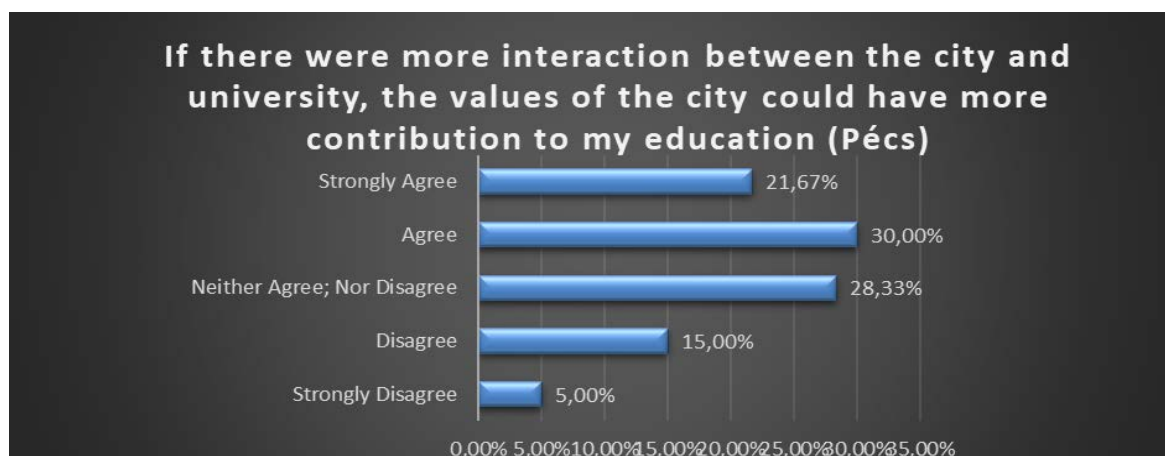
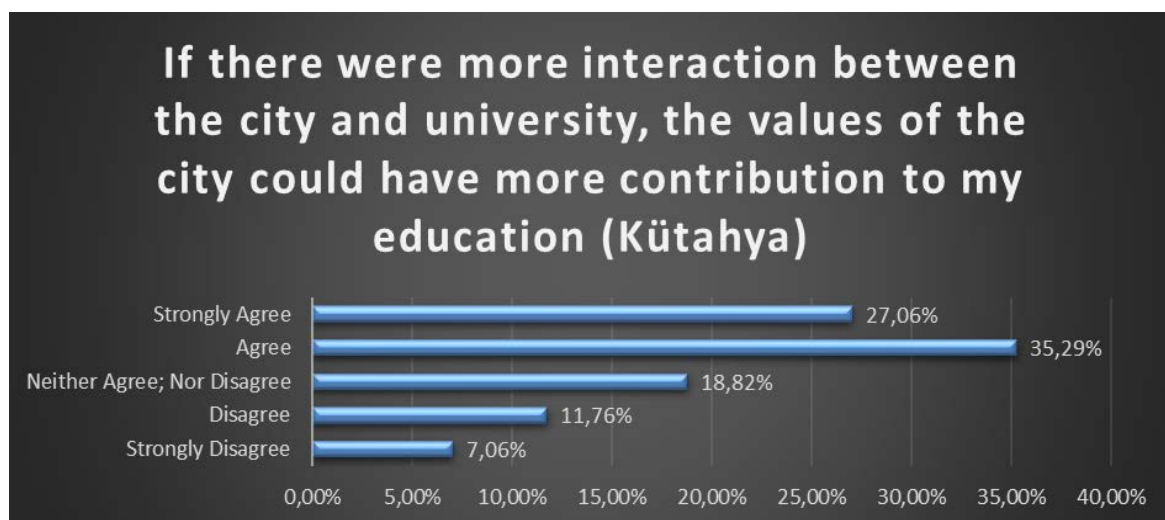
Since fine arts faculties include departments that are deeply related with the cultural heritage of the cities, the survey was conducted among the students of fine arts faculties of both universities. The results of the surveys suggest that Kütahya Dumlupınar University is weaker than Pécs University in terms of transmitting the cultural heritage of the city to the students. Regarding the statement, “I believe in that Kütahya has very valuable historical, cultural and artistic values”, 34.12% of the students said they neither agreed nor disagreed and 28.23% said disagreed and strongly disagreed. The rate of those who said they agreed or strongly agreed is 37.64% in total. During the in-depth interviews and focus group studies, the participants often said, “Kütahya is like a treasure chest whose cap has not been opened yet”. The results of the survey seem to confirm this statement. The students of the fine arts faculty are the primary group among the city residents who should learn the history and cultural values of the city, whereas it seems that even these students have a very low level of awareness of the city.



The city of Pécs and its university, in turn, have a very successful profile. Among the students of Pécs University, 81.67% said they agreed or strongly agreed with the statement, “I believe that Pécs has very valuable historical, cultural and artistic values”, whereas only 18.33% said they neither agreed nor disagreed. The choices “disagree” or “strongly disagree” were not selected by anyone.

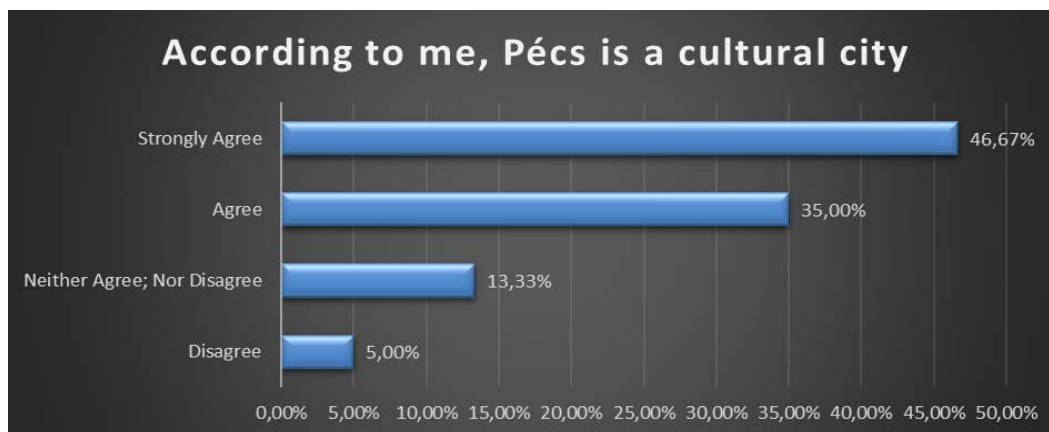
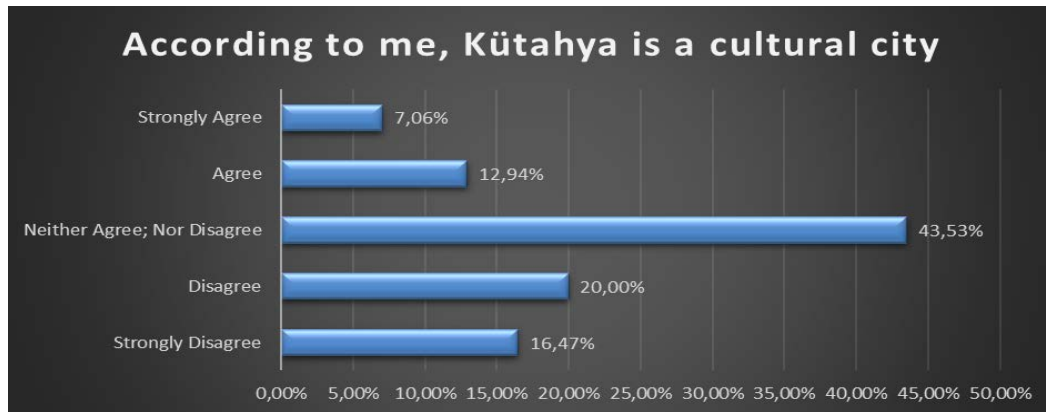


Although the students of Kütahya Dumlupinar University have low level of awareness of the cultural values of Kütahya, it is interesting that they mostly agreed with the statement, “If there were more interaction between the city and university, the values of the city could have more contribution to my education”. 62.35% of the students of Kütahya Dumlupinar University and 51.67% of Pécs University said they agreed with the statement. It is clear that the students of both universities believe that there should be a stronger interaction between the city and the university.

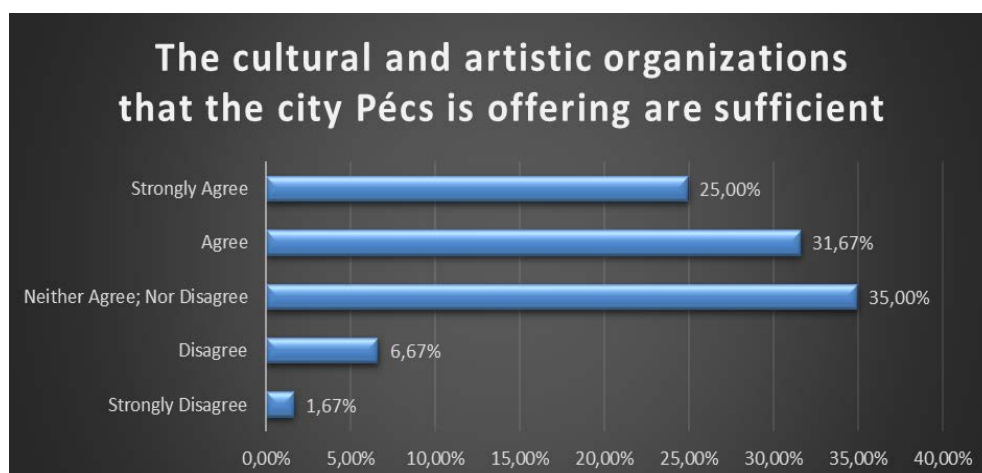


Both cities define themselves as cultural cities. Since the students of fine arts faculties constitute the most important group that can appreciate a city as a cultural city, their answers to this question

should be taken into consideration. The low level of interaction between Kütahya and its university is also clear in this question. In Pécs University, 81.67% of the students said they agreed or strongly agreed with the statement, “According to me, Pécs is a cultural city” while in Kütahya Dumlupınar University, only 20% of the students said they agreed or strongly agreed that Kütahya is a cultural city.

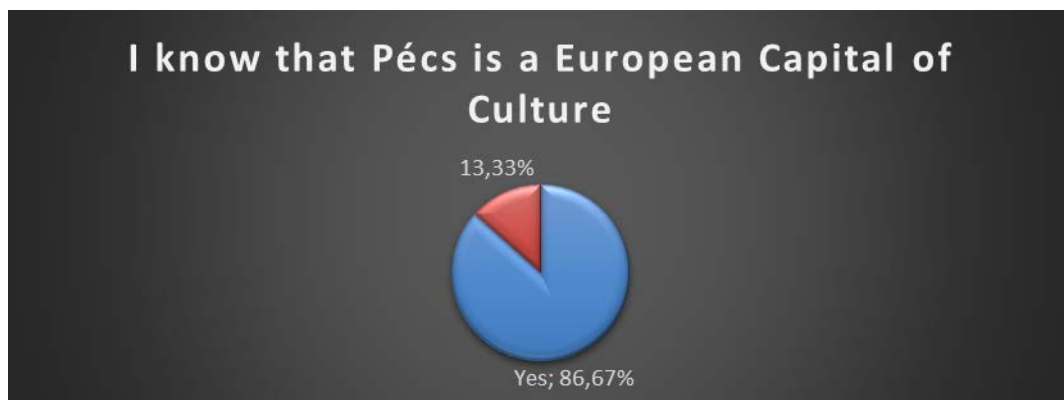


Cultural and artistic organizations have a vital role in university students’ interaction with the city and they are also prerequisites of being a cultural city. The students were asked to assess the cultural and artistic organizations offered by the cities. The answers to the question are in parallel with the answers to the question on the cultural city. 61.7% of the students of Kütahya Dumlupınar University said they did not find sufficient the cultural and artistic organizations offered by Kütahya whereas 56.67 of the students of Pécs University said they found sufficient the organizations offered by Pécs.

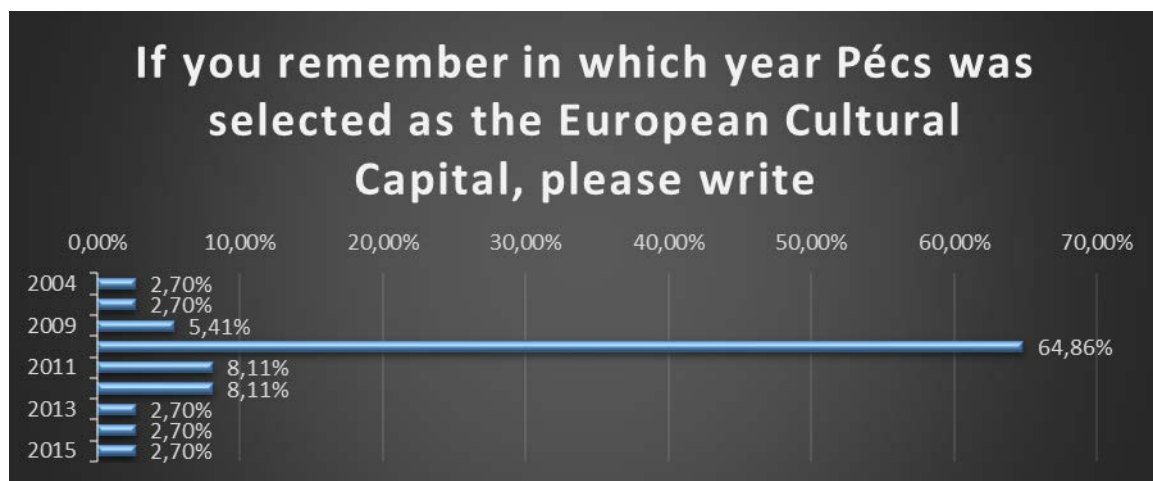




The city of Pécs, which successfully implemented the European Capital of Culture program in 2010, ensured that the majority of the residents embraced the program. During the qualitative data collection process, the representatives of the city government said, *“we did physical improvements not only at the center of the city but also at the periphery of the city to ensure that every citizen oto be involved to EU Capital city program”*. The in-depth interviews suggest that in 2010 even children of age 9-10 felt the transformation in the city. The success of Pécs in the program was also reflected to the results of the survey.



In the survey, 86.67% of the students in Pécs said they knew Pécs was a European Capital of Culture. In the next question, the surveyed were asked whether they knew the year and 64.86% gave the correct answer.



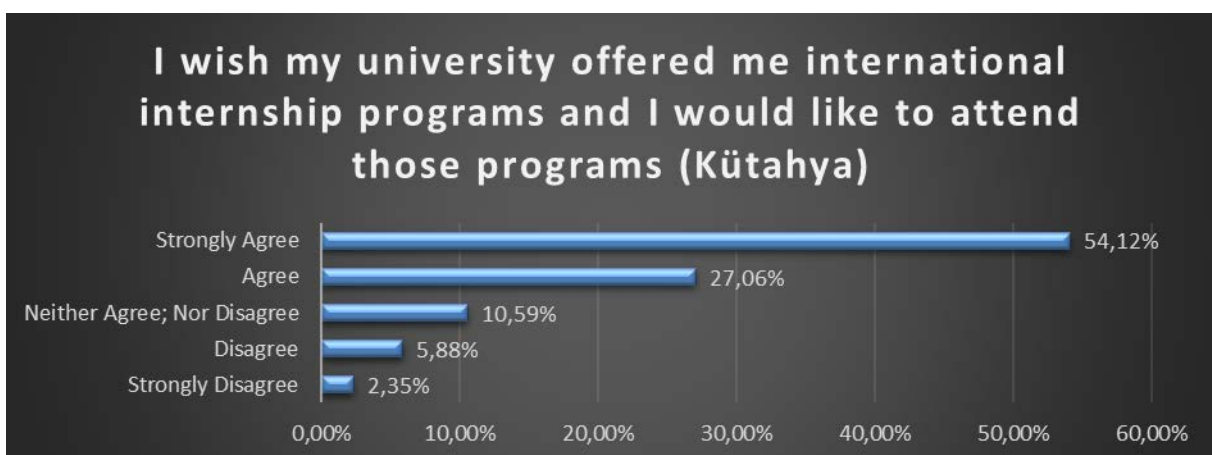
It was only two years ago that Kütahya became a member of the UNESCO Creative Cities Network. Since these two years have passed with preparative work, little could be done for UNESCO visibility. This was also confirmed by all representatives of the city government. At this phase it may be considered normal that the residents of Kütahya are not aware of the fact that Kütahya became a member of the creative cultural network. However, the Faculty of Fine Arts should be a party to the UNESCO process, not a beneficiary. This is because, it is expected that the new generation that should be involved in cultural production in the city should be raised at the university too. In this respect, the results of the surveys clearly show that the Faculty of Fine Arts of Dumlupınar University has not sufficiently been involved in the process.

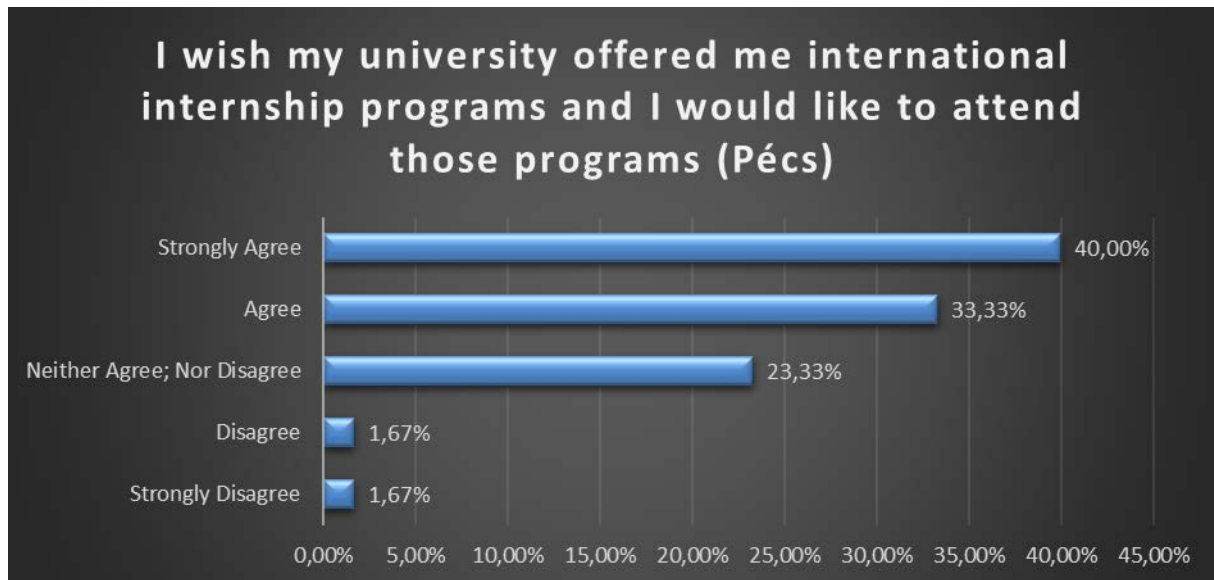


80.72% of the surveyed said they **did not know** that Kütahya was a member of the UNESCO Creative Cultural Cities Network. And among those who knew that Kütahya became a member of the UCCN, only 50% knew in which field the city became a member of the network. In other words, even among the students who knew that the city participated in the UCCN, there is a low level of awareness.

In consideration of the fact the participants of the survey are among the ones who should be involved in the cultural production process of the city, the university should be involved in the UNESCO process.

The students of both universities wish that their universities offered them more international internship programs and that they would like to attend those programs. Both cities have similar cultural values and both have infrastructures to offer mutual internship programs especially for students of fine arts faculties. It is recommended that Kütahya and Pécs consider these requests as an opportunity to use in the town twinning program.





This responsibility may be shared by the university, chambers of commerce, and cultural and arts associations in order to respond to the demands of the students. It is an important opportunity for the two cities that the students are eager in this sense. However, a successful program requires involvement of more than one parties in the process.

The answers to the question above suggest that the city government and the university management should be in further collaboration.

III. SITUATION ANALYSES

III.1 Situation Analysis of Kütahya

UNESCO is the United Nations Educational, Scientific and Cultural Organization. The organization seeks to build peace through international cooperation in scientific and cultural spheres. UNESCO's programs contribute to the achievement of the "Sustainable Development Goals" defined in Agenda 2030 adopted by the UN General Assembly in 2015. In this respect, UNESCO develops educational tools to help people live as global citizens, free of hate and intolerance, and works so that every child and citizen has access to quality education. UNESCO strengthens bonds among countries by promoting cultural heritage and the equal dignity of all cultures, and fosters scientific programs and policies as platforms for development and cooperation.

The UNESCO Creative Cities Network (UCCN) is an initiative created by UNESCO in 2004 to bring together cities with different income levels, capacities and populations from different regions to work on creative industries. The Creative Cities Network, currently made up of 180 cities from 72 countries, was shaped around seven themes, which may be selected according to the creative industrial sector choices of the cities. These themes are Literature, Film, Music, Crafts and Folk Art, Design, Gastronomy, and Media Arts.

The UNESCO Creative Cities Network aims to:

- ✓ Strengthen international cooperation between cities that have recognized creativity as a strategic factor of their sustainable development,
- ✓ Stimulate and enhance initiatives led by member cities to make creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society,
- ✓ Strengthen the creation, production, distribution and dissemination of cultural activities, goods and services,
- ✓ Develop hubs of creativity and innovation and broaden opportunities for creators and professionals in the cultural sector,
- ✓ Improve access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals,
- ✓ Fully integrate culture and creativity into local development strategies and plans.

Declared among the new members of the UNESCO Creative Cities Network on October 31st, 2017, Kütahya is the only Turkish city that joined the Creative City Network in the field of "Crafts and Folk Art". Thus, Kütahya became one of the 180 cities in the world that were recognized as creative cities by the UNESCO. With the addition of Gaziantep, Istanbul and Hatay in different categories, the number of creative cities in Turkey has increased to four. Thus, with the significant contribution of Kütahya, Turkey has become one of the most successful countries in the UNESCO Creative Cities Network.

Thanks to the efforts since the earlier days of 2016 under the coordination of Kütahya Municipality and Zafer Development Agency and in collaboration with all relevant institutions and organizations, Kütahya succeeded to join the UNESCO Creative Cities Network on its first application. In the

Network, the city of Kütahya is represented by Kütahya Municipality. Zafer Development Agency, the co-applicant alongside Kütahya Municipality and the coordinator of the application process, acts as the Executive Body and the UNESCO Official Contact Point.

During the application process, a significant interaction has been created among all city actors involved in crafts and folk arts. Such interaction was also reflected in the activities aimed to raise awareness on national and international platforms. In this regard, workshops and meetings were organized at local level, relevant actors were visited at national level, and several cities (Sasayama, Kanazawa, Santa Fe, Icheon) were visited in the Network. The International Conference on “Protection of Çini Art and Cultural Heritage in Kütahya” organized in Paris was among the prominent activities of the application process.

Membership to the Creative Cities Network confirms that with its handicrafts, culture, music, people, non-governmental organizations, educational organizations, and administration - in short, with its lifestyle - Kütahya is a city of arts and crafts based on creativity. Kütahya played a significant role in the inscription of the traditional craftsmanship of çini-making on the UNESCO List of Intangible Cultural Heritage in 2016. Thus, it would not be wrong to denominate Kütahya as “the capital of çini of the world”. However, it is not only the world famous çini but also other crafts and folk arts of the city that make Kütahya a UNESCO Creative City.

