



THE REPUBLIC OF TÜRKİYE
SOCIAL SCIENCES UNIVERSITY OF ANKARA
THE GRADUATE SCHOOL OF SOCIAL SCIENCES

**A PROJECT MANAGEMENT OUTLOOK OF
INTERNATIONAL DEVELOPMENT IN A CONFLICT
CONTEXT: TİKA'S PROJECTS IN LIBYA**

Master's Thesis

Murad Fayad

M.A. Graduate Program of Peace & Conflict Studies

October 2023



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Supervisor: Prof. Dr. Muhittin Ataman

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF ARTS IN THE PROGRAM OF
PEACE & CONFLICT STUDIES**

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Dedication

This work is dedicated ...

to my loving Mother and Father, whose love, prayers, sacrifice, efforts, wisdom, advice and guidance throughout my whole life, and in particular during the period spent on this thesis, were the blessings that made it possible for me to achieve what I have achieved,

to my beloved wife and son, whose devotion, love and support are what I carry with me every day, my godsend which I am so grateful for, without them bearing with me this journey would not have been completed,

to my brother and sisters, who are not merely my siblings but also my dearest and closest of companions, my fountain of inspiration and forever my source of strength as we continue to have each other's backs, and of course to my dear dear niece,

to all my extended family and friends who have always expressed their support, your affection and encouragement was extremely appreciated,

to all those who have been part of my educational journey as teachers or as colleagues,

to the people of Libya and the people of Türkiye, the two countries which the international cooperation between them was the topic of this thesis, may God grant them sustained peace and development along with the whole region, and the world,

to all those interested, studying or working in the fields of International Development and Project Management, and especially those concerned with applying both together, I pray this study is of benefit and inspiration to you,

to all men and women walking on the path of seeking knowledge .. this is a dedication to your hard work

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Abstract

International development is a field that relies fundamentally in its practice on implementing projects, meaning project management is a core field influencing the success of development initiatives. This becomes even more pivotal when addressing international development in conflict areas. This thesis seeks to bridge the two realms in a way that provides a broad outlook, specifically in a conflict context where international development efforts are needed the most and where the efficiency of project management is more crucial. The work of Turkish international development agency TİKA in the conflict context of Libya is taken as a case study. After analyzing the project management methodology, the thesis studies the role of these projects in peace building, and also how the conflict affected development activities. Furthermore, as international development is profoundly an instrument of foreign policy, the thesis examines the correspondence of the case study's activity with the donor country's foreign policy.

Through the information provided by the TİKA country office in Tripoli, an analysis was conducted to discover the current implementation process aligns with which project management methodology, where it was found to align mostly with the waterfall model. This insight provides an opportunity to standardize the process, either officially according to the waterfall methodology, or even to amplify the process towards a more complex accredited methodology such as the ones demonstrated.

Following, the project details were studied in the framework of the international UN concept of sustaining peace, in which TİKA projects in Libya were recognized to have served this concept. Finally, the interaction and interdependency between TİKA's activity in Libya and Türkiye's foreign policy in the country was highlighted, in which the correlation between the two was made clearly visible.

Keywords: International Development, Project Management, Sustaining Peace, Foreign Policy, TİKA.

(Özet)

Uluslararası kalkınma, temel olarak projelerin uygulanmasına dayanan bir alandır, yani proje yönetimi, kalkınma girişimlerinin başarısını etkileyen temel bir alandır. Bu, çatışma alanlarındaki uluslararası kalkınmayı ele alırken daha da önemli hale geliyor. Bu tez, özellikle uluslararası kalkınma çabalarına en çok ihtiyaç duyulan ve proje yönetiminin verimliliğinin daha önemli olduğu bir çatışma bağlamında, geniş bir bakış açısı sağlayacak şekilde iki alan arasında köprü kurmayı amaçlamaktadır. Türk uluslararası kalkınma ajansı TİKA'nın Libya'daki çatışma bağlamındaki çalışmaları bir vaka çalışması olarak alınmıştır. Tez, proje yönetimi metodolojisini analiz ettikten sonra, bu projelerin barış inşasındaki rolünü ve ayrıca çatışmanın kalkınma faaliyetlerini nasıl etkilediğini incelemektedir. Ayrıca, uluslararası kalkınma derinden dış politikanın bir aracı olduğundan, tez, vaka çalışmasının faaliyetinin donör ülkenin dış politikasıyla örtüşmesini incelemektedir.

TİKA'nın Trablus'taki ülke ofisi tarafından sağlanan bilgilerle, mevcut uygulama sürecinin hangi proje yönetimi metodolojisi ile örtüştüğü, nerede çoğunlukla şelale modeli ile örtüştüğü tespit edilen bir analiz yapılmıştır. Bu içgörü, şelale metodolojisine göre resmi olarak süreci standartlaştırma veya hatta gösterilenler gibi daha karmaşık, onaylanmış bir metodolojiye doğru süreci genişletme fırsatı sunar.

Ardından, Libya'daki TİKA projelerinin bu konsepte hizmet ettiği kabul edilen BM'nin uluslararası barışı koruma konsepti çerçevesinde proje detayları incelendi. Son olarak, TİKA'nın Libya'daki faaliyetleri ile Türkiye'nin ülkedeki dış politikaası arasındaki etkileşim ve karşılıklı bağımlılık vurgulanarak, ikisi arasındaki ilişki açıkça görünür kılınmıştır.

Anahtar Kelimeler: Uluslararası Kalkınma, Proje Yönetimi, Barışı Sürdürme, Dış PoliTİKA, TİKA

Symbols/Abbreviations

TİKA	Türk İşbirliği ve Koordinasyon İdaresi Başkanlığı The Turkish Cooperation and Coordination Agency
OECD	Organization of Economic Cooperation and Development
DAC	Development Assistance Committee
ODA	Official Development Assistance
CPM	Critical Path Method
CCPM	Critical Chain Project Management
PMI	Project Management Institute
PMBOK	Project Management Body of Knowledge
PRINCE2	Projects IN Controlled Environments
RBM	Result Based Management
SDGs	Sustainable Development Goals
GNP	Gross National Product
GNI	Gross National Income
CIDA	Canadian International Development Agency
OEEC	Organization for European Economic Cooperation
ECA	Economic Cooperation Administration
ERP	European Recovery Program
DAG	the Development Assistance Group
IDA	International Development Association
SIDA	Swedish International Development Authority
KfW	Kreditanstalt für Wiederaufbau Credit Institute for Reconstruction
KFAED	Kuwait Fund for Arab Economic Development
OECF	Overseas Economic Cooperation Fund
OTCA	Overseas Technical Cooperation Agency
APM	Association for Project Management
PMP	Project Management Professional
EU	European Union
ICRC	International Committee of the Red Cross
IDRC	International Development Research Centre
UN	United Nations
HIPPO	High-Level Independent Panel on Peace Operations
IDPs	Internally Displaced People
PLC	Programmable Logic Controller
NTC	National Transitional Council
GNA	Government of National Accord

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CHAPTER ONE: INTRODUCTION

At the core of the International Development field is the concept of official development assistance (ODA), which can be described as the official funds managed with the primary goal of promoting the welfare and economic growth of developing nations, and which has a significant grant component. ODA includes all levels of contributions made by donor governments to developing countries through bilateral and multilateral organizations (OECD, n.d.). Over the years the concept has developed to include issues such as democracy, human rights, civil society, governmental capacity building, etc. all the way to aligning with sustainable development goals (SDGs).

ODA, which plays an important role in the socio-economic development of developing countries, began to emerge after World War Two with the U.S. Marshall Plan to support US allies. The United Nations recommended in the Seventies that donor countries spend 0.7% of their GNP as grant sources. They were to be supporting funds for international institutions. The funds were expected to be concessional and refundable or non-refundable, where the non-refundable funds would account for 25 percent or more (OECD, 2006).

Although Türkiye is still a recipient of ODA, it has launched development programs for other developing nations. The significant transformations that unfolded in East Europe and the Central Asia region between the 1980s and 1990s, ended the Warsaw Pact and eventually the Soviet Union leading to the creation of new states. In this context, to coordinate Türkiye's rising ODA efforts, the Turkish Cooperation and Coordination Agency (TİKA) was founded under the Foreign Ministry of Türkiye in 1992 to support the new independent countries in the regions of Central Asia, Caucasus, Black Sea and the Balkans, which had important cultural and historical ties with the Republic of Türkiye. The establishment of TİKA enabled the Turkish aid programs overseas to accelerate. TİKA's scope of work geographically grew with time to cover many parts of the world today, including a program coordination office in Libya, which is one of the donee countries of TİKA. Especially, Libya has been a beneficiary of TİKA with several development projects implemented in the country since 2011.

Development projects have exceptional characteristics, they are not-for-profit and at the same time include high stakeholder involvement. The use of project management tools and techniques in TİKA's Libya projects is to be studied in this research, in order to find the impact, they have had on both the local community and eventually Türkiye's regional role since TİKA is the country's

soft implementing arm abroad. *Accordingly*, I will utilize the models of the stipulated recognized project management methodologies as a basis for the project management analysis, and the UN concept of Sustained Peace to assess the impact of the development projects on the targeted conflict context.

As the field of project management has developed, various project management methodologies have been introduced. Projects play a significant role in the work of institutions including international development agencies as TİKA. Therefore, it is crucial that these organizations are informed about the approaches used and how their project management performance may be improved. Due to the wide range of project variability across different sectors, which has prompted the ongoing development of new approaches, there have been undoubtedly many project management methodologies in use worldwide.

However, there are some main methodologies that are in fact well established and renowned, which are a framework in this thesis. For project management in international development organizations, the methodologies that can be utilized as a guide when analyzing how a project is implemented such as the projects of TİKA in Libya, are either the methodologies that are cross-sectoral such as the traditional foundational methodologies and the methodologies for international standardization, or more specific development-oriented methodologies used by international agencies. Studying TİKA's projects with reference to these models, will provide insight into how effective its position is and offer an outlook into how its efficiency may be improved using a scientific methodology.

The other aspect to be taken into consideration is Sustaining Peace, as the underlying idea of international development is to promote regional and international peace through cooperation in progress and development, the United Nations Sustaining Peace concept is becoming a cornerstone in the field, especially in conflict affected counties such as Libya. Looking into TİKA projects through this lens will provide an even more complete outlook on the necessity of such projects and their rationale.

1.1 Research Problem

During the last two decades, Türkiye has upgraded its aid program as a component of its soft power. Türkiye worked on developing recipient countries in order to provide security for those nations, and consequently the global system. Therewithal, boosting economic conditions in the least developed countries also created potential trade partners for Türkiye. Although there are many other organizations active in the field of development aid within Türkiye, it is regarded that TİKA is the flagship of Turkish foreign development efforts (Fidan & Nurdun, 2008).

In line, Libya with its regional importance seems to be one of the focal points of TİKA's international development activities. The outcomes that Türkiye has achieved through this focus is what this study will be researching in addition to how effective has the implementation strategy and methodology of TİKA's projects been?

1.2 Research Questions

This thesis attempts to answer the following interrelated questions. What is the role of TİKA as an International Development ODA agency? How are International Development projects implemented? How does TİKA conduct projects in Libya? What is the impact of TİKA's projects in sustaining peace in the conflict context of Libya? How does the activity of TİKA as an ODA agency fit in the foreign policy of the donor country Türkiye?

1.3 Objective of the Thesis

The main objective of this study is to identify the importance and aims of bilateral ODA projects and activities in beneficiary countries and analyzing the project management model they implement in a specific context. In addition, the study aims to evaluate the impact of such projects on the local community especially in relation to peace. The case study for this objective is TİKA, and specifically its project's in Libya as a conflict context. Moreover, the research aims to look into the contribution the TİKA's Libya projects have had on Türkiye's presence.

1.4 Significance of the Research

Official development assistance is usually provided and conducted through projects and programs. For that reason, international organizations such as the World Bank, the U.S. AID, the OECD's Development Assistance Committee (DAC), and the previous Canadian International Development Agency (CIDA) have developed standards serving this purpose (Landoni & Corti, 2011). However, academic literature seems to remain relatively limited concerning the focus on project management applications, approaches and techniques in terms of practices field, especially when talking about the field of international development.

Although there have been in recent years some efforts in conducting such research, they do not amount to large numbers covering ODA literature and the standards and methodologies within organizations. This represents a gap that this research seeks to contribute to filling. In spite of the common nature of project management methodologies, different contexts provide different methodologies, this is even more so in development projects (Golini, Kalchschmidt, & Landoni, 2015) and especially when these projects are in fragile or conflict affected polities.

The Turkish Republic, as a successor state of the Ottoman Empire, for many decades had a contradicting approach to its predecessor in regard to foreign policy. While the Ottoman Empire as a global power was naturally very interactive in regional and international affairs, the modern Republic of Türkiye sought to draw itself away as much as possible from such interaction, where an inward priority focus in its policies was evident during most of the twentieth century. However, with the country's booming economy in the 21st century and globalization process, as well as Türkiye's recent awareness of how its geography and historical heritage prevent it from being isolated from world affairs, a clear transformation has occurred and is occurring in Turkish foreign strategies in a way that is more engaging.

Within this context, the role of TİKA in general as an illustration of soft power and its role in Libya in particular, one of the tensest regions currently in the world, makes it an essential case to study. The effectiveness and efficiency of the project management modality in TİKA's Libya projects will be a pivotal factor in determining the impact of these projects on the main stakeholders, Türkiye and Libya.

1.5 Scope of the Research

From a geographical perspective, this study will analyze the activities and the projects of TİKA in Libya. However, based on the data and clarifications provided by TİKA, the distribution of the activities is not of an equilibrium nature geographically as the political and security circumstances in the country have had significant repercussions on how, when and where the activities and projects of TİKA can be conducted.