The membership aims to,

- ✓ Promote branding and increase the value-added in handicrafts in Kütahya,
- ✓ Create, market and promote the brand of çini of Kütahya,
- ✓ Revitalize the tourism sector, increase the number of tourists, and diversify the tourism potential,
- ✓ Create multiplier and catalyst effect to complement other projects and work done and planned in the city,
- ✓ Enhance national and international reputation and recognition of the city, and promote cooperation with national and international actors,
- ✓ Boost recognition and export potential of çini masters and producers in Kütahya,
- ✓ Transform the city into a brand city.

III.1.1 History of Kütahya

Located in the West Central Anatolia Section of the Aegean Region, Kütahya hosted Hittites, Phrygians, Romans, Byzantines, Seljuks, Germiyanids, and Ottomans before reaching the Republic of Turkey.

There have not been a high number of systematic excavations and surveys in Kütahya and its vicinity. Clive Foss from the British Institute of Archaeology researched the Kütahya Castle, Epigraphist Thomas Drew Bear researched the Inscriptions, David French researched the Roman Roads and Milestones, Assoc. Prof. Dr. Turan Efe researched the mounds and tumuli in Ancient Settlements. The systematic excavations and studies initiated by the German Archaeological Institute in the Ancient City of Aizanoi have been going on since 1970. More than one hundred mounds, tumuli, and ancient settlements have been discovered and documented in examinations and surveys conducted by

museum experts within the provincial boundaries of Kütahya, and salvage excavations yielded important archaeological materials which illuminated the history of the city. Multiple artifacts dating back to the Old Bronze Period were obtained in salvage excavations at the Seyitömer Mound in Kütahya, which are exhibited in a separate hall of the Kütahya Archaeological Museum. Excavations conducted in Ağızören Village in 2000 revealed significant archaeological materials in the necropolis area of the Hittite settlement. The most important center in Kütahya which yielded collective findings dating back to the Old Bronze Period includes the Tavşanlı Tunçbilek, Boyalık, and Gevence sites which were discovered during coal extraction in 1977. The Old Bronze finds, which illuminate the settlement history of the city, were obtained in Seyitömer, Tavşanlı - Kayı Village, Altıntaş - Üçhöyük, Domaniç - Elmalı, Simav, Emet, and Çavdarhisar. The finds recovered here are typical examples of Troy pottery found in all Western Anatolia except for Bithynia. The discovery of decorated vessels of the Yortan culture specific to Balıkesir and Bursa region in addition to beaked, tripod vessels, and depas-type mugs, indicates that this culture was present in the north of Kütahya.

The oldest known people settled in the lands within the borders of today's Kütahya province are the Hittites. Nevertheless, the archaeological finds in the surrounding area date the settlement history of the province to much earlier ages. Although there is no definite date for the establishment of Kütahya, it could be said that it was founded around mid-2000 BC based on the annuals of Tudhaliya IV (1256–1220 BC) on the history of Assuwa. Kütahya was located to the east of Assuwa and to the west of the Hittite State borders during the Hittite Period. According to the Antiquity division, the eastern half of the province was in Phrygia and the western half was in Mysia. At that time, many cities in Western Anatolia, which were outside the political influence of the Hittites, were organized as confederations. The Assuwa Confederation in northwestern Anatolia is one of them, and the territories to the west of Kütahya were part of this confederation. The northern parts of the province, on the other hand, remained under Hittites' area of interest and influence due to the rich silver deposits and the developed trade routes and, therefore, were frequently attacked.

Towards the end of the Hittite Empire Period, the Assyrians captured the copper deposits in the parts controlled by the Assuwa Federation, which led to increased Hittites interest in Kütahya. At this time, the ruler of Assuwa was Sum Dlama, and the Hittites were led by Tudhaliya IV (1256–1220 BC). The annuals of Tudhaliya IV indicate that the Hittites destroyed the land of Assuwa, captured the king and his son Kukkulis, and took them to Hattusa.

The Phrygians, who passed from Thrace to Anatolia in large waves in 1200s BC, ended the Hittite rule in the region and settled in a wide area extending to Kızılırmak in the east and Burdur Lake in the southwest. As a result of the new tribes coming to Bursa and Balıkesir forced the new tribes to move to the east, and the western parts of Kütahya remained within the borders of Mysia. Bithyni and Thyni, the branches of Phrygians, seem to have settled south to Kütahya, around Bilecik and Sakarya. As the more crowded tribes of the Phrygians settled in the triangle between Afyon, Eskişehir, and Kütahya, the eastern part of Kütahya was called Epictetian Phrygia. The Phrygians spread to the south of Kütahya, Temnos (Şaphane) and Dindimos (Murat) Mountains and became stronger as they mixed with the local Hittites. They expanded their cultural influence area and reached the Euphrates in the east and the Aegean Sea in the west. It is seen that the Phrygians, organized as a state in the 8th century BC, developed as a peaceful society, engaged in agriculture and animal husbandry, developed their own architectural style with rock tombs and worship venues, advanced in mining

and weaving, and produced new musical instruments. Ancient sources refer to Kütahya as the birthplace of the famous fable writer Aesop.

Aesop's Fable Island

The most well-known fables of Aesop, who was a Phrygian villager, such as “the Ant and the Grasshopper”, “the Fox and the Grapes”, “the Fox and the Crow”, “the Farmer and His Sons”, “the Farmer and His Daughters”, “the Hare and the Tortoise”, “the Two Frogs”, “the Shepherd Boy and the Wolf”, “the Old Lion and the Fox”, “the Town Mouse and the Country Mouse”, “the Fox and the Hare”, “the Eagle and the Farmer” will be animated within an architectural framework true to its original and take children back to 2600 years ago.

The forms of the structures of the Phrygian period, in which Aesop lived, have been researched and the works for the Fable Island have started on 17 acres. The clothes, daily items, architectural structures including interiors, hair and beard styles, musical and agricultural tools of the Period have been designed and built true to the original. Illustrations will be drawn by Adem Dönmez, an expert from the Department of Graphics, the Faculty of Fine Arts, Dumlupınar University, human and animal models will be made by sculptor Mustafa Kemal Altınsoy. Aesop's Fable Island will be animated with 13 works of Aesop, the world-famous fable writer, Phrygian houses with pumpkin and mushroom figures, castles, windmills, and animal models.

In 676 BC, the Cimmerians who entered Anatolia through the Caucasus defeated Midas III, the King of Phrygia, and seized Kütahya and its surroundings. In 607 BC, Alyattes, the King of Lydia, put an end to the Cimmerian rule. The Royal Road starting from Ephesus, passing through the capital Sardis, Uşak and Kütahya, and connecting the Aegean Sea and the east side of the Kızılırmak River was built in during the Lydian Period. The famous king of the Persians, Kyros II, who grew strong in the East and invaded Anatolia up to the Marmara Sea, erased the Lydians from history in 546 BC and connected Kütahya to Dinar, the center of the Phrygian Satrap.

Alexander the Macedonian won the war around the Biga Stream in 334 BC with the weakening of the Persian rule and established his dominance in the region. After Alexander's death in 324 BC, Antigonas, one of the commanders of Alexander, captured Kütahya and its surroundings. After the turmoil in the region at the beginning of the 3rd century BC, the Pergamon Kingdom became dominant and Kütahya was included in the borders of the Asian Province of Rome in 133 BC.

At the time of Kütahya's coming under Roman rule, there were small city states in the region. These include Kotiaeiön in Kütahya, Cadi in Gediz, Synaus in Simav, Tiberiopolis in Emet, Ancyra in Simav Boğazköy, Soa in Altıntaş and Aizanoi in Çavdarhisar. These city states were ruled by governors called Claudius. A portion of the tax collected would be sent to the center and the rest would be spent on the reconstruction of the city. The Temple of Zeus in Aizanoi, the largest city of the period with a population of 120,000, was built with land taxes collected during the reign of Emperor Hadrian (117-138 AD).

The Temple of Zeus in Aizanoi: Zeus, the Father of Gods, and Kybele, the Mother Goddess

The Temple of Zeus in Aizanoi is one of the most well-preserved temples from the Roman Era in Anatolia. Thanks to Roman Emperor Hadrian's letter scripted on the walls of the Temple relating to the recovery of unpaid rents of sacred lands for the construction of the Temple, it was revealed that the Temple was built in the second quarter of the 2nd century.

The temple has a pseudo-dipteral structure with eight Ionic columns at the short ends and fifteen along the long sides, and possesses unique properties compared to its counterparts in Anatolia. The underground part of the building is believed to have been dedicated to Cybele, the Mother Goddess of Anatolia, which separates it from other temples. A relief depicting Zeus in the pediment, a figurine of Kybele made of terracotta found in the excavations, a depiction of Kybele in the acroter, and an inscription mentioning both Zeus and Kybele together suggest that the Temple may have been dedicated to both deities.

The city has a stock exchange building, which was built in 302. There are price lists in Latin on the walls of the stock exchange. These lists were put in order to prevent price fluctuations. The world's first and only stadium/theater combination is also one of the city's unique aspects. The construction of this structure started in 160 AD and completed in 300 AD. The box of honor set up in a way that the sun would not blind the spectators and the Wall of Honor with the names of the winners of the Olympic Games are unique world heritages.

After the division of the Roman Empire into two eastern and western halves in 395 AD, Kütahya remained in the boundaries of the Eastern Roman (Byzantine) Empire. An important episcopal center, Kütahya rapidly developed during this period and became a sheltered city with the castles built around the city. The Temple of Zeus was turned into a church and many other churches were built in and around the city.

The Byzantine Emperor Romanos Diogenes, who was defeated by Alparslan in the Battle of Manzikert in 1071, was brought to the Kütahya Castle, where he was punished by blinding. After capturing İznik in 1075, Suleiman ibn Qutulmish, the founder of the Anatolian Seljuk Sultanate, organized raids to Kütahya and its vicinity and conquered the city in 1078. Captured by the Byzantine Empire in 1097 with the help of the Crusaders, Kütahya was recaptured by the Seljuks in 1182. When Kilij Arslan II split the sultanate among his 11 in 1186, Kaykhusraw I gained the control of Kütahya. The city was recaptured by the Byzantine Empire due to conflicts and fights between brothers, and conquered once again by Kayqubad I in 1233. The Hıdırlık Masjid, the Yoncalı Bath, the Yoncalı Mosque, the Balıklı Mosque, and the Balıklı Madrasa in Kütahya were built during the Seljuk Era. The Germiyanids, who came to Anatolia in 1230 during the reign of Kayqubad I, settled in the Malatya region and helped the Seljuks during the Baba Ishaq rebellion in 1240. The increasing pressure from the Mongols after the defeat of Köseadağ in 1243 forced the Germiyanids to move to Kütahya in 1260.

The Germiyanids rapidly gained power after the fall of the Anatolian Seljuk Sultanate in 1277 and the Germiyanid Principality became the most prominent principality in Western Anatolia. Alishir is known to be their first leader. Yakup I, the son of Alishir, declared independence in 1300 and Kütahya became the capital of the principality. The Germiyanid Principality continued its development during

the reign of Mehmed I, who succeeded Yakup I in 1327, and in 1361, Suleiman of Germiyanid was enthroned. Suleiman of Germiyanid offered his daughter's hand in marriage to the Ottoman Sultan Bayezid I, the son of Murad I, and gifted Kütahya, Simav, Emet, and Tavşanlı as dowry in 1381. Bayezid I served as the governor of Kütahya until 1389. Suleiman of Germiyanid receded to Kula, where he died in 1388, and succeeded by his son Yakup II. The Germiyanid Principality joined the Ottomans in 1429 upon the will of Yakup II. The Germiyanid works in Kütahya include the İmaret Social Complex commissioned by Yakup II, which serves as the Çini Museum today, the Vacidiye Madrasa, which is now used as the Archeology Museum, and the İshak Fakih Mosque and Madrasa. The construction of the Ulu Mosque started during the governorship of Bayezid I in Germiyanid Era and completed in the 15th century during the reign of Musa Çelebi.

Kütahya Archeology Museum

The Kütahya Archeology Museum is located in the Vacidiye Madrasa commissioned by Umur Bin Savcı, a Germiyanid ruler, in 1314. It is located next to the Ulu Mosque. It was opened for visitors in 1965. The portal of the structure constructed using face stones reflects the characteristics of the Seljuk art. The doors of the building are dome shaped and there are nine small chambers connected to the central area.

Cultural and natural artifacts from the Late Miocene, Paleolithic, Chalcolithic, Bronze Age, Hittite, Phrygian, Hellenistic, Roman, Byzantine, Seljuk, and Ottoman Periods are exhibited in the Museum.

Rare examples of cultural artifacts from the excavations in the Ancient City of Aizanoi in Çavdarhisar, the excavations in the Seyitömer Lignite Pits, and the salvage excavations by the Directorate of Museum can be seen in the Museum.

Left to the Ottomans in 1429 upon the will of Yakup II, Kütahya became a Sanjak center in this period. Kütahya became the center of the Province of Anatolia in 1451, and declared a governorship by Şehzade Bayezid (1542-1558) and Selim II (1558-1566), the sons of Suleiman the Magnificent. The Şahkulu Rebellion, which broke out in 1511 as a result of Safavid intervention in Anatolia, reached up to Kütahya. The occupation of Kütahya by İbrahim Pasha, the son of Muhammad Ali Pasha of Egypt, in 1883 and the Convention of Kütahya signed in the same year are the significant events of the period. Kütahya was furnished with beautiful examples of the Ottoman architecture including fountains, bridges, mosques, madrasas, inns, and baths. The art of çini art, which was passed down by the Seljuks, reached its peak during this period. The Agreement of Teacup Makers, signed on 13 July 1766 in Kütahya, is the first collective bargaining agreement executed under the supervision of a state in the world history.

Lajos Kossuth, the leader of the Hungarian independence movement, took refuge in the Ottoman Empire in 1849 and hosted in Kütahya in 1850-1851 together with 56 Hungarian refugees. The house where Lajos Kossuth was hosted opened for visitors as a museum in 1982.

Hungarian House

The house is a 18th century Turkish house located on the Macar (Hungarian) Street. It is known as the Hungarian House. Lajos Kossuth (1802-1894), one of the leaders of the Hungarian independence movement stayed in this house with his family and 56 Hungarian refugees and the Hungarian Constitution was drafted here. The two-floor and 7-room wooden house located in a yard was restored by the Ministry of Culture and opened for visitors on 19 September 1982 in commemoration of Lajos Kossuth. The belongings of Lajos Kossuth and ethnographic artifacts from the classical Turkish house are exhibited in the museum. Also, Lajos Kossuth prepared a grammar book of Bulgarian's Shumen dialect in this house.

The house located in a yard has two floors, seven rooms, and no windows seeing the street. It is one of the examples of the civil architecture of Kütahya and the first floor is the portion of a house reserved for men. This part consists of a dining room, a bedroom, a kids' room, and a study. The rooms are furnished with domestic closets, alcoves, cupboards, fire places, shelves, and sofas. The museum also has objects reflecting the Hungarian culture. The musical instruments, the tobacco shredder, and the tobacco box belonging to Lajos Kossuth as well as a Turkish grammar book written by him are exhibited in the museum. The items exhibited in the museum also include a piano belonging to Lajos Kossuth from the 18th century, Hungarian porcelain dinnerware, and old photos of Budapest.

It was decided to found a Turkish House in the city of Pécs, Hungary, within the framework of the bilateral discussions, which is considered as an important output of the Project.

Kütahya became one of the sanjak centers of the Hüdavendigâr Province in 1867 and has a very significant place in Turkish War of Independence. The most important stage of the independence struggle for the foundation of the Turkish Republic occurred within the boundaries of Kütahya.

III.1.2 Economy of Kütahya

Examining its history, Kütahya seems to be an important center of trade. Aizanoi coins date back to 1st and 2nd century BC. Residents engaged in cereal cultivation, wine making, and wool production during the Roman Era. Mining, which has a significant influence in the economy of the city today as well, played an important role in the economic history of the city.

THE FIRST STOCK EXCHANGE OF THE WORLD

The first Stock Exchange of the world is located in the ancient city of Aizanoi. The building has a circular shape and the exterior walls are inscribed with a copy of the price edict of Diocletian, dating to 301, an attempt to limit inflation. This edict demonstrates the prices of all goods sold in the markets of the Empire. For example, a strong slave equals to the price of two donkey, 30,000 Denarii, while one horse equals to the price of three slaves.

Kütahya's economy mainly depends on agriculture. 70% of the population is engaged in agriculture, animal husbandry, forestry, hunting, and fishing. 30% of the gross product comes from agriculture. Wheat, barley, corn, legumes (chickpeas, beans, and vetch), sugar beet, hemp fiber, and hemp seeds

are planted in the fertile plains. Vegetable and fruit cultivation are also very developed. Animal husbandry and forestry are the other areas which the population engages in.

About 20% of the population is engaged in mining, manufacturing, and construction. Kütahya has very high mining potential. 5% of the population works in mines. The main mineral deposits are lignite, chromium, silver, barium, boracite, magnesite, antimony, cobalt, mercury, asbestos, boron, iron, lead, manganese, and marble. Tunçbilek and Seyitömer Thermal Power Plants and Kayaköy Hydroelectric Power Plant are among the important facilities of Kütahya. The plants provide energy for the industry of Kütahya. 90% of the villages have electricity.

Similar to many other Anatolian cities, Kütahya has been losing its agricultural characteristics. The manufacturing industry of the city has been developing rapidly in recent years. The number of workplaces employing more than 10 individuals is close to 100. The number of workplaces employing less than 10 individuals is about 1200.

Significant industrial organizations include Sümerbank Brick and Çini Factory, Kütahya Porcelain Factory, Emet Colemanite Factory, Gediz Yarn and Textile Factory (GİMAŞ), Simav Chipboard and Plywood Factory (SUNTAŞ), chipboard and veneer factories in Tavşanlı, 11 brick and çini factories, çini factories and workshops, a large factory producing çini sludge, flour factories, canning factories, food and weaving factories, Simav Carpet and Carpet Yarn Factory.

III.1.2.1 Çini art

Çini art is a handicraft which involves shaping and baking clay to make objects such as pots, plates, vases, jugs, etc. Çini art also involves decorating porcelain and ceramic objects with colorful patterns and motifs. The history of the Turkish çini art dates back to the period of Karakhanids, one of the first Muslim Turkish states. This indicates that the art of çini art has a history of more than a thousand years. Great Seljuks and Anatolian Seljuks used çini frequently in their architectural decorations. After the collapse of the Anatolian Seljuk Sultanate, a new era of çini art began with the foundation of the Ottoman Empire.

Çini art, which has become the symbol of and introduced Kütahya to the world, is not only an important art, but also a means of livelihood in Kütahya. Ceramic art, which dates back to the time of Phrygians, continuously developed throughout the years, and objects were made using red clay until the second half of the 14th century. The motifs and colors used in Kütahya are similar to those used in İznik. The initial examples involve colors such as cobalt blue, manganese purple, turquoise, and black. In Kütahya, colors are darker compared to İznik, which is similar to çini made during the time of Anatolian Seljuks. The transition from ceramics made of red clay to blue-white production in Kütahya goes back to the mid-15th century similar to İznik. A new, magnificent style started with the introduction of blue-white ceramics with hard clay instead of red clay. There is no detailed information about the state of çini art in Kütahya in the 16th and the 17th centuries.

Çini art reached its latest and brightest point in the second half of the 16th century with lively and bright colors. Evliya Çelebi, who is the son of a family from Kütahya as well, provides information about çini art in Kütahya in the 17th century: "Bowls and teacups and various mugs and pots as well as plates of Kütahya cannot be seen anywhere else." In the 18th century, in which çini art completely

disappeared in İznik, the workshops in Kütahya gathered momentum and developed a whole new and modern approach to ceramics using the free brush style. These ceramics including teacups, bowls, inkstands, pitchers, tankards, cups with or without handles, rose water flasks, oil lamps, jugs, censers, juicers, decorative knobs, and plates were made of hard white clay using the under glaze technique. They have a unique artistic character with ornaments applied by free and delicate brush techniques. The ornaments include tiny flowers, plant motifs, leaves, ivies, tear drops, and medallions in blue, red, yellow, purple, green, violet, and navy. Birds, fish, and people in local clothing were also used as figures.

Çini art was the most important commercial activity of its time. Although it is claim that the first collective bargaining agreement was signed in England in 1851, it is known to have been signed between employers and workers at çini workshops in Kütahya, which had 24 çini workshops at the time, in 1764.

- ✓ Assistant masters shall make 100 fine ceramic teacups for 40 coins.
- ✓ Masters shall make 100 fine ceramic teacups for 60 coins.
- ✓ Head Masters shall treat 150 teacups for 160 coins.
- ✓ 100 teacups or equivalent ceramic wares shall be glazed for 4 coins.
- ✓ If a master, assistant master, or worker gets ill, the costs shall be born by the employer.
- ✓ Those who violate this agreement and disturbs the order shall be fined and imprisoned.
- ✓ These items have been read in in front of the masters, assistant masters, workers, and employers, agreed and signed.

*This agreement was found by chance while sorting old documents in Kütahya Archeology Museum.

In the second half of the 18th century, the quality of Kütahya çini deteriorated in terms of colors, motifs, and shape. This deterioration went on for a long time. In 1905, the governor of Kütahya who commissioned the government building with çini ornaments, Fuat Pasha of Crete, sent a report the central government: "Kütahya had more than three hundred çini workshops three centuries ago. In 1795, the number of workshops went down to one hundred. The workshops of Hafız Emin and Hacı Minasyon Efendi were also closed around 1902." During World War II, çini art was once again revived in Kütahya due to need, and it is continuing to develop today.

"The Ceramic High School" was opened in addition to the Department of Tiling in the Industrial Vocational High School in Kütahya, which is a positive development. The art of çini art was not abandoned and kept alive even under the most difficult conditions. Kütahya is an inspiring city where world famous çini artists continue their lives.

PROMINENT ÇİNİ-PRODUCERS OF KÜTAHYA

MEHMET GÜRSOY

Born in 1950, Mehmet Gürsoy was specially trained by Prof. Dr. Muhsin Demironat of the Istanbul Academy of Fine Arts. He studied as a special student of Muhsin Demironat. Mehmet Gürsoy, who crowned his success with the Declared a Living Human Treasure by UNESCO for his success, Mehmet Gürsoy is a world-renowned artist who keeps the art of çini art, one of the longest standing heritages

of our culture, alive. Gürsoy's interest in çini began in 1975 at the teaching school in Kütahya. Mehmet Gürsoy tells the story of how he set out on his journey as follows: "As a result of my research, I realized that the patterns and colors of the past vanished during the seventeenth century. I asked myself, why should this historical art remain a thing of the past? And I set out to do it, believing that I could succeed." The difference between the çini he saw in the shop windows and the çini he saw in the books enhanced his interest. The artist performs all the production processes himself, from the drawing stage to the firing and painting stage, and recreates the original colors of the çini by preparing the colors he uses himself.

İSMAİL YİĞİT

Born in Kütahya in 1963, İsmail Yiğit graduated from the Ceramics Department, the Faculty of Fine Arts, Marmara University. In addition to his research on the 16th century pottery and ceramics in various collections and well-known museums, he studies the çini in mosques, tombs and complexes in cities such as Istanbul, Bursa, and Edirne. He established his own studio named Marmara Çini in 1990, in honor of the university that he graduated from. The artist, who also provides training for his apprentices and employees in his workshop where he serves the ceramics industry, undertakes an important mission in the transfer of the traditional art of çini art to future generations with the courses that he gives at Kütahya Dumlupınar University. İsmail Yiğit has held numerous exhibitions both in Turkey and abroad since 1994, and in addition to his exhibitions, he has performed çini restoration in many significant buildings.

HAMZA ÜSTÜNKAYA

Born in Kütahya in 1974, the artist is the son of Mehmet Üstünkaya, also known as Hamzaoğlu Hamza Mehmet, the master who trained many of the çini artists in Kütahya. He went into the profession as the apprentice of his father and was inspired by the most prominent designers of çini art in Kütahya. He took classes from Prof. Dr. Muhsin Demironat and Nezihe Bilgütay Derler in 1975 during the courses organized by the Koç Foundation. In that same year, holding a brush and applying his own designs for the first time, the artist took the third place in both plate and board categories following Hakkı Ermumcu, one of the most prominent artists of the time, and Ahmet Gürel, Ermumcu's master. Applying the relief decoration and sgraffito technique for the first time, Üstünkaya continues to make innovations in the art of çini in Kütahya. Hamza Üstünkaya, who was honored with the title of "Living Human Treasure" by UNESCO, is also an artist of the Ministry of Culture and Tourism.

SAİM KOLHAN

Saim Kolhan was born in Kütahya in 1962. After completing his primary and secondary education in Kütahya and Bursa, the artist was trained as an electrical technician in a private vocational school. He started to work in Atilla Kiperçil's workshop in 1984 and learned the art of ceramics. The artist decided to continue to work as a ceramist and opened "Elif Çini" with his niece. He established the İznik Çini art Workshop in 1987 together with Mehmet Gürsoy, Habib Bakılan, Atilla Kiperçil, and Abdülkadir Uçaroğlu. Their purpose was not to imitate İznik ceramics, but to apply this technique to new works. For many years, they produced countless works of art displayed in the International Museum of Folk Art and other art exhibitions around the world. When Abdullah Uçaroğlu left workshop to establish his own, Saim Kolhan became the manager. Saim Kolhan, too, left the

workshop in 1992 after training many çini producers to establish his own workshop. He developed a distinctive style with his unique brush technique and painting method and produced different ceramics using Turkish miniatures and illumination art, which had not been used before.

MEHMET YILDIRIM

Honored by a statue depicting him as the master working the wheel in Kütahya, Mehmet Yıldırım is known as “Mehmet the Legend” due to his ability to make çini while blindfolded, turn his wheel using his feet while shaping ceramics with his hands, and work incredibly fast. He also served as the Chairman of the Chamber of Çini producers, Photographers, and Handicrafts in Kütahya. The artist opened his first workshop with the name of Buhara Çini. While serving in the Turkish Army in Foça, İzmir in 1988, he met a Greek couple who were archaeologists. He used archaeological motifs such as amphoras and kantharos in his çini. Mehmet Yıldırım continues to promote Kütahya and the art of çini art by participating in many national and international exhibitions, festivals, and workshops. He was decorated as the world’s number one in the Islamic Arts, Crafts, and Creativity Festival and Congress held in Iran with full marks.

MEHMET KOÇER

Koçer was born in the Ağın district of Elazığ in 1951. He graduated from the Teaching School of Tunceli in 1969. After working as a primary school teacher for about 6 years, he completed the Painting Program of Ankara Gazi Institute of Education in 1977. He wrote his graduation thesis on Kütahya Çini and became acquainted with the art of çini art. The artist has been providing training since 1977 as well as producing çini motifs, designs, and infrastructure without interruption. He completed his undergraduate studies at Anadolu University. After working at various universities, he retired from Dumlupınar University and finished his career as an educator. During this period, he contributed to the establishment of Altın Çini and Ceramic Industry in 1982.

The artist prepared the Çini and Ceramic programs of the Ministry of National Education. He won his first award in the çini category in the competition organized by the Koç Foundation in 1984, won the first prize in board category and the second prize in the vase design category at the International Çini Symposium of 1986. He participated in symposiums and panels of different universities on Çini and Ceramics as a speaker. In addition to participating in many exhibitions in Turkey and abroad, he served as a jury member in many competitions.

The latest exhibitions of the artist include his personal exhibition titled “Our Tulips” consisting of 66 kinds of tulips prepared with the contribution of the Istanbul Metropolitan Municipality, a group exhibition held in Hoole, England between 23 July and 13 August 2011, and the group exhibition including five artists at the Inax Museum in Japan between November 2011 and March 2012, and the group exhibition titled “Selections from the Masters” held at Dumlupınar University in 2013.

He designed çini for many religious and civil architectural projects in Turkey and abroad. He participated in restoration works as well, which include the portico çini of Selimiye Mosque, the çini of Ankara Kocatepe Mosque, Buyukada Ferry Port, the Museum of Shahzades in Amasya, Al Alam Palace, Raghadan Palace, King Fahd Mosque, the Botanical Museum of Hatay, and interior and exterior çini of numerous hotels.

III.1.2.2 Porcelain

There are two major companies in Kütahya that manufacture porcelains. The first porcelain factory in Kütahya started its operations in 1970. The mastery exhibited in çini for centuries was transferred to porcelain. After the privatization in 1990, Kütahya Porselen overcame its financial and investment-related deficiencies, made great technical strides, and established an R&D unit. It continuously improved its quality and within 30 years, it reached a quality level which took Europe 300 years to achieve. It produces more than 100 forms as single products, at least two new collections for hotels, and nearly 1000 new designs. It specializes not only in porcelain production, but also in porcelain machinery production. Kütahya Porselen has the know-how required to build a turnkey porcelain factory. With the leap that started in 1990s, Kütahya Porselen now sells its products to customers in 52 countries. In addition to the EU countries with high quality expectations and purchasing power, Kütahya Porselen offers its products in giant markets such as the US, Canada, and Japan. It also works with major manufacturers and brands, and sells its products in chain stores and markets abroad such as Carrefour, IKEA, Auchan, El Corte Ingles, and Hyper Core. In Turkey, consumers can find the products of Kütahya Porcelain in 35 stores and at six thousand points. In addition to porcelain dinner sets, the company offers porcelain tableware and decorative objects and accessories with a customer-oriented approach.

Founded in 1989, Güral Porselen is one of the leading brands in Turkey's porcelain industry. It was incorporated into Kütahya Porcelain in 1990. Having operated under the same roof until 2004, Kütahya Porselen and Güral Porselen are now operating as two different companies. Manufacturing on an area of 275,000 m² including 75,000 m² of closed area, distributes its products to 200 dealers and 5 thousand sales points with its regional offices as well as offices in cities such as İstanbul, Kütahya, İzmir, Antalya, Ankara, Samsun, Gaziantep, and Muğla. It provides direct access to its products through its retail stores at 35 locations and offers different product groups through its concept stores. In addition to home-oriented products, Güral Porselen also manufactures products to meet the needs of the hotel and restaurant industries. It exports to 52 countries, mainly France, Italy, Spain, and Germany.

III.1.2.3 Hand Embroidery

Embroidery, which is a long-running tradition in Kütahya, reflects the skills and taste of women of the city. The hand towels, waistbands, kerchiefs, head scarves, money, tobacco and watch pouches exhibited in the Kütahya Museum are unique examples of embroidery. The pouches are embroidered with red, yellow, green, pink, and white. Various motifs are embroidered on various items such as head scarves, gaberdines, caftans, quilted turbans using gold and silver yarns. Today, this form of art is under the threat of extinction and needs to be revived.

III.1.2.4 Handicrafts

Handicrafts form an important part of Kütahya's rich culture. In addition to traditional handicrafts, there are also handicrafts unique to this region. Gediz-Saruhanlar Village is one of the rare places where wooden spoon carving is still performed in our country. Diamond point engraving, which is one of our ancestral arts, is still kept alive in Kütahya today. Chickpea-making and locksmithing are kept alive in Tavşanlı and wickerwork, rope-making, and felting are kept alive in Simav only.

III.1.2.5 Needle Lace

Laces formed by treating threads in different colors create a poem of color and shape. Laces are embroidered to the edges of head scarves and ornament the heads of local women. Laces have various names according to their pattern (Dawn Star, Lady's Lash, Red Sateen, Roof Tile, Nest of the Love-Crazed, Little Lady, Assembly Established, Cimcik Lace, Hollyhock, Silver Neck, Gentle Beauty, Yahya Pasha) and most of these names have various meanings. There are more than 300 types of needle lace patterns known and used by women and girls in Kütahya and this number increases day by day.

III.1.2.6 Diamond Jewelry Making

Jewelry is highly valued in Kütahya. In addition to gold and silver, diamond jewelry is particularly popular. Kütahya is the only center of diamond jewelry making in Turkey. Now operating as a flea market, the Small Covered Bazaar used to be the center of heavy clothes and diamond jewelry making during the Ottoman Period. Diamond jewelry was distributed throughout the Empire from this bazaar. Today, Şapçılar Sarrafiye, the only Turkish company operating in this field, is located in Kütahya.

III.1.2.7 Hot Springs of Kütahya

Together with its districts, Kütahya is one of the most prominent cities of Turkey with its hot springs and mineral springs which have been in use for 5,000 years. Kütahya is an old Anatolian city where people were offered thermal therapy opportunities for the first time. This has provided Kütahya with an advantage in terms of tourism. Kütahya, which has rich resources in terms of quality and quantity, hosts clean accommodation facilities and modern therapy centers. The healing waters of Kütahya follow an expanding course from the city center to the nearby districts. The most significant healing waters are collected from the districts of Merkez, Simav, Gediz, Emet, and Tavşanlı.

III.1.2.7.1 Yoncalı Hot Springs:

Among the numerous healing water sources in Kütahya, Yoncalı is one of the most important with its Hot Springs and Mud Bath. The hot spring is located in the village of Yoncalı on Tavşanlı Road, 16 kilometers northwest of Kütahya. The hot spring area, which has an elevation of 1010 meters, is spread over 500 acres of land. This is a wonderful resting place, covered with pine forests of Kirazlı and oak forests of Demirören and Sariören, extending to the foothills of Mount Kiraz.

Dr. Rıza Reman mentions Yoncalı Hot Springs in his work titled "Balneology" and notes that travelers such as Hierocles, Busching, Hassel, and Harles praise these hot springs. In the same work, Dr. Reman writes: "In the Yearbook of the Hüdavendigâr Province of 1884, it is noted that the baths of Yoncalı were commissioned by the ruler Kayqubad and are known and famous." According to another note cited from H. K. Erdem: "It is known that Yoncalı Hot Springs were built during the reign of Kayqubad I, two pools still in use today are from the Seljuk Period and repaired from time to time."

All spring waters found in Yoncalı have similar compositions. These are soil calcareous, bitter, bicarbonate waters. Their total mineralization is around 800 milligrams per liter and they have the characteristics of oligometallic waters. They contain a small amount of carbon dioxide, and some

contain a small amount of fluoride. Indication characteristics are similar to each other. However, since these waters have mixed with organic wastes accumulated for centuries, they have a unique characteristic of mud, which presents a unique application opportunity and richness. This characteristic creates an ideal environment for mud baths, which increases the organic activity of mineral waters even more. The temperature around 40 °C allows mud bathing using natural methods as well as local applications on organs and joints that cause pain. Bath and mud therapy help with all kinds of rheumatism, sciatica, skin and gynecological diseases, and gout and obesity associated with metabolism disorders. Since the water and the mud have high radioactivity, it is very helpful for neuralgia patients. They also yield very good results in neuritis, polyneuritis, infantile paralysis, fracture-dislocation sequels, and musculoskeletal disorders.

The Physical Therapy and Rehabilitation Center located in Yoncalı Hot Springs offers services in five different branches of medicine, orthopedics and physical therapy in particular, with its specialized physicians, physiotherapists, and other assisting personnel. There are also auxiliary units such as Turkish bath, jacuzzi, and gym. The patients who come to the cure center for treatment are firstly examined by the specialist physician, who diagnoses the condition, and then a special treatment program is prepared in cooperation with the physician and the physiotherapist. The fact that the thermal water emitted from these sources have a temperature of 42 °C and are very rich in bicarbonate ion in addition to containing calcium and magnesium ions allows for treating diseases such as Behçet's disease and Paget's disease. The hot spring area was included in the municipal service boundaries, which has drastically changed the appearance of the thermal service carried out under conventional conditions and made the Yoncalı Hot Springs achieve a more modern appearance. Today, the total bed capacity is over 1000.

III.1.2.7.2 Kızılınler Hot Spring

The hot spring is located on the Eskişehir road, 27 kilometers from the city center, in the village of İlica, formerly known as Kızılsinler, connected to the town of Sabuncupınar. It is also known as 'İlicaköy Hot Spring' or 'Harlek Hot Spring'. It is 4 km away from Eskişehir-Kütahya highway. The hot spring area has an elevation of 1050 meters and is surrounded by forests. With houses and villas scattered on both sides of the valley, the hot spring has the appearance of a typical thermal village.

There are many hot and cold water sources in Kızılınler Thermal Spring which are very similar in composition. One of the most important water sources emerging from a rock inside the cave is known as Harlek and is collected in a pool. This water feeds the entire Men's Bath and half of the Women's Bath. Another important source is Haslas. This source feeds the outdoor swimming pool. The third important source is Göz Suyu. Other small sources are used to feed the bathrooms of hotels and motels across the stream bed.

The water of Kızılınler Hot Spring, which is one of the rare hot springs allowing for curing in both summer and winter, is low in minerals, i.e. is an oligometallic bath and drinking water, and contains calcium bicarbonate, sulphate, and magnesium in its composition. The water also contains small amounts of iodine and bromide. The temperature of the water varies between 25-43 °C. Its radioactivity is between 0.32-1.82 eman and the pH value is between 6.64-6.87. The total flow rate is 41 l/s. The bath therapy helps with all types of rheumatism, neuralgia, and neuritis. Outdoor baths are good for strengthening the legs after infantile paralysis, hemiplegia, and fractures. This water is

also recommended for skin and gynecological diseases. Göz Suyu, which feeds the Women's Bath, is known to help with the treatment of eye diseases. The water from the fountain in the Women's Bath shows laxative properties.

The most important facility in the hot spring area, which has a total bed capacity of approximately 1500, is the two-star Harlek Thermal Hotel of the Kütahya Municipality. It has 168 beds in 75 rooms as well as 30 Bungalow houses. Located on a hill, amidst pine forests, the hotel is surrounded by trekking trails and picnic areas. The hotel offers units such as thermal swimming pool, Turkish bath equipped with a pool, sauna, and health cabin. Similarly, Göbel Hot Spring in the district of Tavşanlı is one of the rare places which offer both health and relaxation to its visitors at the same time.

III.1.2.7.3 Ucaksu Healing Water

Ucaksu Healing Water in the Domaniç district of Kütahya is one of the hot water sources that are preferred by locals and its vicinity is used as a recreational area. The hot spring is within the boundaries of the village of Göbel, 7 kilometers southwest of the district center. Its water is considered as low-mineral hot spring and drinking water and contains bicarbonate, calcium, and magnesium. Its temperature is 32.8 °C, radioactivity is 9.53 eman, and pH is 6.74.

The total mineralization is about half a gram per liter. It is an alkaline-earth, bicarbonated, and still mineral water. It can be considered as table water. It has a diuretic effect given its oligometallic character. Therefore, it can be used as lavage water in case of metabolic diseases and kidney stones which develop in acidic environment as well as in diuresis cures. Bath therapy is helpful in cases of hemiplegia, infantile paralysis, fracture-dislocation sequels, rheumatism, neuralgia, open wounds, boils, and skin diseases. The hot spring has four large therapy pools and many small baths. The water boils from the bottom of the large pool and then goes to other pools and baths. The total bed capacity of the available accommodation facilities is over 500 in the hot spring, where there is no shortage of social facilities. Nevertheless, many camping tents are being built during the warm season due to the hot spring's beautiful nature.

III.1.2.7.4 Gediz Hot Spring

The Gediz district of Kütahya is also known for its hot and healing water sources. These sources found both on the wide Gediz Plain and at the summit of Mount Murat offer cures for patients coming from all over the country in the hope of healing. The hot spring is located on the Simav road, about 20 kilometers southwest of Gediz, in a valley surrounded by pine trees with an elevation of 710 meters. The water from the springs called 'Buğuldak', 'Kara Hasan' and 'Travertine' has a temperature of 78-79 ° C, a flow rate of 23 l/sec, and a pH value varying between 6.5-7.9. It is considered in the warm mineral water category and contains sulphate and free carbon dioxide. Bath therapy helps with all kinds of muscle and spasm pains. It provides relief in case of nervous system problems. When used as drinking water, it has a positive effect on the liver and kidneys. Gediz Hot Spring attracts many visitors from the surrounding provinces during the high season. Although there is an accommodation problem, this is not the case in terms of social needs.

III.1.2.7.5 Hot Springs of Mount Murat

The hot springs are located within the boundaries of the village of Uğurluca, 30 kilometers from the town center, and connected to the Gediz district. The elevation is 1450 meters and the springs are at the foothills of Mount Murat, covered with pine forests offering a resting place with lots of fresh air. The hot springs have three different sources which are considered in the bath and drinking water containing calcium sulphate. It contains sulphate, calcium, magnesium, and bromide. Among three sources, the radioactivity value of Koca Hamam is much higher than Hacettepe Hamamı and Kamp Hamamı (23 eman). The average temperature is 41 °C, the radioactivity is 0.21 em, and the pH value varies from 7.2 to 7.6. The total flow rate is 23 l/sec.

Bath therapy helps with rheumatism, neuralgia, neuritis, nervous diseases, mental fatigue, gynecological diseases, skin diseases, and body pain. The normal temperature of the water is an important factor. It is significantly helpful in various painful syndromes of the locomotive system and abdominal diseases. When used in drinking cures, the water's antibacterial and antispasmodic effect is greatly beneficial in dissolving bile stasis, which leads to stone formation in the gallbladder, and in facilitating passing kidney stones. The water is recommended for the treatment of urinary tract inflammation, passing small stones, and liver diseases. The water from Hacettepe Hamamı has a diuretic effect. It is more helpful when used for bathing. It is much more effective on kidney and liver. It affects the urine infiltration rate in the kidney and stimulates the filtration activity in the glomerules. It flushes the liver by diluting the bile and accelerating the flow. It is the most commonly used mineral water in various diseases of the liver and biliary tract following alkaline waters. The general treatment facility in the hot springs consists of four large pools and a number baths. Social facilities in the modern sense are adequate. There are many hotels and motels with a bed capacity of around 500 to meet the need for accommodation. The Red Crescent Camp, which is located here, was established to meet these needs of young people.

III.1.2.7.6 Simav Hot Springs

Simav, one of the most beautiful districts of Kütahya, has numerous healing water sources. In addition to its natural beauties, the district of Simav is famous for its hot springs located on an active fault line extending from West to East. Due to earthquakes caused by the tectonic structure of the region, the water of some hot springs disappeared over time and then returned to its original source.

III.1.2.7.6.1 Eynal Hot Springs

Eynal Hot Springs are the most famous in the region and located within the boundaries of the village of Eynal, 4 kilometers northeast of Simav. They extend over a large area on the outskirts of Mount Gölcük. The approximate elevation of the hot spring area is 860 meters. Some historical records and the ruins found in the vicinity indicate that Eynal Kaplıcalan was used in the past as well. Although the ruins of the historical baths found at the site of the spring named Çamaşırılık support this fact, it is yet to be confirmed that these remains belong to the Roman Period.

Evliya Çelebi (1611-1682), who is known to be from the Zeryen Quarter of Kütahya, traveled for 50 years and collected what he saw and heard in his 10-volume travelogue called the Seyahatname. A monument in his commemoration was commissioned by Kütahya Governorship on the entrance to Kütahya from Eskişehir in 2002 due to his connection with Kütahya. Evliya Çelebi mentions Kütahya

in his travelogue as follows: “The air and water of Kütahya are beautiful. The teacups, mugs, jugs, plates, and bowls of Kütahya are unparalleled in the world. The city has icy waters flowing from more than a thousand rocks. It has many prominent and virtuous individuals and scholars.” On Eynal Hot Springs, Evliya Çelebi notes: “I have traveled to and seen many hot springs around the world and in Anatolia. However, none matches Eynal on this Earth.”

Eynal Hot Springs consist of many sources. Some of them disappear where they boil. The temperature reaches 95 kl. Locals refer to these springs as “Devil’s Springs.” Some larger water sources disappeared due to earthquakes, replaced by new sources. There are five major sources in the region. These include ‘Çamaşırılık’, ‘Çamaşırılık Üstü’, ‘Erkek Hamamı’, ‘Kadın Hamamı’ and ‘Böbrekten Suyu’. These sources are low in mineral, in other words, oligometallic waters. Their composition consists of bicarbonate, sulphate, sodium, and arsenic. Some also contain metabolic acid, fluoride, and bromide. The source feeding the women's bath contains calcium. Their temperature varies between 43-83 °C, the radioactivity value is 13 eman, and the pH value varies between 6.36-8.46. Bath therapy helps with all kinds of rheumatism, neuralgia, neuritis, gynecological diseases, and fracture-dislocation sequels. Their water is also recommended for skin diseases.

The geothermal energy obtained from the hot water springs in the Eynal region is not only used to heat the treatment facilities, but also the thermal hotels and motels in the region, the houses and workplaces in Simav, and the greenhouses in the region. The temperature of the steam reaches 163 °C. People also come to these hot springs to escape from the chaos of city life. Nevertheless, the majority of visitors come here to regain their health. The first accommodation facility in the hot spring area was built in 1934 and reached a high capacity in a short time. In addition to the lodging with a bed capacity of 650, there are two hotels in the hot spring area.

III.1.2.7.6.2 Naşa Hot Springs and Mud Baths

These are located 7 km northwest of Simav, on the Simav-Bursa highway, near the village of Naşa. The fault line that feeds Eynal Hot Springs in Simav, which is rich in underground resources, passes through here as well. The water here is bicarbonate and helps with cardiovascular diseases, arteriosclerosis, and blood pressure in particular. Naşa Hot Springs are also famous for mud baths that help with skin diseases. Bath therapy has a very positive effect on fracture sequels. There is a small accommodation facility with 13 rooms in the hot spring area.

III.1.2.7.6.3 Çitgöl Hot Springs

These are located 5 km northwest of Simav on the banks of the Simav Plain. Opened for visitors in 1988, the hot springs are fed by waters from the same sources. It has a large bath and an accommodation facility with 32 rooms.

III.1.2.7.7 Emet Hot Springs

The district of Emet has perhaps the highest potential among the districts of Turkey. The healing water sources here are countless. These waters, which contain mainly soda and sulphate, also show radioactive properties. They are recommended for rheumatism and skin diseases. Digestive and circulatory system patients also benefit greatly from these waters. Yeni Hamam, Davutlar Hot Spring,

Kaynarca Hot Spring, and Green Hot Spring are among the first destination group of Emet Hot Spring Region.