1.6 Structure of the Thesis

Following the introduction, the second chapter, *International Development Through Development Agencies*, will unravel the history and evolution of international development and study why Official Development Agencies (ODA) such as TİKA were established, and will attempt defining the importance and aims of their projects and activities. This includes a general introductory on TİKA.

Chapter Three, *Project Management within International Development*, will look into the project management methodology literature where we will be covering the most relevant methodologies, more specifically those that are applicable in the field of international development. These models that are pertinent can act as a benchmark for analyzing (later on in the thesis) the project management execution of TİKA fits mostly to which methodology. This chapter will be a relatively extensive overview of the methodologies of this realm in order to build a concrete foundation for the rest of the study later.

Chapter Four will examine how TİKA implements its projects in Libya, which is the case study for international development project management implementation in a conflict context. Here, we document and explain how TİKA manages its projects and provide an analysis regarding the implementation method of the projects, their size, nature and deliverables of these projects.

The fifth chapter, *TİKA's Projects Under the Frameworks of Sustaining Peace and Foreign Policy*, addresses the influence of TİKA's Libya Projects on local communities in Libya and the outcomes and deliverables witnessed. The development effects in such an environment are key factors in peace building and preservation. After that, it reflects on TİKA's Libya projects in the context of Türkiye's overall role in Libya which is in part a reflection of Türkiye's regional presence. It will observe how TİKA's Libya projects affect and are affected by Türkiye's foreign policy and geopolitical presence.

CHAPTER TWO: INTERNATIONAL DEVELOPMENT THROUGH DEVELOPMENT AGENCIES

International development today as a concept covers an important aspect of modern International Relations. It has witnessed a grand process of evolvement over the past decades, both in terms of practice and tools on one hand, and theory and conceptualization on the other. The incentives and motivations though may be in general similar regarding recipient countries of development aid, as they principally seek to enhance their development status, the inducements of donors can at many times vary as the nature of development assistance projects as well as the nature of the donors themselves is not one to begin with. This variation can in some cases be marked even within the same development aid as these inducements could be intertwined.

By going back to the earliest days of the modern development assistance era in the Post Second World War years, this intertwinement could be elicited in the Inaugural Speech of the then United States President Harry Truman. Although the general theme of the speech was political and orbited around countering communism in the Cold War atmosphere, the foreign policy objectives stipulated in the speech included a perspective of technical cooperation between nations and knowledge sharing in order to elevate the development status of countries that were parts of regions which need support in launching (or relaunching) their development. Points Two and Four of the foreign policy objectives in particular shed the spotlight on the matter, with the former literally stating that “we must keep our full weight behind the European recovery program. We are confident of the success of this major venture in world recovery. We believe that our partners in this effort will achieve the status of self-supporting nations once again” (Truman, 1949, p. 478). The latter is even more specific to the issue with Truman mentioning “we must embark on a bold new program for making the benefits of our scientific advances and industrial progress available for the improvement and growth of underdeveloped areas” (Truman, 1949, p. 478). He goes on to emphasize “This should be a cooperative enterprise in which all nations work together through the United Nations and its specialized agencies wherever practicable. It must be a worldwide effort for the achievement of peace, plenty, and freedom... The old imperialism—exploitation for foreign profit—has no place in our plans. What we envisage is a program of development based on the concepts of democratic fair-dealing” (Truman, 1949, p. 478).

The language and standpoint of especially the fourth point in Truman's speech in 1949, which was coined the Point Four Program, could be considered a cradle of what was to become international development in the 20th century and extends until today. It illustrates how international development has become an essential aspect of International Relations in the modern day and demonstrates what affiliations it includes within an overlapping of politics with humanitarianism, economics with peace, cooperation with development and perhaps most importantly the overlapping of bilateral official development assistance with multilateral official development assistance. It is quite interesting that from the 'get-go' of what could be considered a manifesto on the topic, the perception in Truman's speech projected a dualization in implementation which includes multilateral vis-à-vis bilateral approaches as his agenda reflected both development aid provided directly by donor states and that which is delivered through international agencies, more specifically the new (at the time) United Nations institutions.

2.1. International Development Aid and the Evolution of the Concept of Official Development Assistance (ODA)

ODA is a concept that came out from the Organization of Economic Cooperation and Development (OECD) to standardize important development aid provided by donor countries. To understand the evolution of the term, it is important to cover the context which gave birth to both the organization and the concept. The predecessor of the OECD was the Organization for European Economic Cooperation (OEEC), which was established to manage American (and Canadian) foreign aid under the scope of the European Recovery Program (also known as the Marshall Plan) to reconstruct Europe following the events of World War II (OECD, n.d.).

After the former President of the United States (U.S.) Harry S. Truman signed the Economic Cooperation Act on April 3rd, 1948, the Economic Cooperation Administration (ECA) was founded to manage the European Recovery Program (ERP). The program was designed to support the recovery of Western European countries which were severely hit by the Second World War. The U.S. understood at the time that for its positive economic status to continue world trade and the international economic structure as a whole needed to be injected towards a renaissance of development. In particular, Western European countries and allies from that perspective were in urgent need of a boost for their reemergence and reindustrialization after the devastating destruction caused by the World War Two.

This was not purely an economic or humanitarian stance naturally, as the political underlining was not subtle at all. The development of recipient countries was substantial to mitigate any possible social explosions which may pave the way for the reoccurrence of conflict. On the other hand, this was an essential part of the strategy to prevent countries and regions from falling into the arms of communism which was led by the Soviet Union. The U.S. launched programs of similar nature in other parts of the world besides Europe, but they were not part of what was known as the Marshall plan.

The Republic of Türkiye, which decades later established TİKA, was one of the recipient countries of the ERP program (the Marshall Plan). Although Türkiye was not one of the most directly affected countries by the Second World War, the inclusion of Türkiye was important mostly for its geographical proximity to the Soviet Union in which it acted as the southern gateway to the rest of Europe.

In the year the program was launched, Türkiye along with the other beneficiary stakeholders of the program, namely Austria, Belgium, Denmark, France, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Sweden, Switzerland, and the United Kingdom participated in the ‘Conference for European Economic Cooperation’. From that conference, the OEEC emerged with the objective of administrating the aid provided by the donors. The organization included also West Germany which originally was represented by the American, British and French Occupation Zones, as well as the Anglo-American zone of the Free Territory of Trieste before being returned to the sovereignty of Italy later on. By the late 1950s, Spain had joined as a member to the organization through a gradual process. There was initially reluctance to Spain’s inclusion in the European and international organizations after the World War Two due to the authoritarian nature of Franco’s regime at the time and accusations of affiliations to the defeated axis powers. However, over the years the restrictions were loosened, and Spain was able to benefit from international assistance programs (Luelmo, 2016).

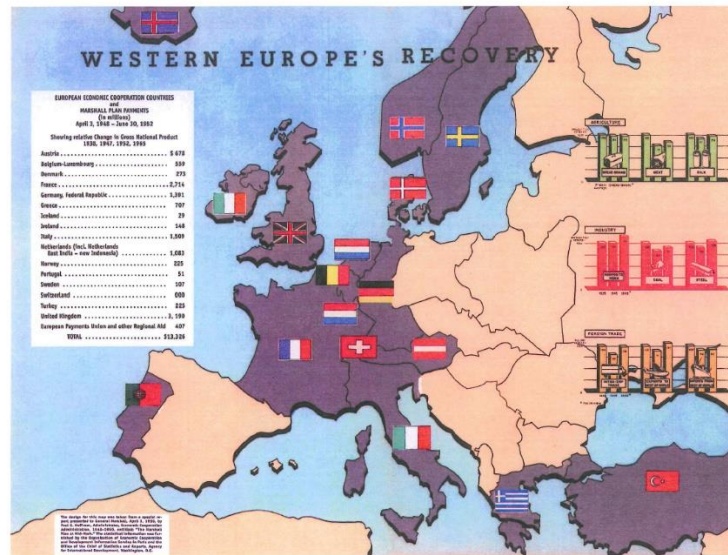


Figure 2.1 Marshall Plan Payments to European Economic Cooperation Countries from April 3, 1948 to June 30, 1952.

Note: By (marshallfoundation.org, n.d.)

More than a decade later, and with the overall success of the main objectives for the OEEC, the horizons which the organization was to work within needed to be restructured. In 1961, OECD was founded as a successor to OEEC, with 20 founding members which included the 18 full members of OEEC, in addition to the U.S. and Canada, who were the donor countries for the OEEC programs and had an associate membership.

Over the upcoming years and decades, the organization grew in size and membership and became an important part of the international community as a platform and reference for economic development. Members are dedicated to democracy and market economy policies and usually score relatively high on human development and economic income indexes. By May 2021, the organization had included 18 more countries in addition to the founding 20 who join through a negotiation process and oblige to OECD standards and instruments, reaching a total of 38 state members with the Costa Rica joining on May 25, 2021 (OECD, n.d.). The expansion process included also the establishment of the Center for Cooperation with Non-Members and the Program “Partners in Transition” which was a pathway for membership for some countries, especially Eastern European countries in the 1990s (Ministry of Foreign Affairs of Czech Republic, 1995). It is worth mentioning that Eastern European countries that were part of the Eastern Bloc were prevented by the Soviet Union from engaging in the Marshall Plan that was the backbone for the OEEC (Records of Radio Free Europe, 1987).

2.1.1 The Development Assistance Committee (DAC) of OECD

The early 1960s witnessed the beginning of proper institutionalization of international development aid, both within OECD as an organization and its member countries. In 1960, a year before the transformation of OEEC into OECD, the Development Assistance Group (DAG) was established under OEEC as a platform for consultations between donors. The initial meetings of DAG focused on the enhancing information regarding financial assistance and technical assistance in cooperation with different global organizations. The aim was reaching an arrangement on data comparisons by DAG member countries concerning the flows of funding to beneficiaries. In addition, there were high level discussions on monitoring the reporting process of the financial flows that were transferred to developing countries (OECD, 2006).

Upon the commencement of OECD, DAG was instituted as the Development Assistance Committee (DAC) with a mandate that included, amongst other points, that at the inception of OECD, DAC acquired the characteristics, functions and membership possessed previously by DAG. Also, DAC continue to consult on providing resources for assisting countries and regions in development and enhancing long-term funding and support to these developing countries.

In parallel to this institutionalization of foreign aid within the framework of OECD, equivalent developments were rolling on the international arena which set up the groundwork of the contemporary international aid structure. The UN General Assembly designated the 1960s as the UN Development Decade (UN. General Assembly (16th sess. : 1961-1962), Date 1962) with the objectives of achieving by the end of the decade a minimum annual growth rate of 5 percent in the developing countries. Also, the International Development Association (IDA) was established during the same period by the World Bank to provide soft loans for developing countries. The World Bank also led country specific schemes such as the Aid India Consortium launched in 1958 (Akita, 2014) and later The Pakistan Consortium which was established under the same model.

On the level of national governments, a surge in the institutionalization of foreign aid assistance mechanisms was also underway at the same time. The United States Agency for International Development was established in 1961, as a result of the enactment of the Foreign Assistance Act, in order to manage its economic assistance. Canada, which had been the U.S. partner in funding the Marshall Plan, took this institutionalization step a year earlier even by establishing the External Aid Office in 1960, which would further be developed into the Canadian International Development Agency (CIDA) in 1968. On a similar path to that of Canada, Sweden established

Agency for International Assistance, which later on transformed into the Swedish International Development Authority (SIDA).

The French Republic became the first country in the world to have within its government a ‘Ministry for Cooperation’ which became in charge of administering assistance to independent developing countries, especially in the African Continent, where several of its newly independent states were former colonies of France. Germany also took a similar step by establishing the ‘the Ministry for Economic Cooperation’ to oversee its development assistance as well designating the Kreditanstalt für Wiederaufbau (KfW) as the German Development Bank for capital assistance. The German parliament from its side also authorized significant high funding for development co-operation. With the same outlook Switzerland launched a credit with developing countries while it also established a cooperation service in its Foreign Affairs Department.

This movement was not exclusive to the Western hemisphere, as some Asian countries took part in this initiative. Kuwait established the Arab Fund for Economic Development (KFAED), commonly known as the Kuwait Fund in 1961, which became its agency of technical and financial assistance initially for countries in the Arab region, but later on for developing countries in general. Also, the Overseas Economic Cooperation Fund (OECF) was founded in Japan in 1961 as well as the Japanese Overseas Technical Cooperation Agency (OTCA) in 1962 as Japan took an active role in the years to come in the field of international aid through different institutions.

Interestingly, although Türkiye was a founding member of OEEC/OECD, it did not take part in establishing or joining DAG/DAC even after Türkiye established its main development agency TİKA in the early 1990s. Even though TİKA now has become in practice a global name over the decades in providing Official Development Assistance, Türkiye has not yet formally joined DAC of OECD despite being a founding member of OECD.

2.1.2 Official Development Assistance (ODA)

As mentioned earlier, ODA is a concept that came out of OECD to standardize important development assistance provided by donor countries. According to the report published by OECD, “Official development assistance (ODA) is defined by the OECD Development Assistance Committee (DAC) as government aid that promotes and specifically targets the economic development and welfare of developing countries. The DAC adopted ODA as the “gold standard” of foreign aid in 1969 and it remains the main source of financing for development aid.” (OECD,

2021, p. 1). It is important to note that there are strict identifiers to what is and what is not considered Official Development Aid by the OECD DAC. Flows that have mainly commercial objectives such as export credits and other transactions are not eligible as ODA, neither are military aid conducts nor those which are in essence a promotion of donors' security interests. ODA is what lays in the lines of concessional assistance, which can be either soft loans or usually grants, and is managed with the goal of achieving economic development in the beneficiary countries (OECD, 2021).