Dereli Hot Springs are the second largest hot spring group in Emet. They are located on the Emet-Tavşanlı road, 27 kilometers from the town center. They are also known as 'Dereli Baths'. These hot springs are considered as sulphurous mineral waters and contain a high amount of carbon dioxide. They help with liver, gall bladder, and kidney diseases, respiratory diseases, cardiovascular problems, rheumatic diseases, and all kinds of pain. Derekeynağı Hot Spring and Çardakönü Hot Spring are the most significant among Dereli Hot Springs. Although they have simple facilities, they are among the most popular hot springs. Yukarı Yoncağaç Hot Spring, Samrık Hot Spring, Hamamköy Hot Spring, Yeniceköy Hot Spring, Mürdesenk Mineral Water, Hasanlar Healing Water, Espehi Healing Water are among the second destination group of Emet Hot Spring Region.

III.1.3 Transportation in Kütahya

Kütahya is one of the junction points of land route and railways. The highway extending from Eskişehir to Central Anatolia connects to all parts of the country through Kütahya-Afyon-Konya, Kütahya-Afyon-İzmir, Kütahya-Balıkesir-Çanakkale highways. Passenger transportation is carried out by the bus companies in the province and the buses passing through Kütahya from the surrounding provinces. All districts have buses that carry passengers to the center of Kütahya. Kütahya is 311 km from Ankara, 360 km from Istanbul, 334 km from Izmir, and 364 km from Antalya.

Kütahya is connected to three different directions by the railway. The Istanbul-Eskişehir-Ankara railway reaches Kütahya with a branch departing from Eskişehir. Afyonkarahisar and Konya can be reached by railway from Kütahya. It is also possible to go to Tavşanlı-Balıkesir-Manisa-İzmir by a line from Kütahya. Kütahya connects to the Ankara-İzmir railroad passing through its south from the Dumlupınar district. The train station is in the city center. There are municipal buses available to go to the train station. There are 10 high-speed train services a day on the Eskişehir-Ankara line. The distance between Ankara and Kütahya is 2.5 hours (Ankara-Eskişehir is 1.5 hours and Eskişehir-Kütahya is 1 hour). It will be possible to reach Kütahya from İstanbul in 2.5 hours with the launch of the High-speed Train Service between Eskişehir and Istanbul this year (İstanbul-Eskişehir will be 1.5 hours and Eskişehir-Kütahya will be 1 hour). Other train services include 8 trains in the Kütahya-Eskişehir line, 2 trains in the Kütahya-İzmir line, 2 trains in the Kütahya-Konya line, 2 trains in the Kütahya-Adana line, 2 trains in the Kütahya-İzmir line, 2 trains in the Eskişehir-Ankara line, 10 high-speed trains in the Eskişehir-Ankara line.

The International Zafer Regional Airport is located within the boundaries of the Altıntaş district, 41 km from the city center of Kütahya. There are 16 flights from Istanbul to Zafer Airport every week, 8 departures and 8 arrivals.

III.2 Situation Analysis of Pécs

III.2.1 History of Pécs

The Romans may have settled here for the region's fertile soil, abundant water, and Mecsek Mountains that facilitate protection of the city. Named as Sophianae by the Romans, Pécs shortly became a prominent commercial and administrative center of the region. The clover-shaped chapels of the epoch suggest that the Romans brought Christianity to Pécs.

The importance of Pécs grew in the Middle Ages following the construction of the five churches (Quinque Ecclesiae) surrounding the town. After the King Stephen founded a bishopric in Pécs in 1009, the town turned into a major stop on the byzantium trade route. The city walls, a large portion of which still stand, were in poor condition when the Ottomans took the city in 1543. The Ottomans moved the local populace out and turned Pécs into their own administrative and cultural center. They stayed in the region for 150 years and left many monumental structures in the country.

Throughout the history, the economy of the city was shaped by the political context. Furthermore, the geographical position of the city played a significant role in its formation into a multicultural center where Germans, Croatians, Bulgarians and Hungarians lived side by side. Wine production, which started with German and Bohemian immigrants, became a notable factor that supported the development of the city. From the discovery of coal in the 18th century to the end of the Soviet regime, the majority of the population was engaged in mining. With the abrupt transition to liberal economy after 1990, the city economy started to experience a critical transformation where the quaternary sector, which represented knowledge intensive business services, gained prominence. However, literary, musical and artistic activities were fairly intensive and the city hosted many artists during the socialist period. Many museums were opened in 1970s and 80s. In 1990, the 14 museums in Pécs were famous across the country. It is a fact that Pécs has always been the second Hungarian city - after Budapest - that had the higher number of museums, collections and cultural programs. Besides, the university founded in 1367 considerably contributed to the identity of Pécs as a prominent cultural center. Even today, with more than 6000 employees, Pécs University is the biggest employer of the region. When the country adopted liberal economic policies of 1996, the University played a major role in the transition of the city to a culture-based economy without any significant foreign investment. Pécs University also had a major role in the inscription of the Early Christian Necropolis of Pécs as a UNESCO World Heritage Site in 2000 and selection of the city as the European Capital of Culture.

In 2005, with an effort to benefit from the EU Program 2007-2013, the development strategy of the city was based on three components: culture, health and environment. At the end of the candidature process, which started after a lot of internal political discussions in which citizens and the University played a key role, the city of Pécs was granted the title of "European Capital of Culture" in 2010. The first phase of the Project was initiated with recognizing that local ideas and talents should be incorporated and social integration should be guaranteed for a healthy urban transformation. During the first phase of the Project, whose main objective was to increase the economic potential of the city and make it a center of attraction in terms of tourism and culture industry, efforts were made for a sustainable planning of economic resources and involvement of the city's intellectual capacity in the Project.

III.2.2 Economy of Pécs

As mentioned above, the economy of Pécs was shaped by the political context. After the collapse of the socialist regime, the local population had difficulties in keeping pace with the abrupt change in the administrative and economic system. Since transition from the socialist system to the liberal economy seriously affected the industrial sector, state enterprises were rapidly privatized, public properties were sold out, and many workplaces were closed down.

Due to the rapid growth of the mining sector in 1970s and 80s, the majority of the population was working in this sector. While there were 13,133 mining employees in 1980, the number dropped to 4,260 in 1990 and 405 in 2005 with the fall of the economic value of coal. With the end of the mining sector in 1987, many enterprises were closed down and many people became unemployed. This led many people in Pécs to migrate to other cities.

During the first years following the collapse of the socialist regime, in early 1990s, the majority of the public properties and state enterprises fell into the hands of the former political elites. Since the privatization process served individual interests instead of ensuring the survival of the production system in Pécs, the city was faced with a serious economic crisis.

The disappearance of the industrial sector led to a mobilization in the service sector. However, the majority of foreign investors preferred to invest in the real estate sector taking advantage of low real estate prices in Pécs. Old traditional workplaces were replaced with new retail chains. Although the manufacturing sector was scaled down, there was no significant fall in sectoral employment until 2012.

Between 2008 and 2011, 84% of the registered enterprises were operating in the service sector, 10% in the industrial sector and 5-6% in the agricultural sector. While the mining enterprises comprised 1% of the industrial sector, other productive areas comprised 40% and the construction sector comprised approximately 60% of the sector.

Between 2008 and 2011, although the real estate industry had a significant weight in the service sector, there has been an increase in the number of enterprises operating in vocational, scientific and technical fields (20%). Accommodation and food services comprised 1%, art, entertainment and recreation comprised 7% and education comprised 8% of these activities. In 2017, only 10% of the enterprises registered in the real estate sector were active while the rate of active enterprises operating in the fields of “professional, scientific and technical activities” and “education” increased up to 70%.

Although a foreign-dependent commercial life began after the economic crisis of the 1980s and 90s, new retail chains helped local population adapt to the new economic conditions. In the framework of an EU-oriented development strategy, Pécs started to implement an economic model based on information and culture. Especially after 2007, the quaternary sector, based on knowledge intensive business activities, gained significance.

III.2.2.1 Pécs as the European Capital of Culture 2010 and Economic Decentralization

The European Capital of Culture Project had two basic objectives. The first one was to ensure regional development through cultural economy and the second was to secure strong cooperation on a wide part of Central and Southern Europe, including countries such as Hungary, Romania, Serbia, Montenegro, Croatia, Bosnia-Herzegovina, Slovenia and Italy.

The interventions required for the strengthening of the cultural economy were evaluated in three levels:

- ✓ Development of the urban infrastructure to ensure cultural activities and access from outside,

- ✓ Strengthening of the economy through revitalization of tourism and improvement of cultural industries and technical technologies,
- ✓ Promotion of social development through large-scale infrastructural projects, and renewal and integration of certain neighborhoods comprising the urban “collage”.

The legal basis of the European Capital of Culture Project is the Decision No. 1622/2006 of the European Commission. In line with the Decision, cultural programs are designed in two components. The first component is the “European Dimension”, which requires accelerating international cooperation, highlighting cultural diversity and emphasizing shared characteristics of the European culture, and the second component is the “City and Inhabitants”, which promotes active participation of the inhabitants in the Project and sustainability of the outputs of the Project.

The idea to apply to the European Capital of Culture Program was proposed by non-governmental organizations that believed in the significance of civic participation and the role of civil society in urban development. Subsequently it was supported by the Pécs Municipality. In this respect, Pécs 2010 Pécs2010 Management Centre Nonprofit Ltd was established and program managed by professionals. In the case of Pécs, the local population’s interest in the Project increased significantly when became further aware of the importance of culture for social and economic dynamics.

The European Capital of Culture Program was implemented within the framework of five basic infrastructure projects:

- ✓ Kodaly Center (for concerts and conferences),
- ✓ Zsolnay Cultural Zone,
- ✓ Grand Exhibition Area,
- ✓ Regional Library,
- ✓ Information Center, revitalization of public squares and parks.

All these investments, which are considered as a momentous heritage in the long run, were made with the support of the European Regional Development Fund (ERDF) with an approximate cost of 140 million Euros. Among the projects proposed during the application phase, only the “Grand Exhibition Area” has been modified. Instead of building a Grand Exhibition Area, the cultural facilities were renewed on the street of museums. While the Regional Library and the Information Center were completed within the deadlines, the Kodaly Center was completed in 2010 and the Zsolnay Cultural Neighborhood was completed in 2011.

Revitalization of public spaces and parks were recognized as one of the key points of the Project. The integration of uptown areas with the center increased the quality of life of the local population. The city was reconstructed on a cultural axis from the west to the east. New projects linked the Zsolnay Vilmos Street in the south to the Felsovamhaz Street in the north. When the Zsolnay Vilmos Street was renewed with its Regional Library, Kodaly Center and the Balokany Park, a positive change occurred in the quality of life of the Roman population in the Zsolnay Neighborhood. Nevertheless, since the restoration work on the Felsovamhaz Street has not been finished yet, the poverty rates in northern Pécs are still high.

III.2.2.1.1 Cultural Economy

According to the United Nations, cultural economy covers any kind of creative arts and performing arts, cultural heritage and other cultural activities. Arts, literature, music, architecture, media, advertisements, marketing and communication services, publishing, music and film industry, software industry, fashion industry, design and architecture, higher education and academic research should be considered within the scope of cultural economy.

Hungary has a solid build-up in traditional arts such as second-hand book trade, leather trade, pottery, etc. The country has many universities and research institutions, which make up the basis of the knowledge economy and creativity. According to the WIPO 2005 report, in 2002, in terms of value added, the contribution of all sectors based on copyrights was 6,67% in the national economy. Budapest has a major role in this successful rate, which is considered momentous in international comparison of knowledge economies. The production levels of creative industries are quite low in the rest of the country. In this respect, the city is lucky to have the university in Pécs for the enhancement of the creative cultural industry.

According to the Creative Cities Report 2010, "The Situation of Creative Industries in Pécs", the creative enterprises operating in the city constitute 4% of all active enterprises in Pécs. Among all nearly 800 registered enterprises, more than 50% operate in "arts, handicrafts, and performing arts" and "architecture" sectors. In "other creative enterprises" sector, enterprises operating in the 'software and entertainment' sector constitute 1.4% of the registered enterprises. Among these, film production and movies sector constitute 4.8% while museology and organization sectors constitute 7.3%.

However, when we consider the contribution of these sectors to employment, we see that the number of employees in the sector is low because enterprises operating in "arts, handicrafts and performing arts" sector are generally small enterprises or sole traders. On the other hand, the number of employees is quite high in sectors such as "software and entertainment", "design" and "architecture", which have a lower share in the creative economy. The data on the number of registered enterprises in the creative industry show that there was an increase of 6,5% in 2011, compared to 2010, whereas there is no sufficient data on employment rates or contribution to the Gross Domestic Product.

III.2.2.1.2 Tourism

When the number of tourists is analyzed, we see that there was a 37.1% decrease from 2001 to 2011. While the number increased by 26% from 2009 to 2010, there is a fall by 20.3% from 2010 to 2011. The number of nights that tourists spend in Pécs is also insufficient. The number of nights spent in the city decreased by 34.1% between 2001 and 2011; the rate of decrease was 27.8% from 2009 to 2010 and 18.1% from 2010 to 2011.

Regarding the influence of international tourism on the economy of Pécs, one observes that the rate of foreign tourists among the total number of tourists has always been below 30%. Although the number of foreign tourists increased by 72.6% in 2010 when compared with the number in 2009, foreign tourists constituted only 28% of all tourists in 2010. And in 2011, the number of foreign tourists decreased by 28.8% in comparison with the previous year. In 2010, the number of nights

spent by foreign tourists in the city increased by 76.3% when compared with the number in 2009. However, between 2010 and 2011, the number fell again by 25.7%.

Although there was not any substantial change either in the number of tourists or in the number of nights spent by tourists, the share of the tourism sector in GDP increased by 15% during the last 10 years. In 2018, local visitors spent 182,238 nights while foreign visitors spent 63,702 nights in the city. On some special days, the number of foreign tourists increase significantly. For example, in 2017, due to intensive participation in the 650th anniversary of Pécs University, founded in 1367, the number of tourists increased by 70-75% (94,747 local tourists and 25,900 foreign tourists). The majority of foreign tourists come from neighboring countries such as Germany, Serbia, and Croatia. It is suggested that the mobile map application, which covered historical and touristic sites and rendered services in five different languages, played a significant role in the rise of the number of tourists.

The tourism activities in Hungary started with the tourism office founded in 1981 in Budapest. Although the first tourism office in Pécs was founded in 1993, there was no considerable progress in the sector until the 2000s. The year 2010 was a turning point for Pécs. The transformation undergone, not only in tourism infrastructure but also in the nationwide institutionalization of tourism management, significantly contributed to the tourism potential in Pécs. Today, there are 6 four-star hotels and 18 three-star hotels in Pécs. Since 2009, all hotels in major cities have to abide by the standards set by the EU (www.hotelstars.eu). These standards, which comprise of 270 articles, are applicable in 17 EU countries. In small settlements (villages and towns), in turn, a national rating system is used instead of the EU star system. Magyar Falusi Turizmus Egyesület (FATOSZ), a professional organization founded by the Government Resolution No. 239/2009.X.20, is responsible for the system (Sun Flowers Rating System). IRANY is a member of the PÉCS Tourism Association, structured by the EU Grant Program, and the Hungarian Tourism Agency, which prepare the tourism strategies applicable until 2030. Many tourist attraction sites were completed under the European Capital of Culture Project. In this respect, there are a lot of parks, concert halls, museums, congress and sports centers (water ski, wakeboard, running track, beach volleyball, beach soccer, hiking on a nature trail, outdoor fitness equipment, playground) in Pécs.

Like Kütahya, Pécs also has a variety of tourism opportunities. Thanks to the thermal springs around the city (Harkány, Szigetvár, Komló-Sikonda, Magyarherteled, Siklós), health tourism is one of the elements that might strengthen the tourism potential of the city. There are also potentials for sports tourism thanks to the Mecsek and Villány Mountains and the Danube River. Pécs is also suitable for gastronomy tourism for its vineyards and unique cuisine.

The majority of the tourists that visit Pécs have middle-income level. Therefore, the taxes from tourism activities (1.5 Euro/person/night / 400 HUF/person/night) are kept at quite a low level. The most important reason why tourists with higher income levels do not prefer Pécs is that it does not have an airport and five-star hotels. If these two important problems are solved, it is most likely that congress tourism will grow and the number of foreign tourists visiting Pécs will increase.

III.2.3 Transportation in Pécs

The most important investment in transportation is the M6-M60 highway, which was finished in 2010 although some part of it was completed in 2006. The highway, which extends along the Danube

River, is known as the Pécs 10 Corridor. The corridor links Budapest to Bosnia. In this respect, the Pécs 10 Corridor is a significant investment for the European Capital of Culture Project because it enhances cooperation with the neighboring regions and contributes to the spatial transformation of the city.

IV. ANALYSES

IV.1 Comparative Analyses of Kütahya and Pécs

In order for a transparent and information-based SWOT Analysis in the next section, here we have a comparative analysis of Kütahya and Pécs. The analysis is based on quantitative data as far as possible. The data given in the table below are directly provided by stakeholders and thus represent the actual situation in the city.

	PÉCS	KÜTAHYA
Population	The city of Pécs, whose population is 156,649, is located in the County of Baranya with a total population of 365,726. Between 2011 and 2015, the population had a tendency to decrease by 1.65% per year.	Including its districts, Kütahya has a total population of 577, 941. Almost 64% of the population lives in rural areas. The population of the City Center is 266,784. The population growth rate of Kütahya has seriously fallen in recent years. In 2018, the population of Kütahya increased by 0,99% only.
Education	<p>Among the population above the age of 65, the illiteracy rate is 1%.</p> <p>The rate of secondary school graduates is 19%. Nearly 26% of the population is high school graduates and 24% is vocational school graduate. The rate of university graduates is around 23%.</p>	<p>Among the population, 5.7% are just literate and do not even have primary school diploma. Among the population at working age, 59.8% are graduates of schools lower than high school. In consideration of the fact that this rate is 64.3% in Turkey, the education level in Kütahya is below the country average. Only 20% of the population is graduate of high school or equivalent, and only 8.1% is composed of graduates of higher education.</p> <p>In the province of Kütahya, while the rate of increase in general secondary school education is less than the country average, the rate of increase in vocational and technical secondary school education is higher than the country average.</p> <p>The rate of those having any diploma among women is much lower than the rate among men.</p> <p>The female population constitutes 82% of the illiterate population and 67% of those without any diploma.</p>
Employment and Unemployment	<p>The unemployment rate is 3.4% in Pécs. In 2016, the number of the working population was 67,036. Among them, 36,129 people have full-time work.</p> <p>In 2016, the number of the unemployed was</p>	<p>The unemployment rate was 4.7% according to the 2011 data whereas it has reached 7.4% in 2019.</p> <p>However, in consideration of the fact that the unemployment rate is around 13% in Turkey,</p>

	<p>4,839.</p> <p>In 2016, the number of those participating in the economic life was 149,940.</p>	<p>Kütahya is the province with the lowest rate of unemployment.</p> <p>The labor force participation rate in Kütahya, 50.2%, is higher than the country average, which is 45%.</p>
Sectoral Distribution of Employment	<p>The sectoral distribution of the working population is as follows for the county of Baranya:</p> <ul style="list-style-type: none"> • Agriculture 5% • Mining 2% • Technical and Scientific 10% • Administration and Service 10% • Public Administration and Security 5% • Education 11% • Health 3% • Entertainment 7% • Construction and Real Estate 11% • Informatics 14% • Culture and Art 12% • Industry 10% 	<p>The sector with the highest rate of employment is the manufacturing sector with 29.5%. The manufacturing sector is followed by the wholesale and retail trade sector with 21.4% and the mining sector with 16.9%.</p>
Fields of activity of companies operating in the Creative Cultural Sector	<ul style="list-style-type: none"> • Art and Performance Arts (183 Enterprises) • Cultural Trade (122 Enterprises) • Media and Press (183 Enterprises) • Visual-Audial (53 Enterprises) • Advertising (109 Enterprises) • Art, Handicrafts, Visual Arts (277 Enterprises) • Computer Programming, Information and Communication Technologies (92 Enterprises) • Museology and Organization of Exhibitions (103 Enterprises) • Architecture (366 Enterprises) • Design (81 Enterprises) • Music Industry (4 Enterprises) • Cultural Heritage (30 Enterprises) 	<ul style="list-style-type: none"> • There are at least 67 enterprises operating in the çini, ceramic and porcelain production industry that are members of the Chamber of Commerce and Industry and the Chamber of Çini Art and Producers. If we also add the number of branches of some companies, then the number rises up to 91.
Women's participation in the economy	<ul style="list-style-type: none"> • 39% of the female population is involved in the economic life. However, 33% work in the county of Baranya. • Women constitute 47% of the total working population. 	<ul style="list-style-type: none"> • While the rate of female participation in employment is 26% in Turkey, the same rate is only 18% in Kütahya. • The rate of workplaces where female workers outnumber male workers is very low. For example, the workplaces operating in human health and social services, where female workers constitute two-thirds (61%) of all workers, represent only 2% of all workplaces. The workplaces where female workers constitute one-third of all workers represent only 3% of all workplaces,

		<p>and the finance and insurance enterprises where women make up 29% of all workers represent only 2% of the total number of workplaces.</p> <ul style="list-style-type: none"> • 24% of male workers and 76% of female workers work in the manufacturing sector. The situation is similar in commerce, the second leading sector. 82% of male workers and 18% of female workers are employed in the commercial sector. In the mining sector, which is the third leading sector according to the number of workers, male workers constitute 98% of the total number of workers. For female workers, the third leading sector is the human health and social services sector. • While women make up 18% of all workers, they constitute 28% of the staff in office and services sector and 32% of workers in professionals. However, female workers make up only 14% of managers and 10% of technicians and assistant professionals.
Situation of Enterprises	<ul style="list-style-type: none"> • In 2014, the number of registered enterprises was 25,411. In the same year, 1,626 enterprises were closed. 	<ul style="list-style-type: none"> • In the province, 109 enterprises were closed per each 339 commercial enterprises launched. As for companies, 18 companies were closed per each 109 companies started.
Migration	<ul style="list-style-type: none"> • In 2017, the number of those migrating from Pécs was 7,593. In the same year, the number of those migrating to Pécs was 7,226. 	<ul style="list-style-type: none"> • The age of the majority of the population migrating from the city is between 20 and 24. The migration of a population that is supposed to contribute to the labor force market of the province negatively affects the economy of the province.
Total Surface Area	<ul style="list-style-type: none"> • 4,430 km² 	<ul style="list-style-type: none"> • 2,484 km²
Strategic Areas	<ul style="list-style-type: none"> • Pécs • Harkány • Szigetvár • Mohács • Siklós • Villány 	<ul style="list-style-type: none"> • Central Kütahya • Tavşanlı • Simav • Gediz • Emet • Altıntaş • Domaniç • Hisarcık • Aslanapa • Çavdarhisar • Şaphane