An update is made every three years by DAC, depending on state income, to the list of countries eligible to be considered recipients. As per DAC List of ODA Recipients Effective for reporting on 2021 flows, Libya is considered an eligible recipient country within the group of upper middle-income countries and territories (per capita GNI \$3 956-\$12 235 in 2016) (DAC, 2021).

In regard to conflict contexts, OECD has clarified that uncertainties in rules of reporting have led indeed to varying interpretations and inconsistent reporting by members of DAC on peace and security-related expenditures. Therefore, DAC updated the rules for eligibility of peace and security expenditures in 2016 to distinguish the actual developmental role (even though marginal) that military actors at times have in conflict contexts, while clearly identifying it from the core peace and security functions. This update aims to guarantee consistent statistical reporting, and at the same time be in accordance with ODA standards of development-oriented training in limited areas. As a consequence, a revised *ODA Casebook on Conflict, Peace and Security Activities* was issued, and a complementation to the technical review of *ODA coefficient applied to UN peacekeeping operations* was made (OECD, 2021).

2.2. Turkish Cooperation and Coordination Agency (TİKA)

Although Türkiye was not a primary actor during the post-World War Two era, which witnessed the real birth of International Development, the post-Cold War era proved to be a turning point for Türkiye. With the fall of the Soviet Union, a geopolitical and cultural vacuum began to emerge in Central Asia. The new-born Central Asian states of Kazakhstan, Uzbekistan, Turkmenistan and Kyrgyzstan, in addition to Azerbaijan which lays on the other side of the Caspian Sea, are all considered Turkic nations which share a common Turkic cultural heritage and language roots with Türkiye. It goes to the extent that believers of Pan-Turkism consider the peoples of these countries as one nation containing different countries.

In this context, the Turkish Cooperation and Coordination Agency (TİKA) was born as Türkiye took the initiative to have a proactive foreign policy in the region with the premise of supporting the recognition of those countries worldwide, as well as for Türkiye to be a main partner in assisting these societies in various social, economic and cultural aspects. Türkiye's ODA efforts took a significant leap which brought with it the necessity of an agency that can implement and coordinate development assistance, and will represent the advocated foreign policy (Erkan, 2016). This became even more indispensable with the realization that the activities and projects conducted were turning from provisional into enduring ones. Accordingly, TİKA was established in 1992 and became an implementing intermediary of Turkish foreign policy acting as its main development agency abroad, initially in the Central Asia region. TİKA firstly inducted a program office in Turkmenistan, after which five more offices were opened in the remaining Central Asian countries, supervising different activities and projects in the fields of health, education, agricultural, finance, restoration, industry, development and tourism. At the time, there was a strong focus on the proliferation of the social structure of these countries, which were undergoing significant political transitions, supporting them in their conservation of their identity in a sustainable manner, and reforming their technical infrastructures. One cannot deny the in-effect leverage provided when there is a common sociocultural environment between countries in facilitating development assistance, especially for countries in such sensitive transition circumstances.

By the mid-1990s, TİKA's vantage point towards the nature of development assistance provided began to expand even further. More attention began to be given to educational projects especially to the Turkic countries which were still the primary recipient countries of TİKA back then. The premise here was that for sustainable development to be achieved in these countries, a progression must be achieved in the fields of education particularly those related to science and technology. This was a more concentrated perception to activities in the region in comparison to the previous years, where there was relatively a more general theme based on technical assistance and cultural bonding.

At the national level, TİKA became eligible to take on the duty of managing aid flows. In order to achieve this goal, TİKA signed several cooperation protocols with different government institutions in Türkiye in order to mobilize all sorts of resources for the benefit of the beneficiary countries (Fidan & Nurdun, 2008). In the following years, TİKA's undertakings expanded further, as building institutional capacities of beneficiary countries became an important aspect. The more

globalized atmosphere following the end of the Cold War allowed for more knowledge sharing between countries and transfer of expertise as Türkiye became more engaged with recipient countries. This had special significance as Türkiye in addition to being a donor country was also still a recipient country itself in partnerships with developed countries and international organizations. The duality at hand could be considered a rare one and can provide Türkiye and a few other countries a similar position with a special perspective and consideration in dealing with counterpart countries that are beneficiaries of agencies such as TİKA. Since then, TİKA's scope has extended dramatically reaching different countries and regions all over the world, especially those which share historical, regional, religious, economic and political ties with Türkiye.

Shortly after the turn of the millennium, Türkiye had gone through its own inhouse transformations with a new political landscape arising following the economic crises of the late 1990s. The new setup included the majority government after a decade of fragile coalition governments. In parallel, or more accurately as a result, an economic miracle was unfolding, which in consequence gave Türkiye a larger regional role and effect politically, and a more hearable presence on the global stage. This all translated into a fresh foreign policy that was extremely more dynamic than that practiced by the government in most of 20th century. In line with this adjustment in foreign policy, TİKA's horizons expanded as it increased its Program Offices from a total of 12 in 2002 to 33 in just ten years. Today, activities of TİKA span across 5 continents as it is involved in numerous development cooperation engagements in 150 countries managed by its Program Coordination Offices that are located in 60 different countries which have reached currently a total of 62 Program Coordination Offices. The official perspective stipulated by TİKA is that its projects in the countries where its projects operate, in line with Türkiye's foreign policy, ultimate attention is paid to establishing a peaceful environment. The expansion of Türkiye's development aid was not only qualitative or geographical but also significantly quantitative. Whilst Türkiye's ODA contribution accounted for around 85 million USD in the year 2002, it significantly increased to over 8 Billion USD before 2020. TİKA being the country's main development assistance body continues to be at the center of this headway.

As the name of the development agency suggests, TİKA was built on the philosophy and mechanism of functioning as a focal coordination channel for different public institutions as well as academic and both profit and non-profit organizations participating in the development aid process conducted by Türkiye. The agency's programs now cover different areas around the globe from the Balkans to Africa, and from Central Asia to the Middle East and all the way to Latin

America making TİKA one of the prominent ODA agencies across the globe. During the last decade, Türkiye's development aid has exceeded the international average ratio of foreign aid set by DAC (Erkan, 2016).



CHAPTER THREE: PROJECT MANAGEMENT WITHIN INTERNATIONAL DEVELOPMENT

The Association for Project Management (APM) has defined Project Management as “the application of processes, methods, skills, knowledge and experience to achieve specific project objectives for change” (APM Body of Knowledge 7th edition, 2019, p. 214). The association stipulates that “project management has final deliverables that are constrained to a finite timescale and budget. A key factor that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an ongoing process” (Association for Project Management, n.d.).

Over the past decades, several project management methodologies have been developed since the domain of project management has been established. International Development agencies, such as TİKA, are a type of organisations whose nature of work is heavily based on projects. Hence, it is of great significance that these organisations become aware of the methodologies implemented and how their project management performance could be developed further.

In this chapter we study the most relevant and established methodologies of project management practiced world-wide to be able, later on in this research, to analyse the project execution conducted by TİKA in Libya is in line with which of these methodologies and discuss if a change could/should be made. According to the answers provided by TİKA officials for this thesis, TİKA does not officially adopt a specific formal project management methodology in its project implementation. This does not mean that TİKA does not have at all a setup and workflow procedure for its projects, as it naturally does. It does mean however that this setup is not claimed officially to be adherent to a certain project management methodology, therefore this chapter will present the main relevant methodologies, to lead the way for the chapter after that, to illustrate which of these (in practice) TİKA’s projects in Libya belong to. Analysing the methodology of project management an agency implements will help assess how effective its presence is and open the horizon for how it can be enhanced through a scientific theoretical framework.

The number of project management methodologies practiced could extend to a very large number due to the wide spectrum of diversity in projects across different fields, which has led to the constant development of new methodologies over time. Nevertheless, there are fundamental methodologies which are considered the most recognized, and here we will cover the main models which are either the classical foundational methodologies that are; cross-sectoral, or

methodologies for international standardization, or development-oriented methodologies practiced by international agencies. These are the themes relevant to project management in international development organizations which can be used as references to analyze the project implementation for a case such as TİKA in Libya.

3.1 Waterfall

The waterfall methodology is a linear process of project management where sequential order is the basis. It encompasses a series of relatively independent stages where each stage more or less begins with the completion of the previous one. This approach came out of the construction and production fields where the nature of procedures is usually extremely structured and need to be followed in that manner, since flexibility towards changes is not easy and at times not possible at all. It has also become a primary model in software development project management which is a main sector involved in the evolution of project management methodologies. This methodology focuses on providing the best possible end product or service with rigidity towards unplanned changes. Like a cascade, the different phases of the project follow each other in the waterfall model, hence the name. Every stage is finished with an intermediary result in a linear way until the last project phase is finalized. In projects where needs and processes can be precisely defined during planning and where assumptions would only marginally change over time, waterfall models are typically employed (Blome, 2018).

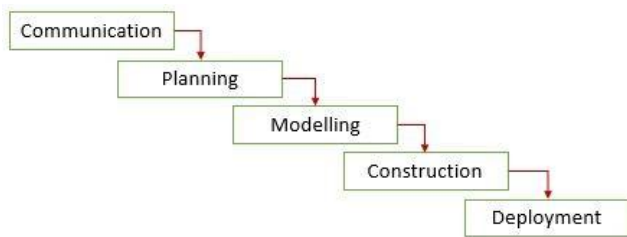


Figure 3.1 Waterfall Model

Note: By (BeingIntelligent, 2020)

Waterfall is preferred in basic projects for its linear and simple layout. The visual illustration represents no difficulty in understanding its steps for accomplishing the project aims.

According to Eby (2007), Waterfall's main advantages and disadvantages can be summarized according to a number of key points. Its advantages include: *Ease of use and manageability:*

Waterfall is rigid model that stipulates the procedures needed to move through sequential phases. It necessitates no prior expertise to start and has the same pattern consistently, making it simple to comprehend and control each phase because it has particular requirements that are to be evaluated; *High level of discipline*: As the beginning and end points are predetermined, to sharing progress, reporting missed deadlines, and mitigating risks does not become complex; *Comprehensive documentation*: Waterfall demands that every stage be revised and documented before moving forward, to ensure that activities accomplished in every stage are better understood. Because of its commitment to documentation, there is a clear framework to track, and refer back.

Meanwhile it states that the disadvantages to Waterfall include: *Inability to adjust*: Waterfall makes use of a linear, dependent model, which limits its capacity to rebound from issues; *Slow adaptation*: When a phase is finished, it is not possible to converse the process and change the outcome without restarting over; *Long delivery*: Even before the implementation, a project goes through a prolonged process; *Difficulty in identifying requirements*: Because a project analysis is conducted early on, the stakeholders need to determine the desired outputs from the beginning. Nevertheless, it may be a challenge to identify desired results from the design phase.

3.2 Critical Path Method

Critical Path Method (CPM) is used to analyze and schedule complicated projects. The aim is to recognize main tasks and the impact on the total duration project, and then decide on best ways to design every activity so that it is completed by the specified deadline at the lowest possible cost.

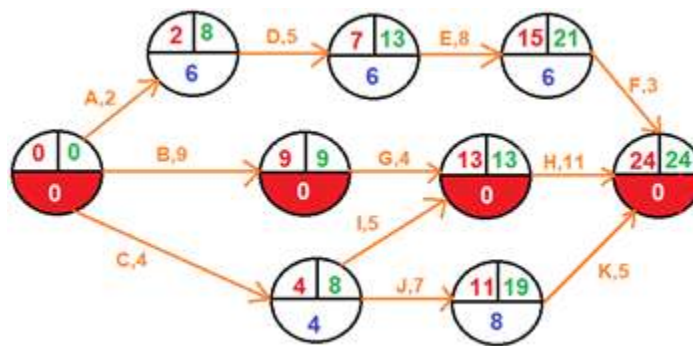


Figure 3.2 Critical Path Method CPM

Note: by (Maltz, 2018)

According to the study of Kramer & Jenkins (2006), CPM is built on the following formula:

$EF = ES + t$ where ES is earliest start time of the task. t is the time to finish task and EF is earliest finish time. In order to make the calculation of the Early Finish we use the formula ($EF = ES + t$) which is the forward pass analysis which identifies the early start (ES) and early finish (EF), whereas ($LS = LF - t$) is the backward pass which identifies the late start (LS) and late finish (LF) (Kramer & Jenkins, 2006).

Concerning the application of this methodology, Slenke (2020) describes how it includes the following steps: First it is required to list all the tasks and the duration required for each one. Then List the task's job number (number or letter), description, immediately preceding tasks, and the typical completion time in a table. The order of the jobs is determined by their "immediate predecessors." Create the graph by beginning with "Start" and adding tasks by placing circles with the job number and required completion time. Use arrows to depict a connection between the tasks where the thicker arrow indicates the critical path, making sure the tasks are in sequentially. Thirdly, Calculate ES and EF time using the graph where you will a) Indicate the value of S next to Start. b) To the left, mark new tasks with the most of any of their immediate predecessors. c) Increase task time to the early start time and indicate the result of EF. d) Continue to the end. After that Calculate LF time where beside the Finish, indicate the value of T which is the project's target due date. Place the shortest LS time of a new task's immediate predecessor on the right when marking new tasks. Deduct this new amount from the task's completion time and write it to the task's left and then continue to the start. Total Slack TS is the difference between early start and late start in a task. It is the max-amount of duration that a job can be put off over the scheduled start time without necessarily affecting the completion date. There is no total slack for critical tasks.

Project managers can assess the progress compared to the project's plans using the CPM. The method is usually explained using a diagram to visualize a project and identify the tasks that depend on one another. Every task is specified with an identifying sign, the duration of the task, and the prerequisite tasks. The longest route from beginning to end in terms of duration shows how long the project should take in total to finish, and contains only critical jobs, which is eventually the critical path or paths. The diagram is useful for determining the project's critical path and estimated completion time (Slenke, 2020). CPM uses floats and has limited flexibility, and therefore is more suited for clearly outlined projects.

3.3 Critical Chain Project Management

The Critical Chain Project Management (CCPM) is a constraints-based network analysis method that may benefit both large and small enterprises from different sectors, as it centers on identifying and resolving disorganizations to improve the entire flow of activities. Task dependencies, limited resources and buffers needed to successfully complete the project are all elements that are considered by this methodology. It relies on the idea of utilizing buffers, which include; Project Buffers that maintain the completion date and positioned between the final assignment and the finish date; Feeding Buffers that are typically added to the non-critical chain so that any slowness there won't impact critical chains; Resource Buffers that are introduced prior to critical chain parts which include main resources, indicating the beginning of the critical path and Capacity Buffers in case of unanticipated financial difficulties arise.

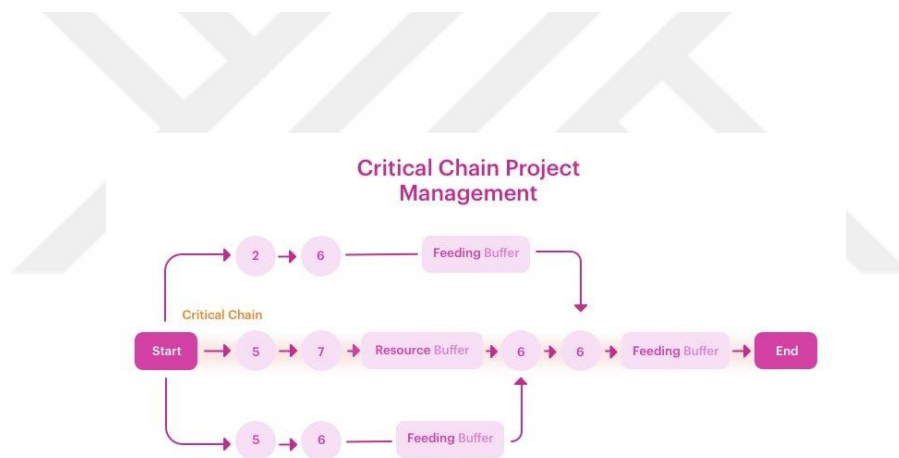


Figure 3.3 Critical Chain Project Management (CCPM)

Note: By (The Basics of Project Management)

The application process of CCPM, in addition to its advantages and disadvantages are detailed in Hlioui (2020) where it states that to apply this methodology the steps would include: Recognize the critical chain with the most important tasks and taking the longest; Verify resource constraints when assigning personnel to tasks; Concentrate team's focus on specific tasks; Abolish multitasking between many tasks; Reduce time estimates by 50% and move the team toward a more efficient timetable; Employ buffers for uncertainties or unexpected changes; Develop a comprehensive project model by tracking the supply of services and managing buffer consumption. It clarifies that the advantages of CCPM method are that it Restricts improper float

management; Permits a significant decrease in capital requirements; The project's execution is expedited and determines how long it will take to complete the project in total. On the other hand, the disadvantages would be that the project team, project manager, and stakeholders must be all committed. Moreover, if the team doesn't understand the approach to view the final aim, there could be great repercussions. Also, certain planning packages do not support the approach.

Critical Chain vs. Critical Path

As illustrated in the table below by Tran (2019), there are significant differences between CPM and CCPM. CCPM is a compressed variation of CPM which aids in preventing disorganizations and develops buffers as benchmarks to eliminate uncertainty. By utilizing the tools found in CPM, CCPM assists the project manager in creating and managing the project schedule.

In CPM, a project manager would focus on deciding which activities will require the most time to complete, and place other tasks around them. Moreover, they would allow sufficient time to identify the optimum option for projects' workflow and not provide the project buffers that are explicit. The manager would also monitor project health based on the completion of activities. While in CCPM, the focus would be considering resource constraints and interdependence while planning projects, creating a workflow that would be the best possible flow, including distinct time buffers and monitoring the condition of the project in relation to buffer usage.

Critical Chain	Critical Path
No multitasking allowed	Multitasking allowed
Buffer for the whole project	Buffer for individual activities
Estimated durations don't include buffers	Estimated durations include buffers
Delayed start of non-critical activities	Non-critical activities start as soon as possible
Activities often completed ahead of schedule	Activities often completed on time or delayed
No simultaneous critical activities	Simultaneous critical activities possible
Relief from day-to-day business when working on critical activities	Project tasks need to be completed in addition to the workload of day-to-day operations

Table 3.1 Critical Chain Versus Critical Path

3.4 Project Management Institute's Project Management Body of Knowledge (PMI's PMBOK)

The Project Management Institute (PMI) textbook, A Guide to the Project Management Book of Knowledge (PMBOK® Guide), is a systematic method to evaluate requirements, resources, and timing to optimize project management. These crucial elements result in a very thorough and successful manner of project management and its subsequent techniques.

The Project Management Professional (PMP)® certification comprises ten knowledge areas. These areas of knowledge are fundamental aspects of effective project management within the method. The Project Management Process Group and Knowledge Area Mapping Table in Project Management Institute (2013, p. 61) shows that the ten components are:

- Project integration management
- Project scope management
- Project time management
- Project cost management
- Project quality management
- Project human resource management
- Project communications management
- Project risk management
- Project procurement management
- Project stakeholder management

Project management according to this methodology comprises five distinct process groups. The PMBOK Guide shows that these groups offer a road map for achieving the specific objectives of each project and consist of:



Figure 3.4 PMI's PMBOK 5 Process Groups

Note: By (Buys, 2020)

- **Project Conception and Initiation:** The development of the project's high-level goals and definition occurs during the first phase. Feasibility is evaluated at this stage through discussion and testing. The project charter/project initiation document which draws the goals and needs of a stated project is written once the project has been approved.
- **Project Definition and Planning:** Milestones are developed during this phase to direct teams toward predetermined goals for the project. A thorough project plan is created when the project's scope has been established. Cost, quality, resources that are accessible and a reasonable timeframe are all identified in the plan with performance measurements, as team member roles and tasks are assigned, distributing accountability throughout the project.
- **Project Launch and Execution:** This phase is where deliverables are completed, and is in which the core aspects of the planned project are implemented, and also where the status reports everything in line with the goals.
- **Project Monitoring and Control:** This stage focuses on tracking the project's development and performance to make sure tasks follow initial project plans. Factors including project goals, quality deliverables, effort and cost tracking, and project performance, can be the basis for key performance indicators which help assess if a project is on track.
- **Project Close:** This phase denotes the end of a project as contractors are dismissed, valuable team members must be acknowledged, and a project must be evaluated to

determine its strengths and shortcomings. Gathering and storing all documents is required for reference in the future.

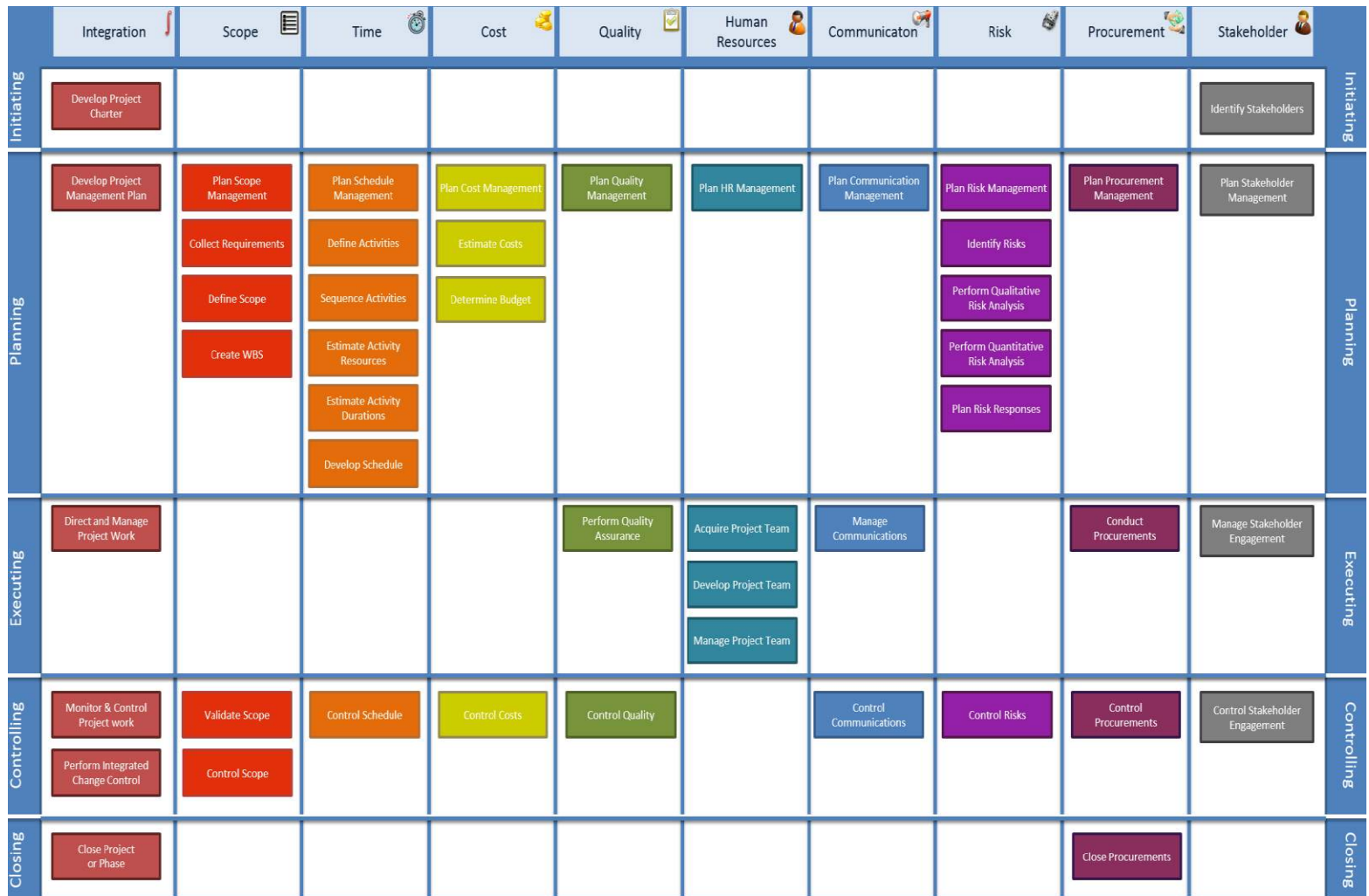


Figure 3.5 Project Management Process Flow Diagram Fifth Edition

Note: 2013 Sean Scott

Before initiation activities, PMBOK necessitates from project managers to have their plans clearly set out, including scope, time and cost. To support them in achieving the goals, the ten knowledge areas were defined to comprise the processes. Each of the five process groups contains processes. Each process then corresponds to a single knowledge area and a single process group. Over half of the processes are in the planning group (Obrutsky, 2016).

Obrutsky (2016) reflects on the advantages and disadvantages of the methodology indicating that the advantages of the PMP are that is recognized worldwide and accrues best practices of experts by the thousands, and that it's process-based and processes are well defined, in addition to being

applicable for all industries. While the disadvantages would include that methodology may be too complicated for minor projects and that the standards are altered depending on different constraints. Also, at times it may become burdening to keep teams attached

3.5 Projects IN Controlled Environments (PRINCE2)

PRINCE2 is a general best practice approach that can adapt to unique requirements in various organizations for different projects. The acronym stands for *Projects IN Controlled Environments*, and is owned by a consortium that includes Capita plc and the Cabinet Office of the UK government. It has become a widely used project management methodology worldwide as it focuses on producing results rather than just scheduling activities, and gives breakpoints inside a contractual framework and a shared language across the project. This helps project managers navigate the fundamentals of successful project management. It breaks down projects into controllable phases for consistent monitoring and effective resource management, and offers a structure that emphasizes control and order during projects.

PRINCE2 is built on the central idea of *Project Environment* which contains *Processes*, *Themes* and *Principles* (3 Sevens). Project managers customize PRINCE2 as they seek a cohesive and constant approach to managing projects which can be incorporated into the organization's environment.