		<ul style="list-style-type: none"> • Pazarlar • Dumlupınar
<p>Historical and Cultural Centers</p>	<ul style="list-style-type: none"> • Zsolnay Cultural Quarter (Gyugyi collection, Pink collection, Family and history exhibition of Zsolnays', m21 Gallery, Bóbita puppet theatre, Planetarium, Labor - interactive magic space, Vision manufacture, E78, Faculty of Fine Arts of University, 1861 Gloves Manufacture, Zsolnay Mausoleum) • Kodály concert hall • House of Art and Literature • Pécs Gallery • Medieval University • Cella Septichora Visitor Center (UNESCO World Heritage) • Early Christian Mausoleum (UNESCO World Heritage) • Basilica (catholic) • Bishop's Palace • Barbican – round bastion in the fortress • Garden of the Bishop's Palace • Lapidary • Treasures of the Bishops • Granary Visitor Center • Winery of the Bishop's • Mosque of Gazi Kasim pasha – • Inner City Parish church (catholic community) • Mosque of Jakovali Hassan (muslim community) • Turbe of Idris baba • Ruins of bath of Memi pasha • Lyceum church (catholic) • Paulus church and monastery • Saint Augustine church (Turkish mosque) • Havi hill chapel (catholic) • Synagogue (jewish) • Klimo Library (old books collection of the bishops' György Klimo) • Janus Pannonius Museums: Zsolnay, Csontváry, Vasarely, Schaár Erzsébet, Amerigo Tot, Modern Hungarian Art Gallery, Natural sciences, History, Ethnography, Museum Gallery 	<ul style="list-style-type: none"> • Ancient City of Aizanoi (Çavdarhisar A.C. 117-138) • Kütahya PhrygianValleys (PhrygianValleyB.C. 900-600) • Castle of Kütahya (Fortress, 5. Century) • Yeni Mahalle Eastern Orthodox Church • Ulu Mosque (at the time of Yıldırım Bayezid, 1381-1384) • Mevlevihane Dönenler Mosque (14. Century) • Saray Mosque (Hisarbeyoğlu Mustafa Mosque) • Yeşil Mosque (1321 in Islamic Calendar, 1905-6) • Karagöz Ahmet Paşa Mosque • Takvacılar Mosque (782-803 inIslamic Calendar) (1381-1402 in Gregorian Calendar.) • Kurşunlu Mosque (1377) • Arslanbey Mosque, Meydan Mosque (15. Century) • Lala Hüseyin Paşa Mosque (16. Century, piece of art of Mimar Sinan) • Balıklı Mosque (at the time of II. Gıyaseddin Keyhüsrev, İmadüddin Hezar Dinari 1236) • Çinili Mosque (Built by Ahmet Yakupoğlu, artist and ney player, in 1973.) • Yoncalı Alaaddin Keykubat Mosque (in the name of 1.Alaaddin Keykubat, 1233) • Kaditler Mosque (1251) (1835/36) • Hıdırlık Masjid (1243-1244) • Aşağı Kale Masjid • Rüstempaşa Madrasah (16. Century) <p>Museums:</p> <ul style="list-style-type: none"> • Lajos Kossuth Museum (Hungarian House. Lajos Kossuth (1802-1894), one of the leaders of the 18. Century liberation war, was harbored with his family and a group of 56 refugees in 1850-1851 in Kütahya and prepared Draft Hungarian Constitution in this house.) • Kütahya Provincial HistoryMuseum (1912) • MunicipalityGeologyMuseum(The

		<p>building is an old, historical building, which was used as a public bath before. Later it was restored and turned into a museum.)</p> <ul style="list-style-type: none"> • Sıtkı Olçar Çini Museum • Vacidiye Madrasah (Kütahya ArcheologyMuseum–The building of the madrasah was built by Umur Bin Savcı, one of the lords of the Germiyans, in 1314. One of the most significant pieces in the Archeology Museum is the Tomb of Amazons.) • II. Yakup Bey Public Kitchen (Kütahya Çini Museum-The Kütahya Çini Museumis the first and only çini museum in Turkey. In 1411, II. Yakup Çelebi (1387 -1429), a lord of the Germiyans, built the complex with a public kitchen, masjid, library, and public bath. The public kitchen and turbe of the complex were restored by the Ministry of Culture and Tourism and turned into the Çini Museum in 1999.) • Evliya Çelebi Museum(Evliya Çelebi (1611-1683),the world-famous traveler, scientist, writer and folklorist, was born in Kütahya. His house was rebuilt next to the turbe of his grandfather, Kara Ahmet Bey, with the support of Kütahya Municipalityand Kütahya Evliya Çelebi Culture and Service and Historical Monuments Restoration Association.) <p>Turbes:</p> <ul style="list-style-type: none"> • Turbe of Paşam Sultan • Turbe of Hayme Ana • Turbe of Dede Bali • Turbe of Şair Şeyhi (Hekim Sinan) • Turbe of Ana Sultan • Turbe of Paşam Sultan • Turbe of Celaleddin Çelebi • Turbe of Sunullah Gaybi • Turbe of Kara Ahmed Bey • Turbe of Şeyh Buhari (Turbe of Gümüşeşik) <p>Mansions:</p> <ul style="list-style-type: none"> • Molla Bey Mansion • Germiyanlılar Mansion • Vakıf Mansion
--	--	---

		<ul style="list-style-type: none"> • Lalezar Mansion • Keller Mansion • Hocazade Nuri Bilge Mansion • Defterdar Mansion • Hükümet Mansion <p>Public Baths</p> <ul style="list-style-type: none"> • Yoncalı Alaaddin Public Bath
<p>Historical and Cultural zones whose restoration is completed</p>	<p>Zsolnay Cultural Center</p> <p>Factory buildings with new functions:</p> <ul style="list-style-type: none"> • Sikorski house– Gyugyi collection (private porcelain collection) • Residential building – Bóbita puppet theatre • Former building of production process – 1861 Gloves Manufacture • Tennis court – Recreation area: climbing frame, playground • Courtyard of the Zsolnay Factory – Pyrogranite courtyard: background music • Workers’ hostel – Guest house <p>Bishopric Area</p> <ul style="list-style-type: none"> • Renovation of the Basilica and the towers • The Eastern wing of the Bishop’s Palace opened for visitors • Renovation of the Cathedral square • Renovation of the Mosque of Gazi Kasim Pasha • Granary Visitor Center – public toilet, cafe bar, conference room, offices • Bishop’s Winery • Treasury • Lapidary • The Aranyos Mária Chapel formed a part of the medieval university in Pécs • Medieval university • Castle and Arboretum in Püspökszentlászló • Pilgimage church in Máriagyúd – Visitor Center <p>Kodály Concert Hall</p> <ul style="list-style-type: none"> • Pannon Philharmonic Orchestra • Conference rooms 	<p>MosquesandMasjids:</p> <ul style="list-style-type: none"> • Ulu Mosque • Mevlevihane Dönenler Mosque • Saray Mosque • Yeşil Mosque • Karagöz Ahmet Paşa Mosque • Takvacılar Mosque • Kurşunlu Mosque • Arslanbey Mosque • Lala Hüseyin Paşa Mosque • Balıklı Mosque • Çinili Mosque • Yoncalı Alaaddin Keykubat Mosque • Kaditler Mosque • Hıdırlık Masjid • Aşağı Kale Masjid • Rüstempaşa Madrasah <p>Museums:</p> <ul style="list-style-type: none"> • Lajos Kossuth Museum (Hungarian House) • Kütahya Provincial HistoryMuseum • Municipal Geology Museum • Sıtkı Olçar Çini Museum • Vacidiye Madrasah (Kütahya ArcheologyMuseum) • II. Yakup Bey Public Kitchen (Kütahya Çini Museum) • Evliya Çelebi Museum <p>Turbes:</p> <ul style="list-style-type: none"> • Turbe of Paşam Sultan • Turbe of Hayme Ana • Turbe of Dede Bali • Turbe of Şair Şeyhi (Hekim Sinan) • Turbe of Ana Sultan • Turbe of Paşam Sultan • Turbe of Celaleddin Çelebi • Turbe of Sunullah Gaybi • Turbe of Kara Ahmed Bey

	<ul style="list-style-type: none"> • Music hall <p>Regional Library and Knowledge Center – PTE Library</p> <p>Public areas and parks</p> <ul style="list-style-type: none"> • Széchenyi square – Festival venue • Promenade – Festival venue • Uránváros – Western part of the city of Pécs • Tettye area – Recreation area, walking path, ruins of the Palace of Bishop's Szathmáry (dervish monastery) • TV tower – The building is 191 metres high on the top of Misina peak (Mecsek hills). <p>Central Wakeboard Park Pécs</p> <p>7632 Pécs, Tüskésréti-tó</p> <p>http://www.centralwake.hu/hu/kapcsolat</p> <p>https://www.facebook.com/centralwake</p>	<ul style="list-style-type: none"> • Turbe of Şeyh Buhari (Turbe of Gümüşeşik) <p>Mansions:</p> <ul style="list-style-type: none"> • Molla Bey Mansion • Germiyanlılar Mansion • Vakıf Mansion • Lalezar Mansion • Keller Mansion • Hocazade Nuri Bilge Mansion • Defterdar Mansion • Hükümet Mansion • Germiyan Sokağı
Parks, Picnic Areas, Promenades (Proper names are not translated)	<ul style="list-style-type: none"> • St Stephen square • Garden of the Bishop's Palace • Barbican moat • Western castle wall promenade • Northern castle wall promenade • Republic square • Calvary hill promenade • Tettye hill promenade • Zsolnay Quarter walking path • Numerous walking path in the forest of Mecsek hills (Eg. Yellow triangle walking path goes from the Paulus Monastery to the TV-tower) • Mecsextrém Adventure park (Árpádtető – Mecsek hills) 	<ul style="list-style-type: none"> • Kent Park • Şehzadeler Parkı Picnic Area and Promenade • Yaşam Parkı Picnic Area and Promenade • Kent Ormanı Picnic Area and Promenade • Çamlıca Picnic Area and Promenade • Yoncalı Picnic Area and Promenade • Enne Barajı Picnic Area • Regülatör Picnic Area • Porsuk Çayı Picnic Area • Kütahya City Forest • Murat Dağı Picnic Area • Gölcük Yaylası Picnic Area • Ilıcaksu (Sarıköz) Picnic Area • Phrygian Promenade
Sports	Water ski, surfboard, walking tracks, beach volleyball, beach football, mountaineering, nature sports, body building, apparatus gym	Football, volleyball, handball, tennis, basketball, trekking, jogging, outdoor fitness, paintball, horse riding, weightlifting, archery, folk dances
Thermal Tourism Areas	<ul style="list-style-type: none"> • Harkány • Szigetvár • Komló-Sikonda • Magyarhertelel • Sikló 	<ul style="list-style-type: none"> • Yoncalı Kaplıcaları Tourism Center • Ilıca Kaplıcaları Tourism Center • Tavşanlı Göbel Tourism Center • Emet Dereli, • Yenice Tourism Center • Simav Eynal, • Çitgöl Tourism Center

		<ul style="list-style-type: none"> • Naşa Tourism Center • Gediz Murat Dağı Termal Tourism Center • Gediz İlicasu Thermal Tourism Center • Hisarcık Esire Thermal Tourism Center
<p>Hotels and Accommodation Facilities</p>	<ul style="list-style-type: none"> • Adele Boutique Hotel**** • Boutique Hotel Sopianae**** • Corso Hotel Pécs**** • Hotel Millennium**** • Diana Hotel*** • Hotel Makár Sport & Wellness**** • Hotel Laterum**** • Hotel Arkadia***+ • Hotel Palatinus City Center***superior • Hotel Therapia***superior • Hotel Fenyves Panoráma*** • Hotel Aranyhajó Fogadó*** (Closed until 2020) • Hotel Barbakán*** • Hotel Central*** • Kálvária-Rác Hotel*** • Ágoston Hotel*** • Fordan Hotel*** • Színbád Hotel*** • Hotel Kőnig*** (renovation) • Szent György Fogadó*** • Napraforgó Wellness Ház és Panzió*** • Bagolyvár Fogadó*** (pension) • Berg Toboz Panzió*** (pension) • Retro Panzió*** <p><u>Pensions:</u></p> <ul style="list-style-type: none"> • Lenau Ház (pension) • Angelica Apartman • Lyceum Apartman • Apáca Apartman • Barária Apartman • Centrum Apartmanhotel • Hungária Apartmanház • Marci Villa • Masi Apartman • Marilyn City Center Apartman • Toldi Apartmanok • PTE Hunyor Vendégház (guest house) • Donátus Vendégház • Gillice Panzió és Étterem (pension & restaurant) • Valcsics Villa Panzió • A Mecsek Gyöngye Apartmanház • Hatház Apartman • Tulipán Panoráma Apartman 	<ul style="list-style-type: none"> • Hilton Garden Inn Kütahya • Grand Çınar Hotel • Gül Palas Hotel • Via Kütahya Otel • Gülümser Hatun Termal Hotel • Kütahya Garden Otel • Harlek Termal Hotel • Qtahya Otel • Yoncalı Termal Hotel • Hotaş Hotel • Çinili Otel • Nehir Termal Otel • Huzur Termal Apart Otel • Sefa Termal Otel • Hotel Gül Palas • Erbaylar Otel <p>Pensions:</p> <ul style="list-style-type: none"> • Panda Apart Pansiyon • Yıldız Pansiyon • Esgüven Suit Apart • Şehr-i Ala Pansiyon & Apart • Atay Pansiyon • Kütahya Teachers' House • Municipality Guesthouse

	<ul style="list-style-type: none"> • Delanta Panzió • Hársfa Apartman <p><u>Camping sight:</u></p> <p>Família Privát Kemping</p> <p><u>Hostels:</u></p> <ul style="list-style-type: none"> • Joker Hostel • Gandhi Kollégium • Liszt Hostel • Nap Hostel • Szalay László Hostel • Pollack Mihály Hostel • Szántó Kollégium • Jakabhegyi Kollégium • Boszorkány Kollégium 	
<p>Restaurants, Bars and Cafes (Proper names are not translated)</p>	<ul style="list-style-type: none"> • Bagolyvár Étterem • Tettye Vendéglő • Rundó Söröző és Étterem • Fiáker Étterem • Lezser Bárkonyha • Reggeli • Király21 Beerhouse & Grill • Nana • Replay Café & Restaurant • Frei Café • Palatinus Étterem • Eozin Corso • Havanna Café és Étterem • Amerika Retro • Korhely Étterem • Elefántos Étterem és Pizzéria • Mátyás Király Étterem • Balkán Bisztró • Főnix Pizzéria • Pezsgőház Étterem • Blöff Bisztró • Tex-Mex • Crystal • Tempus Étterem • N-Eozin Grillterasz • Oliva Étterem • Paulus • Napsugár • Kikelet Étterem és Kávézó • Kapuciner Étterem • Xavér Étterem 	<p>Restaurants:</p> <ul style="list-style-type: none"> • M&N Balık Restoran • Kesiciler Steakhouse • Kütahya Antre Gurme Restaurant • Antepli Mehmet Lezzet Diyarı • Osmanlı Kebap • Medcezir Restoran • Mr.Kumpir Kütahya • Sera AVM Fast Food Restaurant • Mülayimoğulları İskender • Altınbaşak Unlu Mamulleri • Ala Cafe Restoran • Tarihi Kütahya Mansion Yöresel Ev Yemekleri • Döner Gazino • Gazi Usta • Nar Geleneksel Bahçe Cafe Restoran Kahvaltı • Kütahya Lalezar Mansion • Çıtır Lahmacun Kebap • Kebapzade Kütahya • Güney Gurme • Hammam-i Ziyafe • Kaymak Balık Restoran • Carven restaurant • Gökaçıklar Restaurant • Kebap Evi • Göveçci Süleyman • Nazenin Kasap Izgara • Meşhur Fazlı Usta Yaprak Kebap • Germiyan Mansion Ev Yemekleri • Tombiş Izgara

		<p>Cafes:</p> <ul style="list-style-type: none">• Papyon Cafe & Bistro• Mr.Tom's Coffee• Saklı Bahçe &Bistro• Cafe Artı• Telephone Cafe• All İzz Well Cafe Restaurant• Kahve Dünyası - Kütahya Sera AVM• Cafe Leptin• KİHMED Kitap Kahve• Semaver• Hisaraltı Çay Bahçesi• Cafe Borsa• Mokka Cafe• Irish Coffee• Cup Coffee• Yemen Kahvesi• Kamyon Cafe• Back Street Coffee House• Duman NargiLe Cafe• Gloria Coffee• Gloria Jean's Coffees• İnci Kafe• Bussola Shisha Lounge• GORİL CAFE• David people• Asmalı Bahçe1951• Nora Live Cafe Bistro• Newland Cafe• Hasır• MASAL CAFE• Cafe de Flore• Old School Coffee's• Kahverengi Kültür - Sanat Cafe• Hogwarts Cafe Kütahya• Cafe De Zamane• CASA Cafe & Bistro• Bayramefendi Osmanlı Kahvecisi• Gazozname Kütahya• Penguen pasta kafe• Kantin cafe• AYI LOUNGE• Meşhur Dibek Kahve• Teras Cafe• Ekler Evi• Fabbrica Steampunk <p>Bars:</p> <ul style="list-style-type: none">• Q PUB• Voodoo• MOE CLUB KÜTAHYA
--	--	---

Education level of the staff working in tourism facilities	Except for hotel managers, front office managers, tourism agency managers, the staff working in tourism facilities are graduates of high schools or equivalent.	
Rate of women working in the tourism sector	60%female, 40% male	The number of women working in the tourism sector is below 10%. Most of these women work as chambermaids.
Urban transportation	<p>Bus: Tüke Busz - http://www.tukebusz.hu/tartalmak/Dijszabasi-tajekoztato</p> <ul style="list-style-type: none"> - 87 lines - 16 routes - Daytime and night bus service in Pécs <p>Taxi: Pannon Volán Taxi Ltd. - http://volantaxi.hu/en/index.php Euro 900 taxi - http://www.euro900taxi.hu/english Taxi 900 Pécs - www.taxi900.hu Mecsek Taxi - https://www.facebook.com/mecsektaxiPecs/</p> <p>Bicycle</p> <ul style="list-style-type: none"> ✓ Community Bike Sharing System: <ul style="list-style-type: none"> - Starting in June 2019. - 7 docking stations in the Center of Pécs - Bike path between the Faculties of Humanities and Natural Sciences in the University of Pécs and the Zsolnay Cultural Quarter <p>Address: 7621 Pécs, Széchenyi square 1. (Depot at Hotel Makár Sport & Wellness)</p> <ul style="list-style-type: none"> • Minibus rental <p>Travel4You</p> <ul style="list-style-type: none"> • Tour services <p>Cabrio sightseeing bus</p> <p>23 exciting sights such as Pécs city Center – Mecsek – Zoo – Science Building of the University – Zsolnay Quarter – Train station. It runs in the main season from May until September. http://cabriobusz.hu/hu/</p> <p>Segway:</p> <p>The SegwayPecs.hu is a tourism company</p>	

	<p>organizing exciting Segway tours both in Pécs and the region Address: 7621 Pécs, Irgalmasok u. 16. (near Kossuth square) Phone number: +36-30/ 327-3666 Email address: info@segwayPecs.hu Facebook: Segway Pécs Twitter: @SegwayPecs</p> <p style="text-align: center;">Dotto:</p> <p>Private company (LEME Ltd.)</p> <p>http://www.Pecsikisvonat.hu/htmls/mainpage.html</p> <p>The train runs 10-17.00 in every hour from May until October</p> <p>Duration time 40-50 minutes</p> <p>Route: Széchenyi square – Zsolnay Cultural Quarter – Széchenyi square</p>	
--	---	--

IV.2 SWOT Analysis of Kütahya and Pécs

The findings of the SWOT analysis, based on literature review, quantitative data derived from stakeholders, and fieldwork, are as follows:

	Strengths	Weaknesses	Opportunities	Threats
Pécs	<ul style="list-style-type: none"> * Pécs was granted the European City of Culture in 2010 and fulfilled the requirements of the Project to a large extent * The historical and cultural potential of the city * Historical and cultural zones whose restoration has been completed * There are many parks, picnic areas and promenades in the city * There are many sports areas in the 	<ul style="list-style-type: none"> * The relations with the central government are bound by political conditions * No 5-star or higher quality accommodation facility * The nearest airport is in Budapest * Few numbers of highways that link the city to neighboring countries * There are no water areas such as rivers, lakes or seas near the city 	<ul style="list-style-type: none"> * The Hungarian economy is developing * Pécs has a functioning system in terms of expert support and privatized service procurement * Involvement of artists and sectoral actors in decision-making processes * The city has a sustainable structure in terms of cooperation between different organizations * There are many accommodation 	<ul style="list-style-type: none"> * The current crisis of the Turkish economy * Population and population movements * Problems in human resources due to the elderly population * The city and its nearby remains out of the mainstream touristic routes * There is no joint and complementary tourism strategy with special regions nearby such as Villany and Harkany * Although there

	<p>city</p> <ul style="list-style-type: none"> * There are many museums, exhibition areas, conference halls in the city * Pécs frequently hosts cultural events, festivals, exhibitions, etc. and it has a proper infrastructure in this sense * There is significant progress in product diversification and creativity * The inhabitants of Pécs have a strong sense of belonging to the city * The presence of foreign students is considered a strength * Early Christian Necropolis of Pécs has been on the UNESCO World Heritage Site List since the year 2000 * Membership in the UNESCO Global Network of Learning Cities * The city has an old and deep-rooted university * There are many accommodation facilities in the city, which are in line with the EU criteria 	<ul style="list-style-type: none"> * There are no water activity areas such as big swimming pools or aquaparks in the city * The staff working in the tourism and cultural sector does not speak foreign languages * The local airport is not open for commercial traffic * The public transportation fees are relatively high * The bicycle lanes are insufficient and/or of low quality 	<p>facilities in the city, which are in line with the EU criteria</p> <ul style="list-style-type: none"> * Significant work done on marketing and promotion of products and enhancement of exports * There are hot spring resources near the city * There are many inner-city transportation alternatives * The interest of foreign students in the city increase day by day * Trainings are delivered to local service providers (bus drivers, taxi drivers, restaurant workers, etc.) to increase the number of foreign students * There is an increase in the number of university departments and advisor academics that give international education <p>Foreign students studying and living in the city.</p> <ul style="list-style-type: none"> * Many water facilities around Pécs (10 spas, swimming pools and aquaparks) * Submitting application to the European Green Capital Award * Strong and active 	<p>are hot spring resources near the city, there is no sufficient coordination with these regions</p> <ul style="list-style-type: none"> * The rents of apartments are high in the neighborhoods close to the university * The number of student dormitories is insufficient * The development of elements of transport infrastructure on national level is delayed (highway connection with Croatia) * Decreasing solvency * Higher attraction of other touristic regions * National financing conditions change * The role of economic investors decreases
--	---	--	---	---

			promotion and actions towards sustainable society (the increasing number of bicycle routes, e-bicycle rent system, e-scooter rent system, increasing number of e-car charging spots)	
Kütahya	<ul style="list-style-type: none"> *Kütahya was granted in 2017 the title “Creative City” in the field of UNESCO Crafts and Folk Art *The city has a big historical and cultural potential *There is an airport in the region * The city is close to the highway because it is on the route to big tourism centers * Kütahya is the capital city of çini production * The city has artists that are granted the title “UNESCO Living Human Treasure” * The city has a strong industry and strong companies * The city has a lot of artists certified by the Ministry of Culture 	<ul style="list-style-type: none"> * The relations with the central government are bound by political conditions *The city does not have institutional and sustainable practices in terms of expert support and privatized service procurement * Most of the historical and cultural sites are not restored yet * The city has an insufficient number of parks, picnic areas and promenades * The city has an insufficient number of sports areas *The museums, exhibition areas and conference halls are insufficient in terms of number and quality *There are structural, administrative and traditional weaknesses in terms of organization of cultural activities such as festivals, conferences, etc. 	<ul style="list-style-type: none"> *There are a lot of associations of artists and artisans *The city has a young population at working age *The city is located on the route to important tourism destinations *The city is close to the regional airport *The majority of the population work in the field of traditional arts, particularly the çini art *The hot spring resources are close to the city *The city has a university 	<ul style="list-style-type: none"> * The professional associations are left outside the decision-making processes * The city is a source of migration to the cities nearby and the whole country *The Turkish economy is in crisis *There is no sufficient effort to improve the international aspect of the university *The majority of the female population is left out of the working life *The majority of the population at working age has a low level of education *The majority of the staff working in the tourism and cultural sector does not speak foreign languages * Due to socio-economic reasons, the population has little awareness and expectation on organization of cultural activities *There is little coordination and

		<p>*The inhabitants of the Kütahya have a weak sense of belonging to the city</p>		<p>cooperation among different associations of artists and artisans</p> <p>*Artists, artisans and sectoral actors are not involved in decision-making processes</p> <p>*Little work done for product diversification and innovation</p> <p>*There are no planned and sustainable efforts for the marketing and promotion of products and enhancement of exports</p> <p>*There is no sustainable structure to ensure cooperation between different organizations</p> <p>* The accommodation facilities in the city are insufficient in number and quality; the general standards of the country are not applied in the city</p> <p>* Historical and touristic destinations are yet to be created</p> <p>*Non-original products in the market are tolerated, which lowers the economic value of original products</p> <p>*There are no sufficient and sustainable strategies for the marketing of</p>
--	--	---	--	---

				<p>products and enhancement of exports</p> <p>*Although there are hot spring resources near the city, the coordination with the relevant districts is weak</p> <p>*Although there are hot spring resources near the city, no significant step has been taken for health tourism</p> <p>* The inner-city transportation is not good in terms of quantity and quality</p> <p>*No measures have been taken to guarantee that the elderly and the sick have access to the heart of the historical and cultural areas</p>
--	--	--	--	--

The SWOT Table above suggests that both cities have been significantly empowered by their involvement in important international projects such as the European Capital of Culture and the UNESCO Creative Cities Network, thanks to their historical and cultural potentials. However, while Pécs has made significant progress and completed the restoration of its historical and cultural sites under the said Project, Kütahya has just recently started the process. Therefore, the availability of such infrastructure is a strength for Pécs while it is a weakness for Kütahya. The same also applies to cultural activities. While cultural activities, festivals, exhibitions and similar activities are frequently organized and a proper infrastructure is available in Pécs, the situation is extremely weak in Kütahya. In both countries, political relations shape the relationship between the central government and local governments, which is a weakness for both cities. The services offered to the local population are defined according to whether the local government is from the same party as the central government. It may be well said that it is a significant strength for Kütahya to have a location that is only half an hour distant from the regional airport and to be quite close to the highways since it is positioned on the routes to big tourism centers. This is not the case for Pécs. It is a weakness for Pécs to have the nearest airport which is suitable for commercial traffic is in Budapest at 2.5 hours' distance and to be located far away from highways.