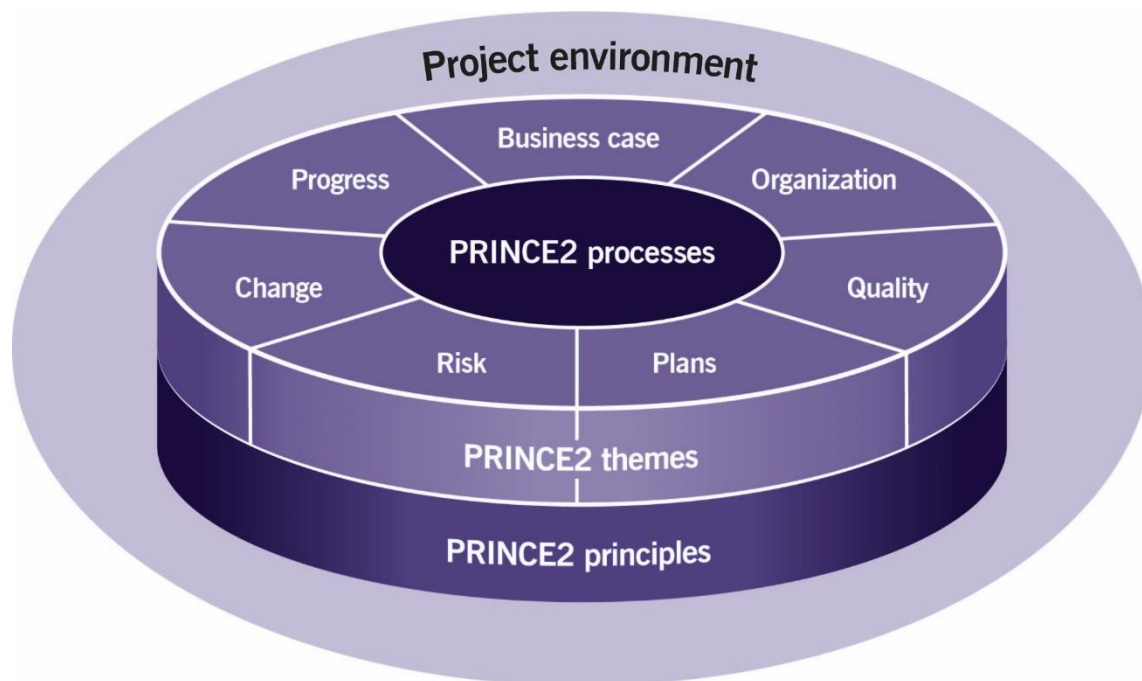


Figure3.6 PRINCE 2 Model

The AXELOS (2017) manual defines the 7 processes, 7 themes and 7 principles as follows:

The seven PRINCE2 Processes:

- *Starting up a project*: Determining whether the conditions necessary for starting a project are met.
- *Directing a project*: Allowing the project's top officials to be responsible for the project's success.,
- *Initiating a project*: Develop strong fundamentals described in the project initiation document for the project.
- *Controlling a stage*: Tasks are assigned, monitored, and dealt with in order to report on progress and correct deviation.
- *Managing product delivery*: Deciding the conditions for acceptance, execution, and delivery to govern the dynamics between the project manager and the team.
- *Managing stage boundaries*: Project manager bring up-to-date the project plan, produces a plan for the following stage, and presents an overview of the stages' performance.
- *Closing a project*: Establishing an end point at which delivery acceptance is affirmed and acknowledge the aims have been reached.

The seven PRINCE2 Themes:

- *Business case*: Develop a record regarding the reasoning for the project.
- *Organization*: Identify the specific duties and tasks of project team.
- *Quality*: Define quality requirements and means of delivery.
- *Plans*: Setting up the planning and techniques that are to be utilized.
- *Risk*: Forecasting risk that may influence the project implementation and how to mitigate it.
- *Change*: Predicting possible changes and assessing how to adapt to them.
- *Progress*: How the project should proceed in accordance to performance.

The seven PRINCE2 principles:

- *Continued business justification*: The project must be managed and run for a legitimate reason.

- *Learn from experience*: Apply lessons learnt from earlier activities.
- *Defined roles and responsibilities*: Make a well-defined set up and assign appropriate individuals to the tasks.
- *Manage by stages*: Planning, monitoring, and control must be done stage by stage.
- *Manage by exception*: Appropriate levels of authority to function well in the circumstances should be provided.
- *Focus on products*: Product conception, delivery and quality assurance are pivotal.
- *Tailor to suit the project*: Project's environment, scale, sophistication, significance, ability, and risks need to be taken into account.

In regards to the advantages of PRINCE2, some of the most important advantages of this method include that it enhances communication within the team and also between the team and other stakeholders, as well as guaranteeing that improvements can be made within the institution (Paliktzoglou, 2012). Other advantages that could be considered are that in PRINCE2 a planned and controlled beginning, middle and end are clear ensuring that the project has a sound justification, validity is maintained and deliverable is acceptable, and that there are frequent evaluations of the business case and progress. Also, it has contained management of project variations, important stakeholder involvement during appropriate intervals and a High-level communication throughout the structure of the project (QRP International, 2020). Meanwhile, Paliktzoglou (2012) indicates that there are disadvantages that may be faced when using PRINCE2 which can include less flexibility compared to some other methodologies which emphasize this issue, and that its limited number of tools and techniques doesn't address soft skills. Also, other disadvantages that can be elicited is that it is perceived to be heavily document oriented and that change management is an issue as senior management adoption and support is necessary, in addition to motivation and experience being essential to apply the method well (Pawar & Mahajan, 2017).

3.6 Project Cycle Management

Project cycle management (PCM) is a technique used by the European Union (EU) to guarantee the projects that it funds are in line with its aims. Project cycle management officially became the core project design & management instrument for the European Commission in the early nineteen nineties. Project Cycle Management is a method that gives processes a clear frame for making the

best decisions possible by means of providing information insight which is done by involving stakeholder consultation and presenting them with pertinent data during the course of the project. It gives great importance on using a logical framework (Log-frame) to assess issues and choose the best course of action throughout the project to ensure successful execution. The operations cycle in project cycle management PCM is made-up of these phases: Programming, Identification, Formulation, Implementation, Evaluation & Audit (Umhlaba Development Services, 2017).

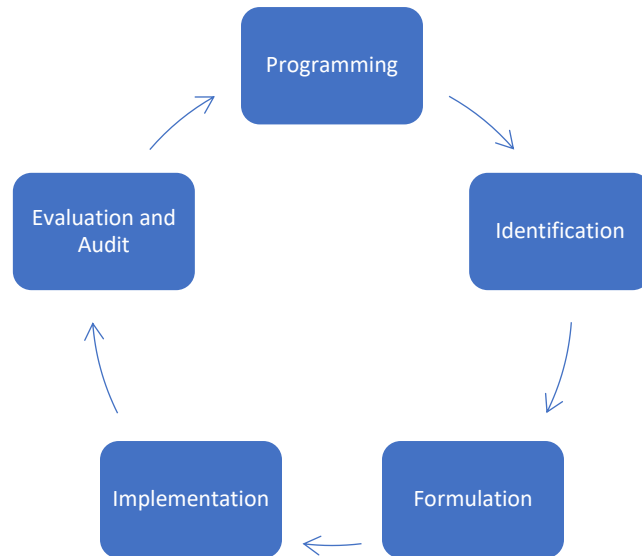


Figure 3.7 Project Cycle Management Model

Note: By Author

The phases as described in Landau (2018) show that they consist of:

Programming: where research on earlier projects is done to establish precedent and give future ones direction. Although this process typically covers several years and is not immediately relevant to a single project, it is still crucial for every project to recognize the overarching strategies. The procedure is designed to determine the project's primary aim and its top priorities, which produces an appropriate project framework.

Identification: In which numerous studies are conducted during this stage to help discover these notions and specify the appropriate course of action. The information will then be compiled in a project identification report that explains the rationale for the choices taken. It examines possible matters that different associates might have. Applicability is scrutinized and stakeholders are involved.

Formulation: Following project approval, a financial agreement must be prepared, negotiated, and signed that includes all of the technical and administrative requirements to launch the project.

Evaluation of financial soundness is conducted. The financial proposal is then updated with any revisions suggested for that draft, which the appropriate authority either accepts or rejects.

Implementation: Depending on the project, this can be a protracted procedure that spans three key phases: the startup phase, the major implementation phase, and closure. Re-planning may be necessary during implementation as budgets and schedules are examined, improved, and updated. It is then time to put the project into action once it has been carefully designed and financed. Reports are produced to offer information on the project's advancement. This phase also includes monitoring and reporting, which establish procedures to guarantee that the project stays on schedule.

Evaluation & Audit: Both early in the project's execution phase and at its conclusion, evaluations may well be initiated. Specific parameters should be used for evaluation namely; relevance, impact, efficiency, effectiveness and sustainability. To gauge the impact over time, evaluation can even be performed even years afterwards. In this phase, the project is systematically and impartially evaluated to see if objectives have been met as expected (Landau, 2018).

3.7 Result-based Management

Results-based management (RBM) is a project management methodology which has a methodical affiliation both with the logical framework approach which is mostly adopted by non-profit organizations and development agencies, as well as with the balance scorecard which is prominent within businesses. However, it is considered a means for managing and keeping track of how effectively a strategy is being executed because financial measurements are not the primary considerations. Nevertheless, organizations that are more financially oriented have also begun to employ it as well. Over the last two decades, most United Nations' organizations have adopted a form of RBM after it was initially introduced in the biannual plan a couple of years after the turn of the century and has since been used in all subsequent programming cycles.

ICRC's publication, Programme/Project management: The results-based approach (2008), shows the application of RBM is made of five main stages which are;

- *Assess the current situation*

- *Think* of causation and involvement
- *Plan* how to proceed and with whom as well as when and according to what resources
- *Do* execution, scrutinize and study the need for adaptation
- *Review* how things went and what can be learnt

Strategic aims may manifest as tangible products, organizational transformations, adjustments to main processes or any superior objectives. Results-based management enables project managers in tracking and sequentially accomplishing these strategic aims through the use of control loops. Monitoring, documentation, communicating, reporting, budgeting, and delivery all use data based on actual results. To determine the most appropriate indicators of accomplishment, every stakeholder who influences significantly the outcomes, illustrates their processes and services to demonstrate how they affect the results being sought during the design of the model (Results-Based Management Handbook, 2011).

3.8 Outcome Mapping

The International Development Research Centre (IDRC) which is located in Ottawa, Canada developed this methodology for measuring project progress. Earl, Carden, & Smutylo, (2001) stipulates that there are 3 stages to Outcome Mapping:

- The (Intentional) Design stage establishes clarity on a project's primary goals for transformation by addressing the fundamental inquiries: *Why?* As in what is the overall vision that the program hopes to advance? *Who* are the boundary partners for the program? *What* specific improvements are required? and *How?* What role will the program play in helping its boundary partners change?
- The Outcome and Performance Monitoring stage offers methods for gathering data about the components found during the previous stage.
- Evaluation Planning enables project managers to establish assessment priorities in a more thorough analysis of progress manner, and create a resource-efficient evaluation plan

It varies from other measurement methods in that it places more emphasis on impact and the behavioral changes made by secondary benefactors than it does on quantifying deliverables and their implications on main recipients.

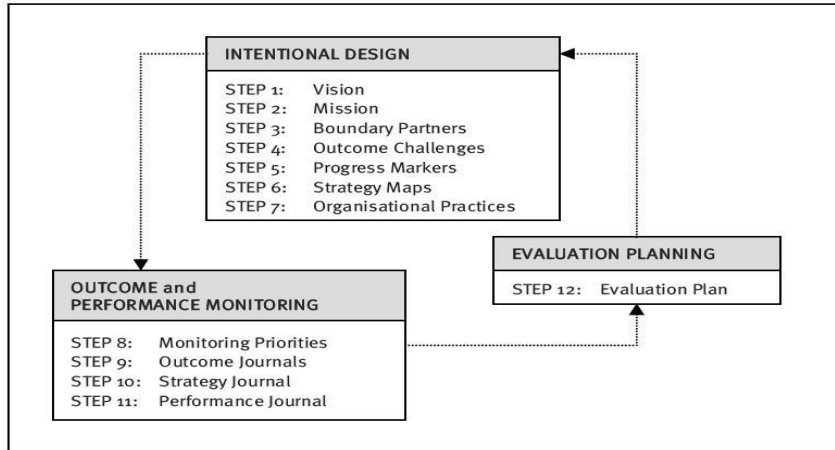


Figure 3.8 Three Stages of Outcome Mapping

Note: By (Earl, Carden, & Smutylo, 2001)

As illustrated in the diagram, Outcome Mapping involves 12 steps within the three mentioned stages (intentional design, outcome and performance monitoring and evaluation planning) (Earl, Carden, & Smutylo, 2001).

Hearn (2001) recapitulates the steps in each stage illustrating that the seven steps that make up the Intentional Design stage are:

- The vision defines the significant development shifts an organization wishes to drive.
- The mission explains how an organization will contribute to the vision and is the part that the institution's program will concentrate on.
- The boundary partners are the people or groups that the program directly engages with and where it sees chances for effect.
- Outcome challenge statements outline the anticipated modifications to the boundary partner's activities and performances. For each type of boundary partner to serve the program's overall objectives, optimum behavioral change must occur.
- Progress Markers are a list of accounts that define how the boundary partner's behavior gradually changes over time in order to reach the ideal outcome. They indicate for the data that can be acquired to track partner accomplishments and therefore crucial in monitoring.

Although they are measurable, progress markers are different from traditional indicators employed in the Log-frame as they can be modified as the execution process progresses.

- Strategy maps are among a variety of techniques project managers use to reach the realization of necessary fluctuations at boundary partner levels. This enables them to develop both direct strategies for boundary partners and indirect strategies for the environment in which the boundary partners functions in.
- Organizational practices describe how the project will function and. It is founded on the premise that in order to facilitate change in boundary partners, the program team must also be flexible and adaptable, which means not simply being efficient but also pertinent.

While the monitoring stage includes four steps:

- Monitoring priorities offers a method for defining the aspects of the project to be scrutinised.
- Outcome journals are a method for gathering information regarding the progress markers.
- Strategy journals are a way to accumulate data on a project's activities.
- Performance journals are for data gathering concerning organizational processes.

And finally, the evaluation stage is just one single step:

- The evaluation plan offers a procedure for Outcome Mapping based evaluation design.

CHAPTER FOUR: TİKA'S PROJECT EXECUTION IN LIBYA

TİKA's activities in Libya officially commenced in 2011. According to the data provided by the TİKA office in Tripoli, TİKA has conducted more than eighty projects in the period between 2011 and 2021 (TİKA TRABLUS PKO II, 2021). The projects are quite diverse in terms of their size and cost, with a range that covers projects that are practically mere short activities with a cost of a few thousand dollars, to large scale projects that extended for years and cost millions of dollars. The projects are classified by the agency (TİKA) according to specific types, nevertheless, they are managed generally through the same format.

This chapter will cover three aspects; the implementation process undertaken in conducting the projects, the categorization of the projects in terms of their types and size, and finally analyzing which project management methodology TİKA's practice in Libya falls in line with and what areas of enhancement could be developed.

4.1 Implementation of Projects

According to the description provided by TİKA officials in Libya (TİKA TRABLUS PKO I, 2021), the implementation of any project is conducted according to the following steps:

- *Request reception:* A request is made by a beneficiary institution in Libya to implement a project. Usually, the institutions which TİKA deals with are public institutions either governmental or local, but applications are also accepted by NGOs from the civil society.
- *Initial Assessment:* An initial assessment is made by the country program coordination office and if the preliminary evaluation concludes to approving the request, a project form, as shown below, is prepared as a proposal submitted to the TİKA administration in Ankara.
- *Clearance:* If the proposal is approved, permission is provided to the country program coordination office to implement the project according to the financial budgeting agreed on as well the procedures arranged.
- *Execution:* Implementation of the project is conducted depending on the type of project and its requirements. In projects where procurement or contracting is needed, an appraisal is made to decide if the service could be provided by a local source in Libya, or a national partner from the donor country, Türkiye, or if an international provider is necessary.

- *Handover:* In projects where the output includes a physical service provided, a handover is made to the local stakeholder within Libya.

It is important to note that the TİKA country program coordination office emphasized the fact that the projects in general (with very few exceptions) must be initiated based on a request of a beneficiary from Libya. The philosophy behind this is to assure that the beneficiary country's interests are what direct the programs and that there is not an imperial nature to the agency's presence and activities that may be understood from a preset agenda of activities. This however does create a number of implications. First of all, it is natural that a main concern that TİKA takes as an Official Development Assistance ODA agency into consideration is the national interest of the donor country which it represents (i.e., Türkiye), which is an acknowledged right for all such organizations. Hence the need, amongst other possible reasons, for all project applications to be revised by the TİKA administration. This structure nonetheless may cause delays and intervals that could be prevented if a general strategy were set up that the country program coordination office in Libya, for example, could be delegated to work within in a decentralized and semiautonomous manner. The second implication of this approach is that the projects do not have an overall arching aim that connects them. The projects seem relatively detached, which can lead to a less effective role for the agency that could be addressed by a comprehensive strategy that governs all projects to tangible objectives. Thirdly, although it is appraisable that the institution prioritizes the beneficiary country's needs in implementing its programs, it should be noted that these needs and requirements are in general submitted individually by separate ministries, public institutions, local councils, NGOs., etc. One would assume that if TİKA would develop a needs assessment through an engagement and consultation process with the main Libyan stakeholders, a more effectual outcome would be expected.

The project implementation process is initiated by developing a project form which clarifies a number of necessary items. The project form is submitted to the TİKA headquarters in Ankara for approval in order for the implementation to be conducted. Below is an English translation of the project form used by TİKA.

PROJECT FORM

TITLE OF PROJECT	
DEFINITION OF PROJECT	
SECTOR AND CONTENT OF THE PROJECT	
RATIONALE OF THE PROJECT	
OBJECTIVE OF THE PROJECT	
DURATION OF THE PROJECT	
POSSIBILITY OF IMPLEMENTING THE PROJECT LOCALLY	
INSTITUTIONS, ORGANIZATIONS, AND INDIVIDUALS WITH WHOM COLLABORATION MAY BE ESTABLISHED	
SUSTAINABILITY OF THE PROJECT	
INSTITUTION/ORGANIZATION/INDIVIDUAL THAT SUGGESTS THE PROJECT	
ESTIMATED BUDGET OF THE PROJECT	
TİKA's CONTRIBUTION	
CONTRIBUTION OF THE PROJECT BUYER (IF ANY) (WORKFORCE, TOOLS, EQUIPMENT, ETC.)	
PROTOCOL/AGREEMENT THAT IS CONSIDERED TO BE SIGNED	
INSTITUTIONS/ORGANIZATIONS THAT SHALL TAKE OVER THE PROJECT	
PROJECT BENEFIT's ANALYSIS/EVALUATION	
COORDINATOR'S OPINION	

Table 4.1 Translation of TİKA Project Form from Turkish to English

Note: (TİKA TRABLUS PKO I, 2021)

It can be noticed that the project form covers the primary essential features of a project management process such as identifying the general scope, timeframe, budget, key stakeholders and objectives. On the other hand, contrary to many other international development agencies, this process does not seem to be 'formally' or consciously governed by a specific project management methodology that can further secure the establishment of international best practices in the planning, execution, monitoring and evaluation of the projects.

4.2 Categorization

4.2.1 Types of Projects

The projects implemented by TİKA in Libya over the past decade are categorized by its Libya Program Coordination Office into nine main categories. According to the primary sources provided by the Office (TİKA TRABLUS PKO II, 2021), the number of projects implemented between 2011 and 2021 in Libya was eighty-three projects which included small, medium and large sized projects. These projects were classified into the following:

- *Educational Projects:* This category covers different development assistance projects provided by TİKA to educational institutions at levels including schools, vocational training centers, higher educational institutes and universities. This category represents one of the most important areas focused on by TİKA in Libya as could be witnessed by the number of projects conducted in comparison to others, as well as the intensity and diversity of the projects. The number of projects implemented as educational amounts to 23 projects which is approximately 28% of all the projects implemented in that period.
- *Health Projects:* The health projects included services such as providing much-needed technical facilities to Libyan hospitals and medical centers, as well as laboratories. In addition, training projects for local medical staff were organized, as was provision of supplies. This category includes TİKA's largest project of all in Libya, which was the establishment of the physiotherapy hospital in the city of Misurata. This project was one of the rare ones which was conducted directly from the initiative of the Turkish side, as specific instructions were given by the then prime minister of Türkiye. Recep Tayyip Erdogan, to TİKA to build the hospital in the aftermath of the conflict of the Libyan revolution in 2011, in which such a facility was needed in that part of the country due to the large number of wounded young men. The number of projects under the category of health is 8 which represents just under 10% of the overall projects.
- *Humanitarian Aid:* Although technically TİKA is an agency that manages development aid in general and is not an organization focused on humanitarian aid in particular, it has nevertheless designated a significant portion of its efforts to humanitarian aid to the neglected parts within Libya in need of such support due to reoccurring conflicts and instability. The projects are mainly

activities that supply necessities for communities in need as well Ramadan Iftar events which include immigrants as well as campaigns related to resilience efforts during the Covid pandemic. The 16 humanitarian projects/activities conducted are almost a fifth of the projects completed 19%.

- *Agriculture, Water and Environmental Projects:* The projects of this category can be divided into two main groups. First, capacity building and knowledge sharing that were provided to Libyan cadres and officials through training and participation in events abroad. Second, construction of water well systems in areas where thousands of citizens and residences would benefit from. Five overall projects were organized under the category of Agriculture, Water and Environmental projects. These projects therefore make up around 6% of the total number of projects documented.
- *Transportation:* Merely two projects are classified under this article, both of which had to do with Benghazi Airport in 2013. The first project was a significant renovation project carried out by TİKA which targeted the airport in the city of Benghazi. The airport had needed such a project for years, and following this first project, a second one was conducted right after where pivotal operational equipment was provided for the airport to manage its operations more efficiently. These two important projects make up just over 2% of the total number of TİKA projects executed in the past decade in which the agency has been active in Libya.
- *Media Projects:* Another category which consists of a relatively small number of projects is the Media Projects category. Despite this, the projects implemented are considered important contributions, as one project was the establishment of a local radio station, which was one of the very first to be launched in the new era of media freedoms following the Libyan revolution, and is still running. The other two were training programs that were presented in Türkiye to Libyan personnel in collaboration with other Turkish institutions (roughly 3.5% of the total number of projects).
- *Institutional Capacity Building:* Serious importance was recognized in regard to the issue of supporting the capacity building of Libyan institutions. An important part of development assistance is the development of institutions in a country, especially in the case of a country such

as Libya going through a conflict/post-conflict stage after it had witnessed decades of totalitarian rule and isolation which have led to a regression in the institutional capacity of the country in comparison to its early years following its independence. Accordingly, the attention given to this area by TİKA is considered high in terms of the number of projects implemented which included several programs conducted with the Libyan authorities, especially the interior ministry and its security forces as well as local councils and academic institutions. The number of projects in this classification adds up to 13 projects representing more than 15% of all projects completed in this period.

- *Social Projects:* This title covers quite a wide spectrum of projects which address different areas from projects dedicated to women and children to projects supporting facilities assisting people with disabilities as well projects organized with local sports clubs and institutions. Also, specific events which solidified social relations between the two countries were implemented as part of this group of projects. The number of social projects accordingly was 10 projects meaning its percentage of total number of projects was around 12%.
- *Cultural Cooperation:* The cultural cooperation projects are those which serve the cultural engagement between the two countries. Two projects could be considered field visits which were participation in events organized by Turkish authorities. The third was one that held historical and cultural significance for both countries being the restoration project for Turgut Reis Mosque and Tomb. These three projects represented under 4% of the complete number of projects documented.

4.2.2 Size of Projects

As part of the data provided on the 83 projects conducted by TİKA in Libya, which was done through interviews with the country program office coordinator, figures were composed regarding the cost and duration of each project. An analysis of these figures will provide a reasonable perception and understanding regarding the magnitude of the projects conducted in Libya by TİKA. With regard to the standards of what represents a small/medium/large project in terms of cost and duration, the criteria of the program coordinator were taken as reference.

In terms of cost, projects costing below 20,000 USD are considered small projects. While projects between 20,000 USD and 100,000 are considered to have a medium scale cost. The projects that

have a cost of more than 100,000 USD are ones which are perceived as high-cost projects. Accordingly, the projects’ cost distribution was as follows:

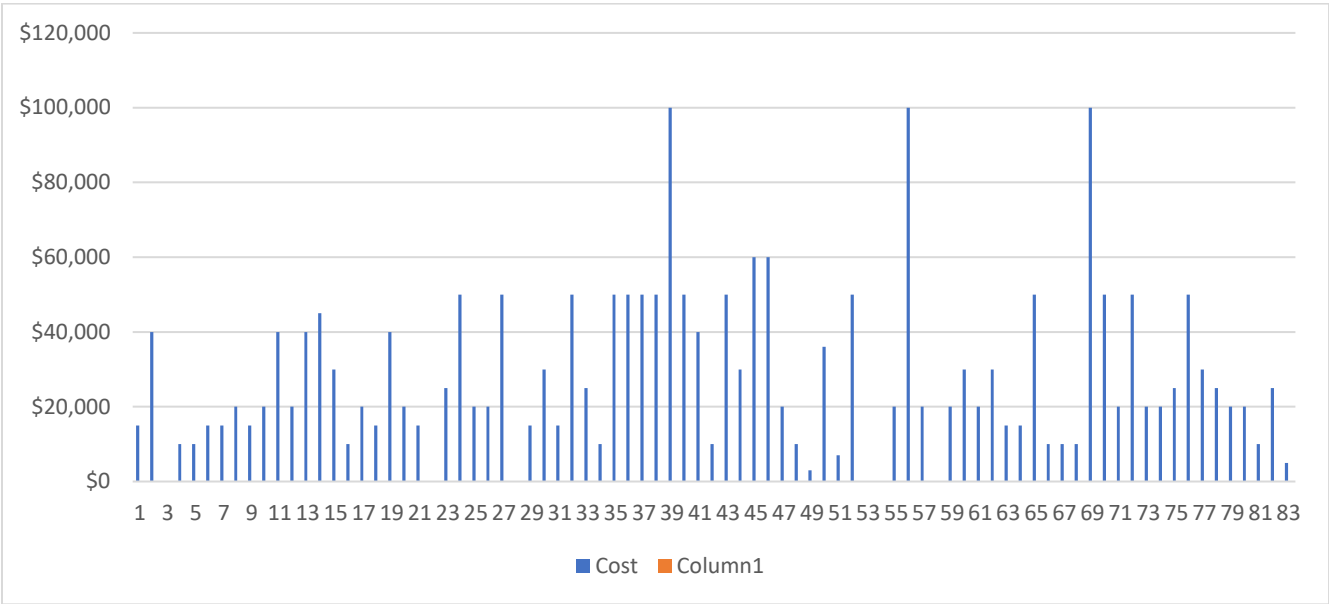


Figure 4.1 Cost of Projects Implemented by TIKA in Libya 2011 - 2021

Note: By Author

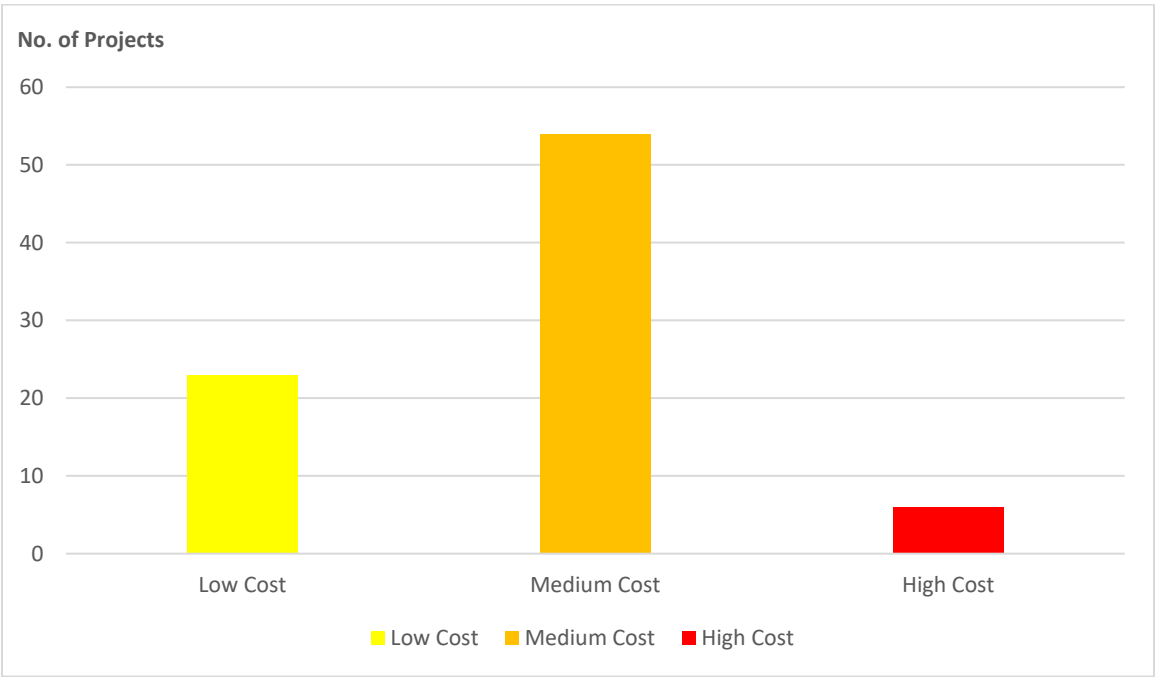


Figure 4.2 Projects Distribution According to Cost Range

Note: By Author

As illustrated, 23 out of the 83 projects documented were low-cost projects according to the ranges specified by the country program office. 54 were medium-cost projects and only 6 lay in the range of high-cost projects. That means around two thirds of projects can be considered medium sized when looking at the cost alone, while over a quarter were small cost projects, and just a little over 7% fell into the classification of relatively large projects in terms of cost.