The Hungarian economy is developing while the Turkish economy is in a serious crisis; which is an opportunity for Pécs and a threat for Kütahya in the short run. The surrounding areas of both cities have a variety of tourism opportunities; which is a future opportunity for both cities. However, in both cities, there is a tendency to neglect the potentials of the near surroundings and focus on the potentials of the city centers only. This strategic mistake poses a common threat to the future of

both cities. Although Kütahya has a greater potential in terms of active professional or business associations, it is not able to take advantage of this richness and involve them sufficiently in decision-making processes. If the local government recognizes the importance of participation, this threat may be turned into an opportunity. In Pécs, however, a significant opportunity has been seized by involvement of artists and sectoral actors in decision-making processes. The availability of a university in both cities is a significant opportunity for development in both cities. In the city of Pécs, the university is known as the biggest employer of the city. Thus, the university has a high level of interaction with the city. In Pécs, this opportunity is being strengthened by new, although delayed, strategies. In Kütahya, however, there is no active effort to increase the benefits of this opportunity. It is important that both universities focus on international activities and exchange programs. On the other hand, due to the social and economic circumstances in Kütahya, the majority of the students of Dumlupınar University leave the city when they graduate. Kütahya has the biggest industry among the neighboring cities and it has employment opportunities offered by the industry. Today, most of those industrial white-collar employees working in Kütahya actually live in Eskişehir. That is to say, the money earned in Kütahya is spent in Eskişehir. If an active cooperation program is implemented between Dumlupınar University and the industry in the city, the university students will start to have future plans in Kütahya. Apart from the improvement of economic conditions, if the social life in the city is enriched, more students will prefer to have education in Kütahya and more graduates will prefer to live in Kütahya. Another weakness for Pécs is that real estate rents are high around Pécs University. In this respect, the number of dormitories should be immediately increased and public transportation fees should be lowered. Pécs is lucky in the sense that it has more public transportation options than Kütahya. In Kütahya, local transportation should be diversified and the quality of transportation should be improved. In Kütahya, there are bicycle lanes both at the university campus and in the city and these lanes are actively used. The number and quality of these bicycle lanes should be increased. Fieldwork in Pécs shows that there is high demand for bicycle roads, especially for students.

As we discussed before, both cities are 'sending cities' in terms of migration. In Pécs, the reasons for migration from the city are largely political and economic while in Kütahya the reasons are both social and economic. While migrants from Pécs generally go to other countries, migrants from Kütahya go to other cities within the country. Since the number of qualified human resources is lowered due to migration of young population at working age, immigration/migration is a threat for urban development in both cities. Another threat in Kütahya is that a great majority of the female population is left out of working life. In Pécs, vocational training is considered important and training programs are delivered in line with the needs of the industry. In Kütahya, although higher attention has been paid to vocational training in recent years, there are no consistent programs. Delivered by different organizations, trainings generally duplicate each other.

In Pécs, there are many accommodation and tourism facilities that satisfy the EU criteria, which is a significant opportunity for the development of the city. For Kütahya, in turn, the same topic poses a serious threat. In Pécs, congress tourism may improve and visitors with higher socio-economic status may be attracted to the city if 5-star and higher quality hotels are built soon. Although this is also the case for Kütahya, the priority should be given to the control and improvement of capacity of the existing tourism facilities. The shortages in accommodation facilities are a very big threat for

Kütahya. The number of foreign-language-speaking employees is very low in tourism and cultural industries in both Pécs and Kütahya, which is a threat and weakness for both cities.

Pécs and its surroundings have invaluable historical ruins from the Turkish era. Despite this fact, the tours organized from Turkey to Eastern Europe include visits to Budapest, Serbia, and Croatia but not to the city Pécs. This shows that the city is unable to make use of a very valuable potential.

It is well known that **sustainable development has three components: economic, social, and environmental**. It is not possible to talk about sustainability of an economic model if these components are not taken together. Culture is the most important catalyzer that would hold these three components together. Thanks to the characteristics of Kütahya and Pécs, it is possible to activate this effective factor in both cities. Thus, a culture-oriented commercial revival in Kütahya and Pécs would ensure that all threats are replaced by opportunities.

Especially in Kütahya, proper promotion of products and the city, diversification of products, creation of markets of creative cultural products, sustainable management of natural and human resources will change the destiny of the city. There is no doubt that the cooperation between Kütahya and Pécs, which are called sister cities and which have a lot of characteristics in common, will be a concrete example of the “win-win” strategy.

V. CULTURAL STRATEGIES AND ACTION PLANS

Apart from conducting defined activities, public institutions are responsible for identifying strengths and weaknesses, drafting consistent strategies and visions, designing required actions, and following novelties and regulating functions. Strategic planning contributes much to the success of public institutions. In this respect, strategic plans encourage future-oriented thinking, sets forth actual needs of the community, identifies proper development strategies, and helps foresee environmental changes. Strategic planning facilitates optimal decision-making on what to do to achieve development goals, maximization of benefits derived from scarce resources, and enhancement of local, national and international communication.

The theoretical infrastructure of the cultural strategies and action plans drafted under the Project is based on the relevant sections of the Acquis Communautaire and the Sustainable Development Goals of the United Nations. As is known, the title of Section 26 of the Acquis Communautaire is “Education and Culture”. All member states and candidate states should adapt their national policies to this section. Culture is the common element in social, economic and environmental components of sustainable development. The cultural element has a catalyzing effect in all practices aim at sustainable development in line with Sustainable Development Goal No 8 (Decent Work and Economic Growth), No 11 (Sustainable Cities and Communities), and No 17 (Partnerships for Goals).

Strategic plans should focus on the intended outcomes, include a roadmap on how to manage change, and be realistic, participatory and transparent.

Although they are based on international norms, the strategic plans have been adapted to local needs and expectations, based on the fieldwork done under the Project. In other words, the basic motto of sustainable development, “Think Global Act Local”, has been followed.

Under the Project, the needs and expectations of local populations, local governments and all relevant stakeholders have been thoroughly scanned and identified with a bottom-up method in both Kütahya and Pécs. Thus, a proper ground has been created for identification of solutions directly by the target groups.

As foreseen in the Project Application Form, Cultural Strategies¹ have been drafted in three components:

- Cultural Strategy and Action Plan for Kütahya
- Cultural Strategy and Action Plan for Pécs
- Common Cultural Strategy and Action Plan for Kütahya-Pécs Town Twinning

¹As mentioned in Part 2 of the Report, Cultural Strategies and Action Plans are were developed by Dr. Arzu İrge Özyol, Ms. Pinar Adanalı Al and Ms. Monica Meszaros based on literature review and fieldwork (Study Visits, Workshops and Round Table Meetings, Deep Interviews and Surveys) done under the Project.

V.1 CULTURAL STRATEGY AND ACTION PLAN FOR KÜTAHYA

V.1.1 Determination of Strategic Purposes

Field Works played a critical role in determination strategic purposes and priorities. Findings obtained from these works provided development cultural strategy in 3 economic, social, environmental axis. Person and institution participated in the field work provided contribution to determination of strategic purposes by developing problem detection or solution offers. These opinions were collected and the reference documents were evaluated in line with the EU acquis Portion 26 and 27, Agenda 21 for Culture, Sustainable Development Goals, UNESCO Creative Cultural Cities Network policies by collecting these opinions. Problem and/ or solution offers contributing to implementation of international policies provided development of strategies.

Public approach was summarized in formed strategies below.

SOCIAL DEVELOPMENT AXIS	
You Said	We Listened
<p>Artists:</p> <ul style="list-style-type: none"> - We are creative but we can not be active sufficiently on national and international platforms. - We are lacking in using social media and preparing demonstration materials. - We need education to develop our creativity and to provide that our reach to national and international field. - Kütahya folk arts are in danger of losing their value. To solve this problem, requirement oriented education program should be coordinated, certification system should be implemented and local accreditation board should be formed. - To transfer folk arts to next generations, it is necessary that children should be introduced to Kütahya folk arts and they should be raised from young age. 	<p>Strategic Target I.1 – well-attended “Establishing UCCN Practises Committee Oluşturulması” within Municipality</p> <p>Strategic Target IV.1 – Forming artist-craftsperson accreditation system</p> <p>Strategic Target IV.2 – Coordinating Requirement Oriented Education Programs and Certification Implementations</p> <p>Strategic Target V.1 – Forming “Memory of City Culture” spiritually by compiling stories, rumors, legends that are material and belong to Kütahya for historical and cultural heritage arts and outstanding artists</p> <p>Strategic Target VI.1 – Change from buttom toyop should be provided.</p>

<p>Institutions:</p> <ul style="list-style-type: none"> - Culture plays a primary role in sustainable development strategy of Kütahya. (All institutions built consensus) - As all intitutions we should implement joint work program to conduct UNESCO Creative Cities Network Program successfully. - Cultural background of Kütahya is like a treasure chest that its cover has not opened. If institutions collaborate, this chest's cover can be opened and cultural heritage can be sustainable. - The world should know Kütahya's cultural heritage 	<p>Strategic Target I.1 – Well-attended “Establishing UCCN Practises Committee Oluşturulması” within Municipality</p> <p>Strategic Target I.2 – Providing participation in new international networks</p> <p>Strategic Target II.2 – Coordinating joint works, making neccessary attempts for developing health tourism by collaborating with District Muniicipalities</p> <p>Strategic Target IV.1 – Forming artist-craftsperson accreditation system</p> <p>(Targets in charge of all local institutionsin have been determined. Institutions are expected to fulfill their responsibilities in line with their statements.)</p>
<p>Students:</p> <ul style="list-style-type: none"> - We do not know enough values and culture of Kütahya. - Historical, cultural, artistic heritage of Kütahya may contribute to my education. - I could not attach myself to city during the student period, because the university and city relations were weak. - Social opportunities provided by Kütahya are not enough for students. 	<p>Strategic Target II.1- Forming Culture and Tourism Centers (destinations)</p> <p>Strategic Target IV.3 – Increasing collaboration with universities in foreign countries and increasing student numbers benefitting from student Exchange program</p>

ECONOMIC AXIS	
You Said	We Listened
<p>Entrepreneurs: Small Scale Enterprises:</p> <ul style="list-style-type: none"> - City promotion should be carried out to consider value of our artistic products in the market. - Craft feeds art, art feeds craft. It should be considered in a multilateral way. - Imitation, low quality products empowerish our competitive power this situation causes to bleed of Kütahya tile art. - We have difficulty to find quality personel that we want - Increase in tourist numbers coming to 	<p>Strategic Target II.1- Forming Culture and Tourism Centers (destinations)</p> <p>Strategic Target III.1 – Developing capacity of all companies, especially which are in service in the innovative cultural field in Kütahya.</p> <p>Strategic Target IV.1 – Forming artist-craftsperson accreditation system</p> <p>Strategic Target IV.2 – Coordinating Requirement Oriented Education Programs and</p>


<p>Kütahya will contribute to increase in sales of our enterprise.</p> <p>Medium and Large Scale Enterprises:</p> <ul style="list-style-type: none"> - We have difficulty to find personel that we need - Industry can support the development of human resources in Kütahya by internship programs organized in cooperation with the University. - Training centers such as vocational courses to be opened or vocational high school should be determined according to needs of the industry. 	<p>Certification Implementations</p> <p>Strategic Target IV.3 – Increasing collaboration with universities in foreign countries and increasing student numbers benefitting from student Exchange program</p>
<p>Artists:</p> <ul style="list-style-type: none"> - Local authorities should develop much more Project to increase vitality in the city. - City promotion should be conducted to increase the value of art and artist and to put artworks and craft products on market with the value they deserve. - Digital promotional tools should be actively used also by local government. Kütahya should be promoted in digital platform in the most effective and best way. 	<p>Strategic Target I.3 – Applying to different national and international grant program like EU funds with new project ideas</p> <p>Strategic Target II.1 – Forming Culture and Tourism Centers (destinations)</p>
<p>Institutions:</p> <ul style="list-style-type: none"> - We saw the benefits of international networks and international projects concretely with this project. After this we know that we need to be a member of international networks and we should continue our works to develop international projects in cooperation with these networks. 	<p>Strategic Target I.2 – Providing participation in new international networks</p>



ENVIRONMENTAL AXIS	
You Said	We Listened
<p>Entrepreneurs:</p> <p>Small Scale Enterprises:</p> <ul style="list-style-type: none"> - Kütahya is a city that attracts tourists on the road from outside due to its geographical location. The time that they spend in Kütahya should be increased. <p>Medium and Large Scale Enterprises:</p> <p>Companies exporting in Kütahya</p>	<p>Strategic Target II.1 – Forming Culture and Tourism Centers (destinations). Planning culture and tourism centers that were formed newly or were restored, budget allotment, protection of environment during construction and restoration implementations and public service process, development of environment, providing waste remendiation and utilization of</p>

<p>industry bring foreign customers to the city. It is important to increase the opportunities that these people can provide to spend their time aside from working in Kütahya.</p>	<p>sustainable energy sources and also giving people credit for living in a healthy environment (II.1.8)</p> <p>Strategic Target II.2 – Coordinating joint works, making necessary attempts for developing health tourism by collaborating with District Municipality</p> <p>Strategic Target III.1– Developing capacity of all companies, especially which are in service in the innovative cultural field in Kütahya and referring to issues of sustainable production, sustainable tourism and sustainable urbanism by giving place to sections related to protection of environment, development of environment, waste remediation and utilization of sustainable energy sources in respect thereof all developed training programs in this context (IV.2.5)</p>
<p>Artists:</p> <ul style="list-style-type: none"> - Buildings such as exhibition halls and cultural centers should be put into operation in Kütahya. - Completing the restoration of buildings that are not restored and restored buildings should be transformed into living historical buildings by artists. - History and cultural background of Kütahya should be shared with the tools that public can see and absorb. 	<p>Strategic Target I.3 – AB Applying to different national and international grant program like EU funds with new project ideas</p> <p>Strategic Target II.1- Forming Culture and Tourism Centers (destinations)</p>
<p>Institutions:</p> <ul style="list-style-type: none"> - We saw the benefits of international networks and international projects concretely with this project. After this we know that we need to be a member of international networks and we should continue our works to develop international projects in cooperation with these networks. 	<p>Strategic Target I.2 – Providing participation in new international networks</p> <p>Strategic Target V.1 – Forming “Memory of City Culture” spiritually by compiling stories, rumors, legends that are material and belong to Kütahya for historical and cultural heritage arts and outstanding artists</p> <p>Strategic Target VI.1 While providing a change from bottom to top, creating environmental awareness in children within the framework of awareness that transferring the heritage from our ancestors to our grandchildren is the basic philosophy of the sustainable future. (games, drama, applications etc.) (VI.1.4)</p>

V.I.2 Action Plan

VISION: Although Kütahya has a big historical and cultural potential and joined the UNESCO Creative Cities Network in 2017, the city is not able to remove the veil on its treasures due to political instabilities, economic problems, lack of communication among stakeholders, and the lack of confidence among the population against decision-making mechanisms. If the strategies identified by literature review and fieldwork are implemented, Kütahya will undergo a significant change in the medium term.

STRATEGIC OBJECTIVE I		ENHANCE THE CULTURE AND PRACTICES OF LOCAL, NATIONAL AND INTERNATIONAL COOPERATION IN KÜTAHYA			
STRATEGIC GOAL I.1	Establish a comprehensive “UCCN Executive Committee” within the body of the municipality Since the UCCN Project is a national Project, organize visits to the Ministry of Culture and Tourism, the Ministry of Industry and Technology, the Ministry of Development to draw attention to the UNCCN project, to discuss sectoral problems, and to ensure the Central Government’s support in kind and in cash for urgent solutions.				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.1.1	Draft the documentation to be used during the visits	The written and visual documents to be drafted	November-December 2019 (Short Term)	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
I.1.2	Make the appointments	The number of appointments	January,2020	Kütahya Municipality	-
I.1.3	Organize the visits	Concrete support achieved	February2020/March 2020	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini

					Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
STRATEGIC GOAL I.2	Participate in new international networks				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.2.1	Membership to the United Cities and Local Local Governments / UCLG	Application for membership Membership	January-June 2020	Kütahya Municipality	-
I.2.2	Membership to the Enterprise Europe Network/ EEN	Application for membership Membership	January-June-2020	Chamber of Commerce and Industry of Kütahya	-
STRATEGIC GOAL I.3	Apply to different national and international grant schemes such as EU funds				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
1.3.1	UCLG-MEWA Joint Project	The number of project applications The number of approved applications	November 2019- November 2020	Kütahya Municipality	Different institutions and organizations
1.3.2	Application to the EU Grant Schemes	The number of project applications The number of approved applications	November 2019- November 2020	Kütahya Municipality	Zafer Development Agency and different institutions and organizations
STRATEGIC OBJECTIVE II	  HIGHLIGHT THE HISTORICAL AND TOURISM POTENTIAL OF KÜTAHYA				
STRATEGIC GOAL II.1	Create cultural and tourism centers (destinations)				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.1.1	Identification of tourism and cultural centers	Construction plans and restoration projects of the centers to be	November 2019- January 2010	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of


Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs

		created			Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
II.1.2	Completion of the innovation work in these centers (Minimum %80)	The rate of completion of the restoration	January 2020- January2022	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
II.1.3	Build promenades, create bicycle rental points, diversification of transportation with attractive alternatives such as tramways	Transportation alternatives put in practice	January 2021 January 2023	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
II.1.4	Use billboards, signboards, etc. on main roads to raise awareness on UCCN, create a sense of belonging to Kütahya, and guide visitors Active use of the	The number of signboards used (Minimum 50 signboards+20 billboards)	June 2020	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and

Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs


	UNESCO logo in the city				Producers, Culture and Art Association of Kütahya, Zafer Development Agency
II.1.5	Ensure standardization, strengthen control and penalty mechanisms in tourism facilities	<p>The number of facilities controlled</p> <p>The number of facilities where the regulation on tourism facilities is implemented</p> <p>The number of facilities closed</p> <p>The number of facilities that are imposed penalty</p>	January 2020- January 2021	Kütahya Municipality	Directorate of Culture and Tourism of Kütahya
II.1.6	Creation of new exhibition areas, organization of festivals and conferences	<p>Exhibition areas created within the last year</p> <p>The number of festivals organized within the last year</p> <p>The number of conferences on culture and art within the last year</p>	June 2020 June 2021	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer Development Agency
II.1.7	Development of promotional films, brochures and catalogues for the promotion and branding of the city at national and international level, renovation of the website of the municipality, active use of the page "Creative Kütahya", the UNESCO website, use of social	<p>The number of promotional films developed at the end of one year</p> <p>The number of catalogues prepared at the end of one year</p> <p>The number of followers of the social media tools at the end of one year</p>	January 2020- January 2021	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, Zafer

	media tools	The number of visitors of the website at the end of one year			Development Agency
II.1.8	Planning culture and tourism centers that were formed newly or were restored, budget allotment, protection of environment during construction and restoration implementations and public service process, development of environment, providing waste remediation and utilization of sustainable energy sources and also giving people credit for living in a healthy environment	The rate of completion of the restoration	January 2020- January 2022	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Ceramists, Culture and Art Association of Kütahya, Zafer Development Agency General Directorate of Foundations
II.1.9	Transforming the historical buildings and areas that restoration is completed into living buildings. Bringing them to daily life such as restaurants, cafes, exhibition areas, shops	The rate of completion of the restoration	January 2020- January 2022	Kütahya Municipality	Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Ceramists, Culture and Art Association of Kütahya, Zafer Development Agency General Directorate of Foundations

STRATEGIC GOAL II.2	Cooperate with district municipalities and organize joint programs; take necessary steps to improve health tourism				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.2.1	Initiation of periodical coordination meetings with district municipalities	The number of meetings held The rate of implementation of the decisions taken	January 2020 January 2021	Kütahya Municipality	District Municipalities, Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya, ZaferDevelopment Agency
STRATEGIC OBJECTIVE III	 REVITALIZE THE COMMERCIAL LIFE IN KÜTAHYA				
STRATEGIC GOAL III.1	Capacity building for all companies, particularly the ones operating in the innovative cultural sector in Kütahya				
III.1.1	Development of special programs for marketing, exports, innovation and product diversification	The number of programs developed The number of participants in the programs	January 2020 January 2021	Chamber of Commerce and Industry of Kütahya Kütahya Dumlupınar University	Professional Chambers Private Companies Students
III.1.2	Participation of the companies in the sector in international networks	The commercial networks joined The number of commercial links initiated through networks	January 2020 January 2021	Chamber of Commerce and Industry of Kütahya Chamber of Tradesmen and Craftsmen of Kütahya	Professional Chambers Private Companies
III.1.3	Ensure that the companies in the sector participate in national and international fairs and B2B meetings	The number of companies from Kütahyalı that participate in national fairs The number of companies from Kütahyalı that	January 2020 January 2021	Chamber of Commerce and Industry of Kütahya	Professional Chambers Private Companies

Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs

		<p>participate in international fairs</p> <p>The number of companies from Kütahyalı that participate in national B2B meetings</p> <p>The number of companies from Kütahyalı that participate in international B2B meetings</p>			
III.1.4	Organization of fairs and B2B meetings in Kütahya	<p>The number of national fairs organized in Kütahya</p> <p>The number of international fairs organized in Kütahya</p> <p>The number of national and international B2B meetings organized in Kütahya</p> <p>The number of companies participating in the national and international fairs organized in Kütahya</p> <p>The number of companies participating in the national and international B2B meetings organized in Kütahya</p>	January 2021 January 2022	Chamber of Commerce and Industry of Kütahya	Professional Chambers Private Companies
III.1.5	Set up new companies and/or establish foreign partnerships to operate in the creative cultural sector in Kütahya	<p>The number of new companies set up in Kütahya</p> <p>The rate of companies operating in the</p>	January 2021 January 2022	Chamber of Commerce and Industry of Kütahya	Professional Chambers Private Companies Kütahya KİŞGEM

		<p>creative cultural sector among the newly set up companies</p> <p>The number of companies closed in Kütahya</p> <p>The rate of companies operating in the creative cultural sector among the closed companies</p> <p>The number of partnerships with companies operating in foreign countries</p>			
STRATEGIC OBJECTIVE IV		ENHANCE THE POTENTIAL OF KÜTAHYA TO BE A LEARNING CITY			
STRATEGIC GOAL IV.1	Create an accreditation system for artists and artisans				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
IV.1.1	Establishment of the “High Advisory Board” with the participation of Mehmet Gürsoy, Mehmet Koçer, İsmail Yiğit, Hamza Üstünkaya, Saim Kolhan, and Mehmet Yıldırım	Participation of the targeted persons in the board	December2019	Kütahya Municipality	Governorship of Kütahya, Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya,
IV.1.2	Designation of the criteria by the High Advisory Board	The rate of approval of the criteria designated by the High Advisory Board by stakeholders	January2020	Kütahya Municipality	Governorship of Kütahya, Governorship of Kütahya, Dumlupınar University, Chamber of



Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs



					Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
IV.1.3	Evaluation of the applications by artists and artisans	The number of artists and artisans whose applications are evaluated in one year	May 2020 May 2021	Kütahya Municipality	Governorship of Kütahya, Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
STRATEGIC GOAL IV.2	Deliver need-oriented training programs and create certification programs				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
IV.2.1	Art Direction Certification Program	The number of participants of the training The number of participants completing the training	September 2021 June 2021	Dumlupınar University	Kütahya Municipality Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
IV.2.2	Organization of vocational certification programs	The number of vocational training programs organized The number of participants in the programs	September 2020 June 2020	Dumlupınar University	Kütahya Municipality Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of

Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs

		The number of participants completing the programs			Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
IV.2.3	Delivery of capacity building trainings on communication, employment of cleaning materials, hygiene, kitchen services, vocational English, etc. to build capacity among the employees in the tourism sector	The number of tourism training programs organized The number of participants in the programs The number of participants completing the programs	September 2020 June 2020	Dumlupınar University	Directorate of Tourism and Culture of Kütahya, Kütahya Municipality, Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
IV.2.4	Delivery of training on tour operation	The number of training programs on tour operation The number of participants of the programs The number of participants completing the programs	September 2020 June 2020	Dumlupınar University	Directorate of Tourism and Culture of Kütahya, Kütahya Municipality, Governorship of Kütahya, Dumlupınar University, Chamber of Commerce and Industry of Kütahya, Çiniciler Odası, Culture and Art Association of Kütahya, Tourism Agencies
IV.2.5	Referring to issues of sustainable production, sustainable tourism and sustainable urbanism by giving place to sections related	The number of vocational training opened The number of the participants The number of participants	September 2020 June 2020	Dumlupınar University	Kütahya Turizm ve Kültür Müdürlüğü, Kütahya Municipality, Governorship of Kütahya, Dumlupınar University,

	to protection of environment, development of environment, waste remediation and utilization of sustainable energy sources in respect thereof all developed training programs and expanding awareness of decent work and job such as occupational health and safety	completing the programs			Chamber of Commerce and Industry of Kütahya, Chamber of Ceramists, Culture and Art Association of Kütahya, Turizm Acentaları
STRATEGIC GOAL IV.3	Enhance cooperation with foreign universities and increase the number of students that benefit from student exchange programs				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
IV.3.1	Signature of a comprehensive cooperation protocol with the Pécs University	The number of students sent to the Pécs University The number of students coming from the Pécs University	September 2021 June 2022	Dumlupınar University	Kütahya Municipality, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
IV.3.2	Student exchange between different universities and under different programs	The number of students going to foreign countries under the exchange programs The number of students coming from foreign countries under the exchange programs	September 2021 June 2022	Dumlupınar University	Kütahya Municipality, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya

IV.3.3	Initiate exchange programs for intern students	The number of foreign students that undergo training in companies in Kütahya The number of intern students sent to foreign countries from Kütahya	June 2020 – September 2020	Dumlupınar University	Private Sector, Kütahya Municipality, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers
STRATEGIC OBJECTIVE V	 11 SUSTAINABLE CITIES AND COMMUNITIES	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	BUILD A CITY CULTURE MEMORY – PROTECT AND SUSTAIN THE NON-TANGIBLE CULTURAL HERITAGE		
STRATEGIC GOAL V.1	Build a material and immaterial “City Culture Memory” by protecting the historical and cultural heritage, traditional art products, and prominent artists, and by compiling stories, narratives and legends of Kütahya				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
V.1.1	Creation of a team to build a City Culture Memory	The Research Report of the working group to be created in cooperation with different departments of the university, such as history, Turkish language and literature, visual design, and animation, and support of the artists and stakeholder organizations from Kütahya	February 2020	Dumlupınar University	Kütahya Municipality, Governorship of Kütahya, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
V.1.2	Conduct research to build a City Culture Memory	Research Report	February 2020 December 2020	Dumlupınar University	Kütahya Municipality, Governorship of Kütahya, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of

					Kütahya
V.1.3	Production of a catalogue and digital media work with the data driven from the research conducted to build a City Culture Memory	Catalogue Digital Media	January 2021 June 2021	Dumlupınar University	Kütahya Municipality, Governorship of Kütahya, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
V.1.4	Share striking examples with the public on billboards to be located in different locations of the city	Billboards	September 2021	Kütahya Municipality	Dumlupınar University, Governorship of Kütahya, Chamber of Commerce and Industry of Kütahya, Chamber of Çini Arts and Producers, Culture and Art Association of Kütahya
STRATEGIC OBJECTIVE VI	  ENSURE SOCIAL CHANGE				
STRATEGIC GOAL VI.1	Bottom-up change				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
VI.1.1	Deliver summer courses on çini to primary school students	The number of summer courses delivered The number of students participating in courses	June 2021 August 2021	Chamber of Çini Arts and Producers Dumlupınar University	Kütahya Municipality

VI.1.2	Make children acquainted with mud in painting classes under the primary education curriculum	The number of hours of çini lessons The number of students participating in lessons The number of çini products produced by students	September 2020 June 2020	Chamber of Çini Arts and Producers Dumlupınar University	Governorship of Kütahya Directorate of National Education of Kütahya
VI.1.3	Exhibition of çini products produced by children	The number of exhibitions opened	September 2021 September 2022	Kütahya Municipality	Chamber of Çini Arts and Producers Dumlupınar University
VI.1.4	While providing a change from bottom to top, creating environmental awareness in children within the framework of awareness that transferring the heritage from our ancestors to our grandchildren is the basic philosophy of the sustainable future. (games, drama, applications etc)	The number of beneficiary students The number of tile by students	September 2020 June 2020	Chamber of Cermists Dumlupınar University	Governorship of Kütahya Directorate of National Education of Kütahya

V.2 CULTURAL STRATEGY AND ACTION PLAN FOR PÉCS

V.2.1 Determination of Strategic Purposes

One of the purposes of project is the transfer of knowledge and experience between two cities. With this purpose, in addition to in-depth interviews and surveys conducted in determining Pécs strategic purposes, observations of Kütahya delegation were also effective. Kütahya delegation was influenced a lot by historical and cultural background of Pécs and its successful performance in the European Capital of Culture program. It is clearly stated with numerical indicators in evaluation reports published by the EU that this program is carried out very successfully. Kütahya has suggested that membership of UNESCO Creative Cities Network, which it thinks that it will be as effective as the

program for Pécs and that it is a member, will revitalize the city with a new program and clearly stated that it will support Pécs to become a member of this network. In depth interviews, it was observed that every segment of the public has a high devotion to Pécs and a high level of satisfaction with the opportunities offered by city. Developed strategies are for better evaluation of high potential of the city. In other words, Pécs has taken crucial steps towards becoming a city of culture and now action plan has been developed to improve progress in this line. Inhabitants of Pécs mostly focused on economic development and stated that they met the city's expectations in the environmental and social axis.

Public approach was summerized in formed strategies below.

SOCIAL DEVELOPMENT AXIS	
You Said	We Listened
<p><i>Kütahya Delegation:</i></p> <ul style="list-style-type: none"> - 2010 Capital of Culture program has talked everywhere. It is a very well-implemented program, but it has been 10 years so a new program may bring a new mobility to the city. They have all kinds of infrastructures to join UNESCO Creative Cities Network. As town twinning, we cast affirmative vote for Pécs and ensure that they also connect with cities that we have good relations and we work to convince them. - We do not hear network of Pécs in organized tours to these destinations from Turkey. Much more Turkish tourists should come to this city that is neighbor to Szigetvar, Mohàcs and much more Turkish tourists should visit Turkish ruins protected bt Gazi Kasım Paşa Mosque. 	<p>Strategic Target I.1 – Participating in the UNESCO Creative Cities Network and make Pécs a UNESCO city</p> <p>Strategic Target II.2 – Developing Pécs tourism</p> <p>Strategic Target III.1 – Creating joint and complementary programs with areas such as Szigetvar, Mohàcs, Villany and Harkany immediate environment of Pécs</p>
<p><i>Artists:</i></p> <p>We should be more active in international organizations.</p> <ul style="list-style-type: none"> - More English promotional materials should be developed for the city's handicrafts promotion. 	<p>Strategic Target IV.1 Digital and printed media tools and Pécs crafts diversity should be introduced</p>

<p>Institutions:</p> <ul style="list-style-type: none"> - Social activities organized in Pécs are enough. Both festivals and organized other social events These festivals make life in the city beautiful. - Social life in Pécs is active and despite this dynamism, low crime rate in the city is one of the best features that make Pécs a livable city. - There are many foreign students in Pécs. If these students have places that they can exhibit their culture, foreign university students can bring more dynamism to the city. - The increase in the number of foreign students of Pécs University has increased mobility and dynamism in the city. 	<p>The current progress policies of Pécs is such as to support these views. For this reason, fewer new strategic suggestions have been developed compared to data obtained. Strategies suggested here are the strategies that are more strengthened or prioritized in addition to the existing strategic plans of the city.</p> <p>Strategic Target III.1 Increasing in opportunities and enhancing interaction of student and the city</p>
<p>Students:</p> <ul style="list-style-type: none"> - Pécs offers Students enough oppotunities. - Interaction between Pécs University and the city is enough. - Department students do not have common share enough with foreign students except for departments that foreign students are accepted at the university. - It could be better if the number of activities for students is increased. 	<p>Strategic Target III.1 Increasing in opportunities and enhancing interaction of student and the city</p>

ECONOMIC AXIS	
You Said	We Listened
<p>Entrepreneurs: Small Scale Enterprises:</p> <ul style="list-style-type: none"> - Pécs University revitalizes the city's economic life and especially increase in the number of foreign students has benefited greatly. - Increase in the number of tourists coming to Pécs will strengthen the city's economy. Pécs can not use its historical and cultural potential sufficiently. <p>Otel ve Turizm İşletmeleri:</p> <ul style="list-style-type: none"> - There is a lot of reason for tourists from 	<p>Strategic Target I.2 – Providing participation in new international networks – Making Pécs a UNESCO city</p> <p>Strategic Target II.1 Constructing Hotel with 5 Stars or above</p> <p>Strategic Target II.2 Developing Pécs tourism</p> <p>Strategic Target II.3 Constructing Regional Airport and Highways</p> <p>Strategic Target IV.1 Pécs handicrafts</p>


<p>Turkey to visit this area. Promotion works specific to Turkey should be conducted not only in local but also national level.</p> <ul style="list-style-type: none"> - Difficulty of transportation is one of the main reasons for Pécs to evaluate its potential sufficiently. - We have an airport but not functional enough - This region has to be a attraction center, an integrated promotional work should be carried out not only for Pécs but also for its environment. - It is true that there is a 5 star hotel deficit in Pécs. We also have investors who can make a 5 star hotel investment, but to make this investment, it is necessary to give priority to city promotion. The investor will invest when he sees the opportunity. 	<p>diversity should be introduced with digital and printed media tools</p>
<p>Institutions:</p> <ul style="list-style-type: none"> - Although it is a very convenient city for congress tourism, congress tourism works can not be carried out since there is no 5 star hotel. 	<p>Strategic Target I.2 – Providing participation in new international networks</p> <p>Strategic Target II.1 Constructing Hotel with 5 Stars or above</p> <p>Strategic Target II.2 Developing Pécs tourism</p> <p>Strategic Target II.3 Constructing Regional Airport and Highways</p>
<p>Students:</p> <ul style="list-style-type: none"> - There are not enough job opportunities in Pécs. - It is easier for students to find part-time jobs than full-time jobs. - House rents around Pécs University have been increasing very quickly. 	<p>Strategic Target III.1 Increasing student opportunities and strengthening interaction between student and the city</p>



ENVIRONMENTAL AXIS	
You Said	We Listened
<p>Entrepreneurs:</p> <ul style="list-style-type: none"> - The city meets all our expectations in terms of environmental infrastructure. - There is no infrastructure problem. 	<p>Strategic Target II.3 Constructing Regional Airport and Highways</p> <p>(II.2.2- Constructing highways connected to</p>

<ul style="list-style-type: none"> - The environmental infrastructure works carried out during the period of the EU Capital of Culture program are sufficient for cultural and social development of the city. - The only deficit we have water activity. Lacking of water sports activity reduces tourism efficiency in summer. It is possible for our city, which has a Mediterranean climate in Hungary, to make better use of this feature, by enriching it with water facilities. Because whole country is yearning for water, such an investment in the city of Pécs could also increase domestic tourism. - The most important problem of our city is transportation. Budapest - Pécs highway has increased the number of tourists coming to our city. 	<p>Republic of Croatia and Serbia)</p> <p>Strategic Target II.4 Extending the tourist season with water-based investments to take advantage of the Mediterranean climate</p>
<p>Artists:</p> <ul style="list-style-type: none"> - There is no infrastructure problem in the city. - Restorations are sufficient and new infrastructures are offered for the development of these creative cultural industries with the project of keeping newly restored historical buildings alive. - - To use the opportunities we have, it is necessary to ensure the visibility of our cultural assets by investing in digital technologies. 	<p>Strategic Target II.2 Developing Pécs tourism (II.2.2 Development of new and innovative tourism models with mobile game applications developed with the use of digital technology in historical places. With the ICT Technologies, to explore the historical area, to develop new applications that will allow visitors to have different experiences)</p>
<p>Institutions:</p> <ul style="list-style-type: none"> - The only problem of the city is the transportation problem. The effect of the highway on city mobility has been seen. Highway connections to countries such as Croatia and Serbia are required to attract the tourists of the neighboring countries to our city. Nobody prefers a difficult road, transportation is our most important infrastructure problem. 	<p>Strategic Target II.3 Constructing Regional Airport and Highways (II.2.2- Constructing highways connected to Republic of Croatia and Serbia)</p>


<p>Students:</p> <ul style="list-style-type: none"> - The city generally meets all our expectations. - Since the departments are in a disconnected campus in the university, interaction between students of different departments is low. Places bringing students from different departments together can be built. - Bicycle is the most preferred transportation by students and Pécs' geographical features are very suitable for bicycle use. Lack of bicycle path makes cycling dangerous. It is necessary to provide bicycle transportation safely by making a bicycle path. 	<p>Strategic Target III.1 Increasing student opportunities and strengthening interaction between student and the city</p> <p>STRATEJİK HEDEF III.2 Providing transportation convenience to students (III.2.1 Increasing bicycle paths and ensuring their safety)</p>
--	--

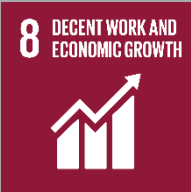

V.2.2 Action Plan

<p>VISION: Pécs has largely achieved to be a cultural city under the European Capital of Culture project. The city fulfilled the indicators more than estimated. The city needs to maintain its progress with new achievements beyond the European Capital of Culture program. Being a cultural city requires constant change and openness to innovations and Pécs is a real cultural city. The 2000-year history and culture of Pécs, which is known as the borderless city, should exceed the borders. The tourism potential of the city is not being exploited to the full and the tourism should be diversified. Although the city has very appropriate conditions for tourism, the city does not have accommodation facilities with 5 stars and above. Furthermore, the fact that the nearest airport which is offering international flights is in Budapest is a significant factor that keeps the rate of foreign tourists under 30%. Another reason is that Pécs does not have highways that link it to the neighboring countries.</p>					
STRATEGIC OBJECTIVE I	<p>17 PARTNERSHIPS FOR THE GOALS</p> 	ENHANCE PARTICIPATION OF THE CITY OF PÉCS IN NEW INTERNATIONAL CULTURAL PROGRAMS			
STRATEGIC GOAL I.1	Join the UNESCO Creative Cities Network				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.1.1	Participate in the UNESCO Creative Cities Network and	Application to the UNESCO Creative Cities Network	2020 - 2022	Pécs Municipality	Chamber of Commerce of Pécs

	make Pécs a UNESCO city	Approval of the application of Pécs to the UNESCO Creative Cities Network			Pécs Urban Development Nonprofit Ltd. Zsolnay Cultural Heritage Management Nonprofit Ltd.
STRATEGIC OBJECTIVE II			IMPROVE TOURISM INFRASTRUCTURE AND INCREASE THE NUMBER OF TOURISTS AND NIGHTS SPENT IN THE CITY		
STRATEGIC GOAL II.1	Build hotels with 5stars and above				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.1.1	Development of congress tourism and attract attention of groups with high income levels	The number of hotels opened	2020-2022	Pécs Tourism Agency	Hungarian Tourism Agency Contractor Companies
STRATEGIC GOAL II.2	Improve tourism in Pécs				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.2.1	Organization of special promotional activities for tours coming from Turkey to increase the number of tours visiting the Turkish historical sites in Pécs and its nearby	The number of tours organized to Pécs Increase in the number of Turkish tourists coming with tours coming from Turkey	February 2020 – September 2020	Pécs Municipality	Pécs Urban Development Nonprofit Ltd. Pécs Tourism Nonprofit Ltd. Hungarian Tourism Agency The Consulate of the Republic of Turkey in Hungary
II.2.2	Development of new and innovative tourism models with	The number of applications developed The number of	2021 - 2024	Pécs Municipality	Pécs Urban Development Nonprofit Ltd. Pécs Tourism

	the use of mobile game applications based on digital technologies to be used in historical sites. New applications that give hints and enable visitors to have different experiences on historical sites.	downloads of applications			Nonprofit Ltd. Pécs University Culture and Creativity Cluster Private Sector
STRATEGIC GOAL II.2	Build a regional airport and highways				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.2.1	Attract attention of tourists of higher age and higher levels of income	Regional airport	2020-2022	Pécs Municipality	Central Government and Contractor Companies
I.2.2	Build highways to link the city to neighboring countries including Croatia and Serbia	The number of highways built	2020-2022	Pécs Municipality	Central Government and Contractor Companies
STRATEGIC GOAL II.3	Develop joint and complementary programs with districts near Pécs such as Villany and Harkany				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.3.1	In order to ensure that tourists spend more time in Pécs, make better use of the resources around the city (hot spring resources,	The number of protocols for cooperation with the neighboring settlements and the number of tours organized	2020-2022	Pécs Municipality Pécs Tourism Agency	Neighboring Municipalities Tourism Agencies

	gastronomy, wine tasting tours) and diversify tourism activities				
STRATEGIC GOAL II.4	Extending the tourist season with water-based investments to take advantage of the Mediterranean climate				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.4.1	Investments for water-based activities such as aquapark, Turkish bath, olympic swimming pool, close to the city center	The number of opened facilities	2020 - 2024	Pécs Municipality	National and International fund institutions Private sector
STRATEGIC OBJECTIVEIII	 4 QUALITY EDUCATION INCREASE PÉCS' POTENTIAL TO BE A STUDENTS' CITY				
STRATEGIC GOALIII.1	Increasing student opportunities and strengthening interaction between student and the city.				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
2.1.1	Creation of more favorable conditions, both in quantity and quality, for students that are victims of high apartment rents	The number of student dormitories opened	2020-2022	Relevant Ministries and Private Sector	Contractor Companies
2.1.2	Build an International House to create a space open for constant use by foreign students to	Inauguration of the International House The number of activities organized in	2021 - 2024	Pécs Municipality	Pécs University Embassies

	celebrate their own cultures and special national days	the house			
STRATEGIC GOALII	Facilitate transportation for students				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.1.1	Increase the number and ensure the safety of bicycle lanes	The number of bicycle lanes built and repaired	2020	Pécs Municipality	Pécs University
STRATEGIC OBJECTIVE IV	  Spreading Pécs handicrafts to the world				
STRATEGIC GOALS IV.1	Digital and printed media tools and Pécs crafts diversity should be introduced				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
IV.1.1	To increase awareness of rich handicrafts of Pécs, the number of corporate promotional materials in English language should be increased	The number of promotion material	2020 - 2021	Pécs Municipality	Pécs University Pécs Tourism Agency Pécs Chamber of Commerce
IV.1.2	Production of Pécs handicrafts should be introduced with interactive visual video and applications aimed at foreigners on digital platforms	The number of prepared promotional materials	2020 - 2021	Pécs Municipality	Pécs University Pécs Tourism Agency Pécs Chamber of Commerce

V.3 COMMON CULTURAL STRATEGY AND ACTION PLAN FOR KÜTAHYA-PÉCS TOWN TWINNING

Forming a town twinning culture strategy is the most important output of the Project. Town Twinning Culture Strategy is obligate to support the development of both cities as cultural cities. For this reason, strategies were created for both cities by examining both cities separately. Town Twinning Culture Strategies of Kütahya and Pécs were planned to support the priorities of the cities. Participants in the field works were more excited while determining their town twinning strategies. Participants of both cities stated clearly that they want these two cities to develop through joint works and projects. In round table meetings, necessary steps have been planned to transform the developed suggestions into action plan. When participants developed their suggestions, they emphasized social, cultural and economic infrastructures of their cities. For this reason, suggestions that can be implemented quickly are emphasized. Although a detached session was organized for the measures to be taken on environmental axis, less suggestions were developed in environmental axis because participants focused on the concrete steps that can be realized quickly.

Participants who visited both cities were influenced by common historical and cultural background of the cities. Therefore, developed strategies focused on promotion of cities. (Getting know Pécs people to Kütahya, Kütahya people to Pécs). Realization of mentioned strategies in this document is such as to provide both cities to realize more radical collaborations in the long term.

Having similar size and development characteristics of Kütahya and Pécs allows them to implement different program than other town twinning relations. Generally in town twinning programs, while one side is recipient and the other one is recipient, the cities of Kütahya and Pécs each have strengths that can benefit each other.

Public approach was summarized in formed strategies below.

SOCIAL DEVELOPMENT AXIS	
You Said	We Listened
<p>Kütahya Delegation:</p> <ul style="list-style-type: none"> - There is the Hungarian House that has great historical importance for Hungary in Kütahya. Our friendship with Pécs goes back a long way and a single storey yellow painted house in the city center served as the Kütahya house years ago. We want the Kütahya House to be rebuilt in Pécs. We can transform Kütahya House into a living house with different Artists that we constantly take. - Mutual activities should be organized between Pécs and Kütahya. Kütahya 	<p>Strategic Target I.1 Organising Joint Activities</p> <p>I.1.1 Organization of a Kütahya Friendship Day and similar cultural activities on annual basis to ensure that the local population know better and visit more frequently the city of Kütahya</p> <p>Strategic Target I.3 Conducting promotion of the cities</p>

<p>people may not recognize Pécs, and the Pécs people may not recognize Kütahya in these events.</p> <ul style="list-style-type: none"> - To introduce Kütahya to Pécs people; to introduce Pécs to Kütahya people mutual multilingual promotional materials should be organized. - The consular agent of Hungary is one of preeminent businessmen of Kütahya. We are ready to do our best as the bureaucrats of Kütahya to contribute to the development of Pécs. - To strengthen cooperation between the two cities, central government should support local administrations. For instance, difficulties encountered during taking visa from Hungary obstructs mobility of Turkish artists. - We would be glad to introduce Kütahya handicrafts and crafts by opening exhibition in Pécs. - Information flow will be provided between artists in events such as conferences and workshops with different contents. - Pécs and Dumlupınar University cooperate within the Erasmus Program, but this collaboration protocol is only between engineering departments. The inclusion of the faculty of fine arts in the Erasmus cooperation program can be discussed. - If Pécs becomes a member of the UCCN network, cooperation between the two cities can also be developed within the UCCN network program. 	<p>I.3.1 Active use and improvement of the mobile city guide under the "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs" project</p> <p>Strategic Target I.4 Making Common Project Applications</p> <p>I.4.2 Developing new projects within the framework of identified needs, expectations and priorities during field works of the Project titled "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs"</p> <p>Strategic Target III.1 Forming sustainable cultural programs in accordance with collaborations between students and academicians</p> <p>III.1.1 Establishing "Turkish and Hungarian Cultural Centers" in the universities and organizing "Turkish and Hungarian Cultural Weeks" through these centers</p> <p>III.1.3 Organizing Thematic Conferences</p> <p>III.1.4 Making Common Project Applications</p>
<p>Pécs Delegation:</p> <ul style="list-style-type: none"> - Kütahya is a city with a very deep historical and cultural background. We had never known these values of Kütahya before coming here. This cooperation between two cities should include also gastronomy a-in addition to culture. The values of Kütahya should be introduced with events organized in Pécs - Kütahya can participate in international festivals already held in Pécs, it should communicate for festivals to be held in 2020. - Cooperation can be provided quickly by 	<p>Strategic Target I.1 Organising joint activities</p> <p>I.1.2 Sending artists from Kütahya to the institution called Writers in Residence in bussiness in Pécs</p> <p>Strategic Target I.3 Conducting promotion of the cities</p> <p>I.3.2 Preparing and distributing Multilingual Promotional Materials</p> <p>I.3.3 Publishing about Pécs and Kütahya via</p>

<p>inviting writers from Kütahya within the scope of “Pécs Writers” that international writers wrote their their Pécs memories in Pécs.</p> <ul style="list-style-type: none"> - If the historical mansions of Kütahya are shown, we can come from Pécs to Kütahya to open an exhibition. - Kütahya has many valuable artists, craftsperson and ceramic porcelain factories. We want the students of Pécs University Faculty of Fine Arts to benefit from historical and cultural background of Kütahya with programs such as internships and exchange programs. Similar studies can be organized in Pécs within request of Kütahya Dumlupinar University. - The mobile application planned to be prepared to strengthen the interaction between Pécs and Kütahya should be used actively. This application should present more content than the city guide by developing, and should be enriched with content such as joint announcements and online training programs. 	<p>local and/ or national press</p> <p>Strategic Target III.1 Forming sustainable cultural programs in accordance with collaborations between students and academicians</p> <p>III.1.2 Actualising student and academic exchange programs especially in the Faculty of Fine Arts</p> <p>III.1.3 Organizing Thematic Conferences</p> <p>III.1.4 Making Common Project Applications</p>
<p>Other Institutions:</p> <ul style="list-style-type: none"> - Town twinning programs play an important role in the development of international relations with the concept of city diplomacy in international relations and the development of town twinning. In this framework, continuing relationship between Kütahya and Pécs and progressing within focus of culture title can be an example of good implementation by institutionalizing. - Developing the town twinning relationship between Kutahya and Pécs can be achieved by including other town twinning of Pécs in Turkey which is Beyoğlu Municipality. The participation of Kütahya will also contribute to organized international events within this framework. - Pécs is also neighbor to other cities that have an important place in Turkish history and we have been working to increase the number of Turkish tourists 	<p>Strategic Target IV.1 Promoting Project to Central governments and asking for their support to ensure the easy implementation of Town twinning strategies of Kütahya and Pécs.</p> <p>IV.2.1 Promoting Project to Central governments and asking for their support</p> <p>IV.2.2 Providing visa convenient for Turkish visitors</p>

in this region. Both cities should develop new ideas within this framework.	
---	--

ECONOMIC AXIS	
You Said	We Listened
<p>Entrepreneurs: Kütahya Delegation:</p> <ul style="list-style-type: none"> - As Chambers, we would like to participate in organizations such as exhibitions and cultural events in Pécs. - Some of our chamber members are willing to build a sales point in Pécs, works on this subject can be carried out and mutual sales points can be created. - The development of tourism between the two cities will also improve the trade between these two cities. 	<p>Strategic Target I.2 Forming Institutional Centers</p> <p>I.2.1 Providing that the local population know Turkey and Kütahya better by building Center of Evliya Çelebi and Travel Agenda and ensuring recognition Kütahya and its environment as a tourism destination</p> <p>I.2.3 Ensuring that both local populations know and internalize the cultures of each other and the commercial activities are revitalized by establishing cultural cafes and sales points in both cities</p> <p>Strategic Target I.3 Conducting promotion of the cities</p> <p>I.3.1 Using actively and improving the mobile city guide under the "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs" project</p>
<p>Pécs Delegation:</p> <ul style="list-style-type: none"> - Companies that can cooperate can be brought together by preparing a match database between the members of the Chamber of Commerce of both cities. - Kütahya Chamber of Commerce can increase the potential of its members to make business in Hungary by actively participating in B2B meetings held in Pécs every year. We can also participate in B2B meetings to be held in Kütahya. - Establishing a cluster is difficult process in Turkey, but chambers, non governmental organizations and/ or companies in Kütahya can participate in established cluster in Hungary. By examining the clusters in Pécs, we can 	<p>Strategic Target II.1 Improving trade cooperations</p> <p>II.1.1 Forming database between boards of trade</p> <p>II.1.2 Ensuring the membership to the Cultural Creative Industry Cluster in Pécs to gain experience on similar practices in the world</p> <p>II.1.3 Conducting Mutual organization of B2B meetings and workshops</p> <p>II.1.5 Making Common Project Applications</p> <p>Strategic Target I.3 Conducting promotion of the cities</p> <p>I.3.2 Preparing and distributing Multilingual Promotional Materials</p> <p>I.3.3 Publishing about Pécs and Kütahya via</p>


<p>make membership applications from Kütahya easier.</p> <ul style="list-style-type: none"> - Awareness of both cities should increase to get result of trade collaboration. In this reason Multilingual Promotional Materials should be prepared. - The press can play an important role to increase commercial cooperation. The news of the cities on different platforms should be announced, this practice should be carried out with regular and institutional operation. 	<p>local and/ or national press</p>
--	-------------------------------------

ENVIRONMENTAL AXIS	
You Said	We Listened
<p><i>Kütahya Delegation</i></p> <ul style="list-style-type: none"> - Pécs is considered as a city that has completed its environmental infrastructure. - Structural investments made in the city within the framework of European Capital of Culture program have made appearance of the city very beautiful. - Pécs gives an appearance of a typical European cultural city with its uncorrupted history buildings. - With the arrangement made in Gazi Kasım Paşa Mosque, Pécs succeeded in reflecting the “City without Borders” perception to the physical environment. Cross on crescent and written first verse of Koran in mosque proves its respect for all the cultural values. - Historical and cultural values of the two cities should be better explained by creating common physical spaces in both cities. 	<p>Strategic Target I.2 Forming Institutional Centers</p> <p>I.2.2 Improving the Kossuth Museum (Hungarian House) Project to ensure that the local population know Hungary and Pécs better and recognize Pécs and its nearby as a tourism destination</p> <p>I.2.3 Ensuring that both local populations know and internalize the cultures of each other and the commercial activities are revitalized by establishing cultural cafes and sales points in both cities</p> <p>Strategic Target IV.1 Promoting Project to Central governments and asking for their support to ensure the easy implementation of Town twinning strategies of Kütahya and Pécs</p> <p>IV.2.1 Promoting Project to Central governments and asking for their support</p>

<p>Pécs Delegation:</p> <ul style="list-style-type: none"> - Kossut Museum is a very important work for Hungarian history and an area where the crafts and cultural values of Pécs are exhibited can be created around this museum. In this framework, the cooperation of these two cities will also take place in physical environment. - There are many historical and natural beauties preserved for years in both Kütahya and Pécs. Increase in mobility between the two countries can be ensured by collaborating with tourism agencies of the two cities. 	<p>Strategic Target I.2 Forming Institutional Centers</p> <p>I.2.2 Improving the Kossuth Museum (Hungarian House) Project to ensure that the local population know Hungary and Pécs better and recognize Pécs and its nearby as a tourism destination</p> <p>Strategic Target II.1 Improving trade cooperations</p> <p>II.1.5 Organizing joint programs by building cooperation between Tourism Agencies</p>
--	---

V.3.2 Action Plan



VISION: Kütahya and Pécs are sister cities since 1975. Although the local governments of Pécs and Kütahya have signed documents to support common goals, the two cities have not been able to develop a successful town twinning model. The two cities have a lot in common to carry out a successful town twinning program. While only one of the parties make transfer of information in current town twinning practices, these two cities can build a model where both cities benefit from each other. In this respect, it is possible to create an exemplary model in the world. The fieldwork done under this Project has shown that inhabitants and administrators/directors from both Pécs and Kütahya are eager to build a sustainable cooperation. This synergy, based on the infrastructures of both cities, may lead to an innovative town twinning model.

STRATEGIC OBJECTIVE I	 STRENGTHENING OF COOPERATION BETWEEN MUNICIPALITIES				
STRATEGIC GOAL I.1	Organization of joint activities				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.1.1	Organization of a Kütahya Friendship Day and similar cultural activities on annual basis to ensure that the local	The number of activities organized	The first one in 2020	Pécs Municipality	All stakeholder organizations in Pécs




	population know better and visit more frequently the city of Kütahya				
I.1.2	Organization of a Kütahya Friendship Day and similar cultural activities on annual basis to ensure that the local population know better and visit more frequently the city of Pécs	The number of activities organized	The first one in 2020	Kütahya Municipality	All stakeholder organizations in Kütahya
STRATEGIC GOAL I.2	Establishment of institutional centers				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.2.1	Build the Center of Evliya Çelebi and a travel agenda to ensure that the local population know Turkey and Kütahya better and recognize Kütahya and its nearby as a tourism destination	The inauguration and the capacity of the center	2020-2022	TİKA Pécs University Pécs Municipality	Kütahya Municipality Kütahya University
I.2.2	Improve the Kossuth Museum (Hungarian House) Project to ensure that the local population know Hungary and Pécs better and recognize Pécs and its nearby as a tourism destination	The renewal and the capacity of the center	2020-2022	Kütahya Municipality	Pécs Municipality Pécs Tourism Agency
I.2.3	Establishment of cultural cafes and sales points in both cities to	The number of cafes and sale points established and	2020-2022	Kütahya Municipality / Pécs Municipality	Relevant stakeholders


	ensure that both local populations know and internalize the cultures of each other and the commercial activities are revitalized	the content of the services delivered			
STRATEGIC GOAL I.3	Promotion of cities				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.3.1	Active use and improvement of the mobile city guide under the "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs" project	The number of persons downloading the mobile application The number of contents added to the mobile application The number of models added to the mobile application	January 2020 and later	Municipalities of Pécs and Kütahya	All stakeholder organizations in both cities
I.3.2	Preparation and distribution of Multi Language Promotion Materials	The number and content of promotion materials The number of locations where the materials are distributed The number of materials distributed	2020 and later	Municipalities of Pécs and Kütahya	All stakeholder organizations
II.3.3	Ensure publication of news on Pécs and Kütahya in local and/or national media	The number and content of news published by local and national press organizations	2020 and later	Municipalities of Pécs and Kütahya	All stakeholder organizations
STRATEGIC GOAL I.4	Submission of joint project applications				

SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
I.4.1	Initiate joint efforts for new projects to complement the "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs" project	The number of projects applied to The number of projects approved	2020	Municipalities of Pécs and Kütahya	All stakeholder organizations
I.4.2	Develop new projects in line with the needs, expectations and priorities identified with the fieldwork done under the "Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs" project	The number of projects applied to The number of projects approved	2020 and later	Municipalities of Pécs and Kütahya	All stakeholder organizations

STRATEGIC OBJECTIVE II	 		ENHANCEMENT OF COOPERATION BETWEEN COMMERCIAL CHAMBERS AND OTHER PROFESSIONAL ORGANIZATIONS		
STRATEGIC GOAL II.1	Improve commercial relations				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
II.1.1	Create a database between the Chambers of Commerce	The sectoral databases created The number of commercial meetings initiated with the databases The number of	2020 and later	Chamber of Commerce of Pécs, Chamber of Commerce of Kütahya, Chamber of Tradesmen and Craftsmen of Kütahya	All stakeholder organizations

		commercial relations initiated with the meetings			
II.1.2	Membership to the Cultural Creative Industry Cluster to gain experience on similar practices in the world	The number of participants in the activities organized in the member countries of the network The number of joint activities initiated The number of new products in line with the Vision	2020 and later	Cultural Creative Industry Cluster	All stakeholder organizations
II.1.3	Mutual organization of B2B meetings and workshops	The number of participants in the B2B meetings and workshops The number of B2B meetings and workshops organized for the purpose of cooperation	2020 and later	Commercial Chambers of Kütahya and Pécs, Chamber of Tradesmen and Craftsmen of Kütahya	All stakeholder organizations
II.1.4	Send artists from Kütahya to the organization "Writers in Residence" in Pécs	The number of artists sent to the organization The number of products developed during the visits	2020 and later	Writers in Residence	All stakeholder organizations
II.1.5	Build cooperation and joint programs between Tourism Agencies	Special programs prepared for Pécs and its nearby and Kütahya and its nearby The number of persons that	2021 and later	Kütahya Provincial Directorate of Tourism and Culture Pécs Tourism Agency	All stakeholder organizations

		benefit from these programs			
II.1.6	Joint application to projects	The number of projects developed to contribute to the improvement of the cultural industry The number of projects entitled to receive grants	2021 and later	Commercial Chambers of Kütahya and Pécs	All stakeholder organizations
STRATEGIC OBJECTIVE III				ESTABLISHMENT OF PERMANENT COOPERATION BETWEEN UNIVERSITIES	
STRATEGIC GOAL III.1	Creation of sustainable cultural programs in line with cooperation between the students and academics of both cities				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
III.1.1	Establishment of “Turkish and Hungarian Cultural Centers” in the universities and organization of “Turkish and Hungarian Cultural Weeks” by these centers	The centers established The number of activities organized The number of participants to the activities	2020 and later	Universities of Pécs and Dumlupınar	All stakeholder organizations
III.1.2	Implementation of exchange programs for students and academics especially in Faculties of Fine Arts	The number and fields of exchange programs The number of persons that benefit from the exchange programs	2020 and later	Universities of Pécs and Dumlupınar	All stakeholder organizations
III.1.3	Organization of thematic conferences	The number of international conferences organized	2020 and later	Universities of Pécs and Dumlupınar	All stakeholder organizations

		The number of participants (foreign and national)			
III.1.4	Joint submission of applications to projects	The number of applications to projects The number of projects entitled to receive grants	2021 and later	Universities of Pécs and Dumlupınar	All stakeholder organizations
STRATEGIC GOAL IV		ENSURE SUPPORT OF CENTRAL GOVERNMENTS			
STRATEGIC GOAL IV.1	Promotion of the Project at central governments to guarantee their support to ensure that the Town Twinning Cultural Strategies for Kütahya and Pécs can be easily implemented				
SUB-STRATEGIES	STRATEGY STATEMENT	PERFORMANCE INDICATORS	PERIOD	ORGANIZATION IN CHARGE	STAKEHOLDERS
IV.2.1	Promote the Project at central governments and request their support	The number of visits paid to the representatives of the central governments	2019 and later	Municipalities of Kütahya and Pécs	Relevant Ministries
IV.2.2	Facilitate visa procedures for Turkish visitors	Shortening of the visa application process Delivery of visas for longer terms	2020	The Consulate of Hungary in Turkey	Ministries of Foreign Relations, Municipalities of Kütahya and Pécs

VI. CONCLUSION

The purpose of this project, whose applicant is Kütahya Municipality and partners are Pécs Municipality and Kütahya Promotion Foundation, is to promote sustainable cooperation and experience sharing between the municipalities of Pécs and Kütahya. Thanks to the study visits, workshops, round table meetings, interviews and surveys conducted in both cities under the Project, it has been possible to reach all stakeholder groups. The needs and expectations of local populations, local governments and all relevant stakeholders have been thoroughly scanned and identified with a bottom-up method and thus a proper ground has been created for identification of solutions directly by the target groups.

Based on the quantitative and qualitative data gathered by fieldwork, cultural strategies and action plans were drafted in approximately 20 pages and three components (Cultural Strategy and Action Plan for Kütahya, Cultural Strategy and Action Plan for Pécs, Common Cultural Strategy and Action Plan for Kütahya-Pécs Town Twinning). The parties have already taken the first steps to implement certain strategies before the Project is completed, which confirms both the success of the Project and the goodwill of the parties. The first steps that have been taken for the implementation of cultural strategies and action plans are as follows:

1. An initiative was taken to establish the comprehensive executive committee provided for under Strategy No. 1 of the Cultural Strategy and Action Plan for Kütahya and mentioned in item IV.1.1 within the body of Kütahya Municipality on October 1st, 2019 under the name Kütahya Culture and Art Documentation Center (ANNEX 5: Directive on the identification and registration procedures of the persons, institutions and organizations operating under the UNESCO Cities Network).
2. In accordance with Strategy No. 4, "Enhancement of the potential of Kütahya to be a learning city" of the Cultural Strategy and Action Plan for Kütahya, Dumlupınar University and the doyen artists of the city started a collaboration to work on the strategic goals of creation of an artist-artisan accreditation system and delivery of training programs for artisans, and identified the content and implementation conditions of the programs (ANNEX 6: Brief Information on the Training Programs Developed by Dumlupınar University).
3. In accordance with Strategic Goal No. 1.2, "Establishment of cooperation with international organizations" and Strategic Goal No. 1.3, "Submission of new applications to national and international grant schemes" of the Cultural Strategy and Action Plan for Kütahya, Kütahya Municipality initiated consultations on procedures of membership to UCLG-MEWA and new projects.
4. In accordance with Strategic Goal No. 1.1, "Organization of joint activities" of the Common Cultural Strategy and Action Plan for Kütahya-Pécs Town Twinning, the authorities of Kütahya Municipality came into contact with Mr. Yakup Gül, Coordinator of Yunus Emre Institute, and initiated the procedures to organize "Kütahya Friendship Day Activities" annually in Pécs.
5. In accordance with Strategic Goal No. 3.1, "Establishment of sustainable cultural programs in line with the cooperation between students and academics" of the Common Cultural Strategy and Action Plan for Kütahya-Pécs Town Twinning, consultations were initiated between Dumlupınar University and Pécs University.
6. Under the project, steps have been taken to develop a joint mobile city application to make visible the common history and culture between the two cities. Active use of the application will be an opportunity to maintain constant interaction between the two cities.

Participation is the keyword selected for the Project. All activities have been organized in line with this principle. The views of all participant organizations, which came together around a common mind, common objective and vision, have been incorporated to the Project.

VII. REFERENCES

- 1- A New European Agenda for Culture: Communication from the commission to the European Parliament, the European Council, The Council, the European Economic and Social Committee and Committee of the regions, SWD (2018) 167 final.
- 2- Farago Laszlo, Urban Regeneration in a 'City of Culture': The Case of Pécs, Hungary, European Spatial Research and Policy, Vol 19, Number 2, 2012.
- 3- Borderless City: European Capital of Culture-Pécs-2010
- 4- Summary Report of the Cross-border Bike Project: Cycling tourism in the Hungary-Croatia border area, South Transdanubian Regional Development Agency, 2014
- 5- 'An attempt at social- economic regeneration through culture in a Central European city: The case of Pécs', Institute for Regional Studies Center for Economic and Regional Studies Hungarian Academy of Sciences, Discussion Papers No:94, 2014.
- 6- Aubert, Antal. Marton, Gergely. Raffay, Zoltan. Impacts of the European Capital of Culture: Title of Pécs on the city tourism. Geographica Timisiensis, vol. XXVV, nr 1, 2015.
- 7- Report of the Rolling Workshop within the framework of Cultural Policies and activities for Sustainable Learning Cities, Communities, Regions, University of Pécs, Faculty of Adult Education and Human Resource Development, Pécs, 2015.
- 8- Programme Presentation of Pilot Cities for 2006-2019, Culture in Sustainable Cities: Learning with Culture 21 Actions, UCLG CGLU, Culture 21.
- 9- Learning City Developments in the City of Pécs, Hungary, Unesco Institute for Lifelong Learning, Pécs City of Culture, Learning Cities Networks, Pascal International Organization, Pécs Municipality, 2017.
- 10- Agenda 21 for Culture, United Cities and Local Governments-Committee on Culture, No.1,2,3, 2006
- 11- Investment Opportunities in Baranya County, Chamber of Commerce and Industry of Pécs, 2017
- 12- Cultural Creative Industry Cluster, Creative Cities, Central Europe Cooperating for Success, European Union European Regional Development Fund, 2017.
- 13- Kütahya'ya Değer Katanlar, Zafer Development Agency, Kütahya, 2018
- 14- TR33 Bölge Planı (2014-2023), Zafer Development Agency, 2018
- 15- Kütahya Gezi Rehberi, KÜTAV, 2019

Town Twinning between Turkey and the EU Grant Scheme
Culture and Creativity for Strengthening Cooperation between Kütahya and Pécs

16-Gezici, H.S., Kocaoğlu, M., Türkiye'de ve Dünya'da Kardeş Şehir Uygulamaları, ÇYYD, Cilt 27, Sayı 2, 2018.

17-Kütahya, Governorship of Kütahya, Provincial Directorate of Culture and Tourism, 2017