The other aspect that defines a project’s scope is time or duration. When setting the reference points for the size of projects in terms of duration, the country program office coordinator clarified that any projects implemented in a timeframe less than 3 months are considered projects that are executed in a short time. Projects lasting from 3 months to 1 year are middle length projects, and those lasting for more than a year are lengthy projects. The following graph illustrates the projects’ time distribution:

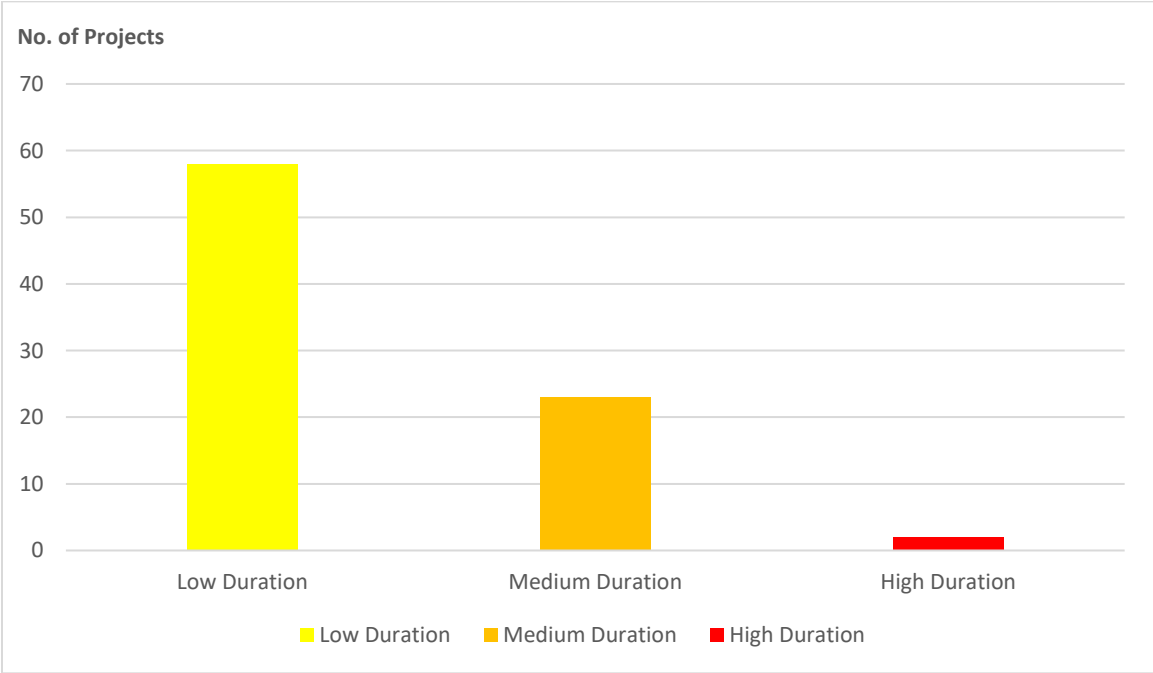


Figure 4.3 Projects Distribution According to Duration Range

Note: By Author

This second graph clarifies how a majority of projects lean towards being small scale projects according to their duration. 54 of the total 83 projects were low duration projects that extended for less than 90 days. Projects falling on the medium scale in terms of how long they took amounted to 23 projects, while those of which where the implementation schedule could be considered extensive were 2 projects out of the 83. To put these numbers into perspective, around 65% of

projects were below the medium duration range, approximately 28% were within that range, whilst less than 3% represent lengthy projects that surpass that barometer.

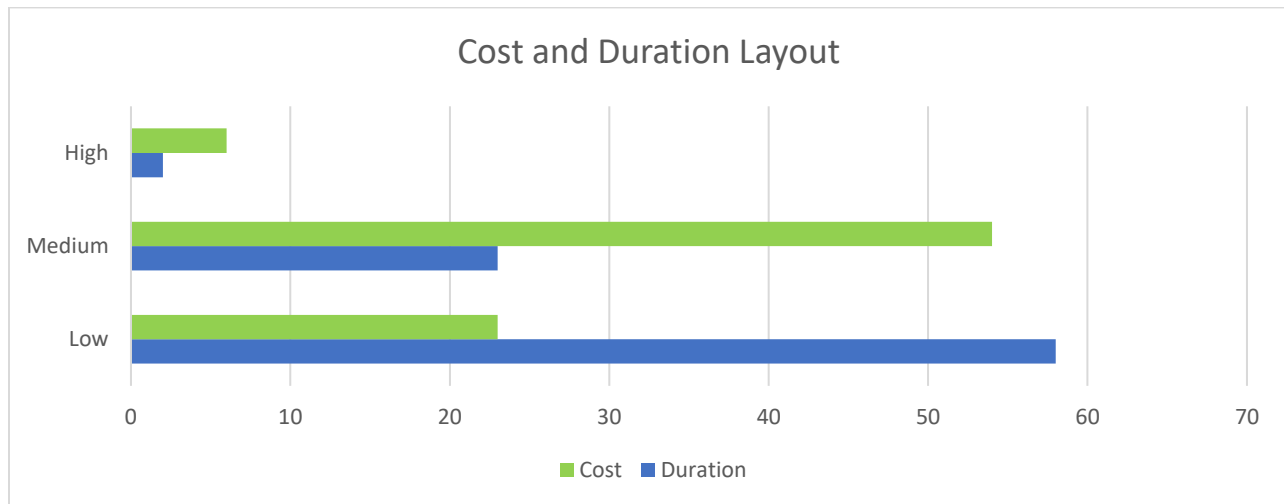


Figure 4.4 Cost and Duration Layout

Note: By Author

To create a wide-ranging standpoint clarifying the size and scope of the projects, we combine the two factors (cost and time) together for each project. By assigning each project an alignment symbol clarifying its classification in terms of cost and duration together, we are able to define which projects are considered small/medium/large in a more comprehensive manner. With the three classifications (low, medium, high) and two factors (cost and time) we have a 3^2 of probabilities

Alignment	Cost-Duration
Alignment ll	low cost – low duration
Alignment lm	low cost – medium duration
Alignment lh	low cost – high duration
Alignment ml	medium cost – low duration
Alignment mm	medium cost – medium duration
Alignment mh	medium cost – high duration
Alignment hl	high cost – low duration
Alignment hm	high cost – medium duration
Alignment hh	high cost – high duration

Table 4.2 Alignment Probabilities

Note: By Author

When combining the factors together according to this method, the data found was as follows:

<i>Cost/Duration Alignment</i>	<i>No. of Projects</i>
ll	18
lm	5
lh	0
ml	40
mm	14
mh	0
hl	0
hm	4
hh	2
total	83

Table 4.3 Cost/Duration Alignment Table I

Note: By Author

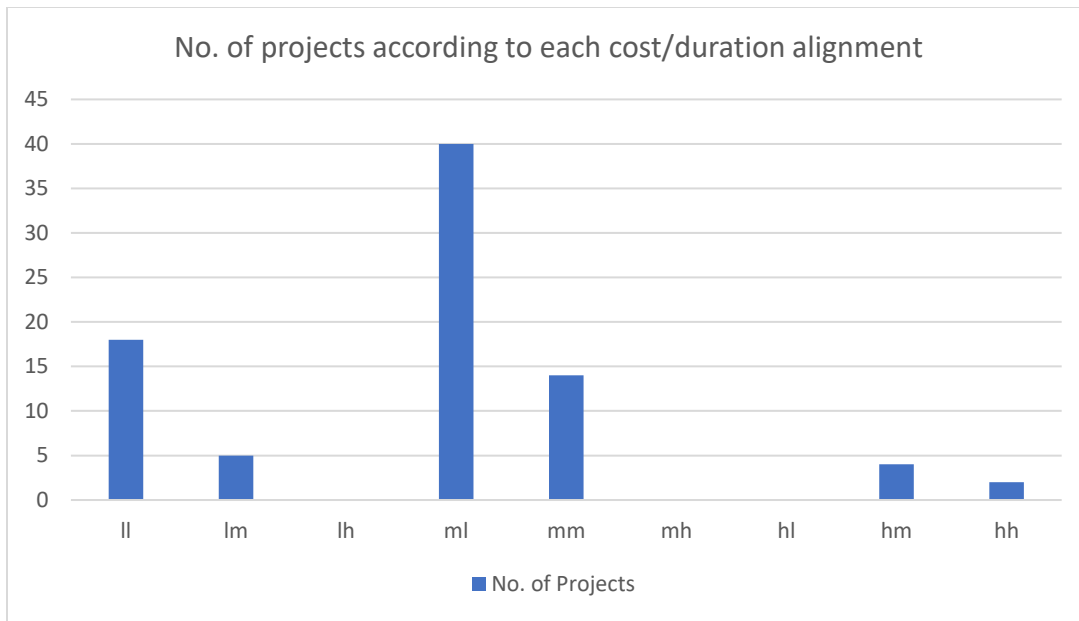


Figure 4.5 Number of Projects According to Each Cost/Duration Alignment

Note: By Author

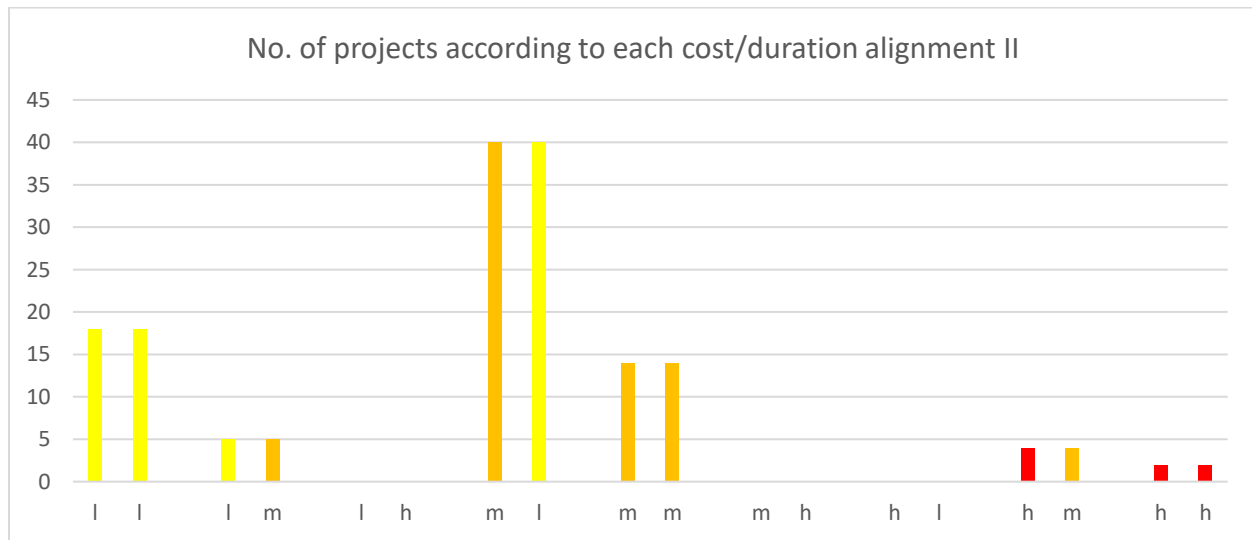


Figure 4.6 Number of Projects According to Each Cost/Duration Alignment II

Note: By Author

By analyzing this data and grouping the numbers, we can notice that the low-cost projects all fell into the ranges of either low or medium duration and none were long duration projects. This makes sense as prolonged intervals will naturally raise the costs of projects. Also, we find that high-cost projects were either high or medium duration projects, which again appears logical due to the fact the costly projects tend not to be ones that can be accomplished in a short manner (low duration)

with a small number of tasks and resources. The medium cost projects would be the ones most intriguing as they have a higher possibility of over lapping with all three of the time scales. However, none the medium cost projects were found to be within the scale of high duration, with the vast majority of them found to have fallen in the low duration group, with the rest being medium duration projects.

On the other hand, when taking the duration factor as the reference point, it is noticed that the medium duration projects did indeed overlap across all three possibilities of the counter factor (cost), and in quite a uniform distribution. The low duration projects were all either low cost or medium cost, while the only two high duration projects were both of high cost.

The order of the alignments in this case would like the following:

<i>Cost/Duration Alignment</i>	<i>No. of Projects</i>
ll	18
ml	40
hl	0
lm	5
mm	14
hm	4
lh	0
mh	0
hh	2
total	83

Table 4.4 Cost/Duration Alignment Table II

Note: By Author

As can be seen in the table below, six of the nine possibilities of the cost/duration alignment included a number of projects, which were: Low Cost and Low Duration: 18 projects; Low Cost and Medium Duration: 5 projects; Medium Cost and Low Duration: 40 projects; Medium Cost and

Medium Duration: 14 projects; High Cost and Medium Duration: 4 projects; High Cost and High Duration: 2 projects.

Cost	Duration	No. Projects
low	low	18
low	medium	5
medium	low	40
medium	medium	14
high	medium	4
high	high	2
Total		83

Table 4.5 Projects' Alignment Order According to Cost as Main Reference Point

Note: By Author

Cost	Duration	No. Projects
low	low	18
medium	low	40
low	medium	5
medium	medium	14
high	medium	4
high	high	2
total		83

Table 4.6 Projects' Alignment Order According to Duration as Main Reference Point

Note: By Author

	Cost		Duration
l	23		58
m	54		23
h	6		2
total	83		83

Table 4.7 Overall Numbers of Project Size Categories

Note: By Author

It is important to mine this information and make all this data distribution and all these distinctions visible and clear, even the different descending orders of the alignment table, because they provide an outlook from all corners that project owners and managers and different stakeholders can refer to, in order to review the projects implemented according to the importance of each aspect separately and clearly (as well as the wholistic overview provided here), and accordingly evaluate the magnitude of the projects implemented from several standpoints.

4.3 Analyzing the Project Implementation Method

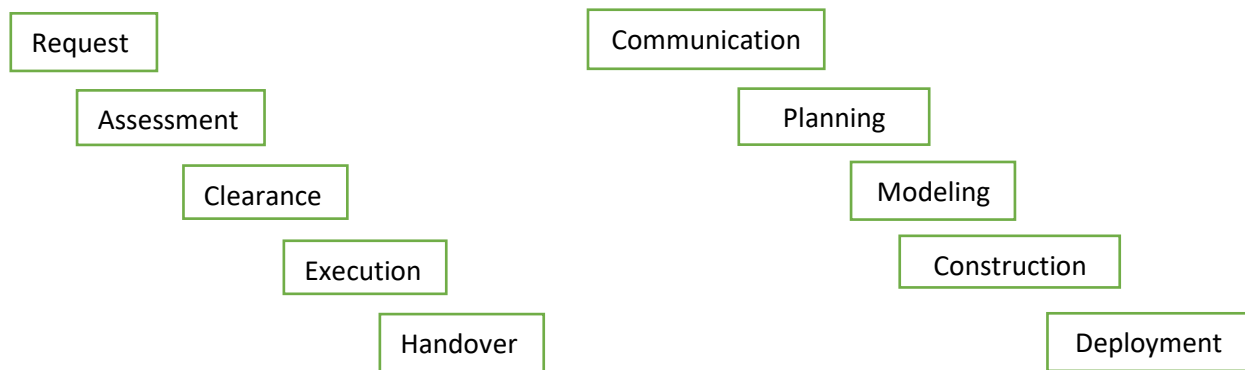
Through the data and information provided regarding the projects implemented by TİKA in Libya, in terms of the implementation process and nature of the projects in terms of type and size, it is possible to develop a general analysis regarding the project management modality, and accordingly define it relates to which of the established project management methodologies discussed.

It can be witnessed from the information presented regarding the project details of TİKA Libya projects that the projects executed by the agency in Libya lean mostly to be small to medium sized projects. This is based on the range specifications provided by the organization itself through it representative. As discussed, large scale projects do exist, with some being extremely large in terms of time and cost, but these types of projects characterize a small fraction of the overall number of implemented projects. Also, the nature of the projects, although cover a diverse spectrum of areas, in most cases do not hold a large degree of complexity and can be managed in a direct straight to the point manner. Again, this does not deny the significant minority of projects which do hold some level of complexity.

Then most importantly, we come to the implementation process identified by the country program office. It is necessary to recall that TİKA does not officially assert to adhere to a certain project management certification or standard in it project implementation, but clearly the structure of the implementation process is based on the general common fundamentals of project management such as identifying the general scope, timeframe, budget, key stakeholders and objectives which was visible in the project form presented.

When decomposing this structure or process we found it was made up of the following main steps explained in detail earlier: *Request Reception, Initial Assessment, Clearance, Execution, Handover*. When comparing this practice to the project management methodologies discussed, we notice a clear linear pattern that resembles mostly the waterfall methodology. Not only that, but a closer

look at each of these steps stipulates a very comparable essence to the five stages of the waterfall methodology.



Steps of TIKA's Implementation Process

Stages of Waterfall Methodology

Figure 4.7 Comparison: Steps of TIKA vs Waterfall

Note: By Author

The correlations are very observable. Not only is the linear characteristic equivalent, but the kernel of the levels is clearly analogous. The terminology may be different, but the mutual nature of each phase is quite verifiable. In addition, when educating what was detailed earlier in this chapter how the waterfall model is used when projects' needs and processes can be precisely stated during planning and when it is predicted that the assumptions of a project would alter minimally over time, and how this applies to most of the TIKA projects recorded and is also proved by the project form used, further affirmation is thus provided. Also, we clarified how the waterfall model is utilized for basically arranged projects that have a simple to follow layout, which aligns with both the nature and type of 'most' of the TIKA Libya projects as well their relatively simple arrangement and size. Accordingly, we can further argue that the implementation process conducted by TIKA in Libya in terms of project management is to a great extent that of the waterfall methodology.

This provides an important finding regarding the project management of TIKA's international development process in Libya. First of all, this is an opportunity for TIKA to look into the possibility of aligning its procedures formally and in a more direct and complete manner with this project management methodology for purposes of enhancement and development to institutionalize its process. Secondly, when its process is put into this broader context and a conscious is developed regarding it, the agency (or at least some of its country program offices for starters) can look into upgrading the projects in terms of size, quantity and quality to contend with

other international development agencies and solidify its position in the areas it works in as well the position of the country it represents.

Following, the organization can then systematically look into the opportunity of converting the current project management methodology to more avant-garde methodologies which will further forward its chances of being in the pole position and hold an advantage. Ensuring the most up to date and efficient project management methodologies for the organization are followed not only secures the ODA agency's status, but by adhering to international best practices in the planning, execution, monitoring and evaluation of the projects, it serves to boost the effectiveness of the projects it implements and hence serves the best interests of both its donor country and beneficiary country.



CHAPTER FIVE: TİKA'S PROJECTS IN LIBYA UNDER THE FRAMEWORKS OF SUSTAINING PEACE AND FOREIGN POLICY

5.1 Sustaining Peace

A/RES/70/262 and S/RES/2282, "twin" resolutions on peacebuilding approved by the UN General Assembly (United Nations General Assembly, 2016) and Security Council (United Nations Security Council, 2016) on April 27th 2016, were a concluding point for the 2015 review of the UN peacebuilding architecture for defining a new strategy for peacebuilding which presented the term "sustaining peace" to the field (UN Advisory Group of Experts on the Review of the Peacebuilding Architecture, 2015), setting up a wider perspective and clarity regarding peace building and presents a more practical, all-encompassing concept to prevent conflict by addressing its causative factors, which include various forms of exclusion, systemic discrimination, and marginalization. This was perceived as a dedication from member states to support preventing the eruption, extension and repetition of conflict, by addressing the root causes.

The resolutions present an opportunity to place more emphasis on conflict prevention so that both the symptoms and the underlying foundations of conflicts are addressed. Along these lines, this concept attempts to address problems that could otherwise ignite renewed conflict cycles. The Secretary-General's follow up to the report, the 2030 Agenda for Sustainable Development, the report of the High-Level Independent Panel on Peace Operations (HIPPO) and the World Humanitarian Summit were among agreements and reports that reinforce the twin resolutions (UN Peacebuilding Support Office, 2017).

"Sustaining peace should be broadly understood as a goal and a process with activities aimed at the prevention of conflict, underpinned by the people-centred approach of the 2030 Agenda for Sustainable Development" (UNwomen, n.d., para . 2). This is to be done by a number of steps, including recovery, development, and generally comprehensive coherent approaches.

Programs can be grouped to embrace both activities which are unswervingly directed at sustaining peace, and those that may support sustaining peace. As detailed in the UN Peacebuilding Support Office's Guidance on Sustaining Peace report (2017), the comprehensive approach according to the UN policy document should include:

- Political Processes, e.g., electoral procedures and managing conflicts.

- Safety and Security, e.g., reforming security related institutions and reintegrating members of militant groups.
- Rule of Law and Human Rights, e.g., conforming to human-rights and relevant laws and regulations; and solving refugees related issues through long lasting initiatives.
- Social services, e.g., providing water and hygiene services, educational and medical services, especially to those affected by waves of conflict.
- Core Government Functions, e.g., fundamental support to government institutions whether those working within a nationwide jurisdiction or within smaller jurisdictions.
- Economic Revitalization and Livelihood, e.g., addressing unemployment, means of support for households and public services.

In line with this perspective, it can be seen later in this chapter, in the detailed narrative of the TİKA projects in Libya, how its projects and activities in many aspects match the above characteristics to play a vibrant role in sustaining peace in Libya and support local communities in different parts of the country in their resilience to not fall into conflict. This lines up with the context of the resolutions that highlight how inclusivity is key to proceeding peacebuilding to guarantee that the requirements of all parts of the community are considered and this inclusivity ought to be applicable to all phases of sustaining peace and to numerous groupings such as IDPs and marginalized segments of society, to have the people become agents of peace and have their local capacities developed.

It is also worth indicating that as per this concept, peacebuilding is not dealt with as a post-conflict motion anymore, but is rather prioritized during all stages of the conflict cycle, suggesting that maintaining peace should occur concurrently with development, humanitarian and peacekeeping efforts, since modern conflicts often escalate into circular violent cycles with many types of societal tensions and unrest, instead of being linear trends that can be addressed through a straight peacekeeping – peacebuilding sequence followed by sustainable peace and development.

Significant segments from the two resolutions that can be highlighted include: “Emphasizing the importance of a comprehensive approach to sustaining peace, particularly through the prevention of conflict and addressing its root causes, strengthening the rule of law at the international and national levels, and promoting sustained and sustainable economic growth, poverty eradication, social development, sustainable development, national reconciliation and unity including through inclusive dialogue and mediation, access to justice and transitional justice, accountability, good

governance, democracy, accountable institutions, gender equality and respect for, and protection of, human rights and fundamental freedoms” (United Nations General Assembly, 2016, p. 2).

“Recognizing that an integrated and coherent approach among relevant political, security and developmental actors, within and outside of the United Nations system, consistent with their respective mandates, and the Charter of the United Nations, is critical to sustaining peace, and essential for improving respect for human rights, advancing gender equality, empowering women and youth, strengthening the rule of law, eradicating poverty, building institutions, and advancing economic development in conflict-affected countries” (United Nations Security Council, 2016, p. 2).

5.1.1 Completed Projects and Activities

The narration of the completed projects and activities of TİKA in Libya reflect in detail how they are related to sustaining peace. The 83 projects and activities documented in TİKA’s implementation between 2011 and 2021 (TİKA TRABLUS PKO II, 2021) are as follows:

5.1.1.1 Education Projects

- In the year 2011, 2000 orphan children received stationary supplies in Tajura a suburb town of the capital Tripoli which holds significant importance in Turkish Libyan Historical ties.
- In the year 2012, 150 heaters and 150 blackboards were supplied upon the request of the Kafaa Development Foundation to be distributed to educational institutions.
- The Intellectually Disabled Children Education Centre with a capacity of 200 students for children with intellectual disability was constructed in the city of Beida in the year 2013.
- In the year 2013 a field visit was organized for a rectorate committee from Omar Muhtar University, which was comprised of 4 persons who visited universities in Türkiye to establish collaboration, and meetings were held concerning the execution of a "University Cooperation Protocol".
- Through two project partner foundations located in Tripoli and Misurata, a White Cane project was conducted in the year 2016 in which TİKA provided training to around 100 trainers on the usage of white cane.
- Stationery and bags were donated in the year 2017 to a school located in Derna, Libya, which is a city where Mustafa Kemal Atatürk fought in against Italian colonial aggression.

- 200 students studying in Sebha, in the Fezzan region south of the country, received stationary supplies in the year 2018.
- A group of Vocational Training Professionals comprised of 12 employees the Tripoli Metropolitan Municipality, received training in collaboration with Istanbul Metropolitan Municipality, under ISMEK courses between September 22, 2018, and September 29, 2018. Also, 3D printer usage training was provided.
- 200 students studying in Garife Municipality in the Fezzan region received stationary supplies in the year 2018.
- Desks, office furniture and generators were provided to the university college in Ubari city in Fezzan Region in the year 2018.
- TİKA Tripoli office arranged training on Informatics and 3D Design in the field of Vocational-Technical Education in 2017 in cooperation with the Ministry of National Education of the Republic of Türkiye, Teachers from Abidinpaşa and Anatolian Vocational Technical School were assigned to provide training in Libya. 55 trainees participated in the training provided between February 2, 2018, and March 9, 2018, and they were awarded their certificates on March 9 after completing the training satisfactorily. A 3D printer was granted to the school named Islamic Arts and Crafts School (which was constructed in the era of Sultan Abdelhamid II in 1895 to support orphans and low-income families to acquire a profession).
- In the year 2019 the Art Techniques Higher Institute in Tripoli was equipped with required technical equipment. Students of the institute accordingly had the opportunity to conduct visual media studies.
- In the year 2019 TİKA provided trainings on “Repair of Electrical Household Appliances” and “Solar Energy Systems”, as power outages are experienced in Libya frequently since the electricity infrastructure was damaged, to a great extent because of the conflict.
- In the year 2019 required equipment was provided to the "Tile and Ceramic Workshop" in the Islamic Arts and Crafts School.
- Equipment was supplied in 2019 to the Sewing Workshop in Al-Nahda Girls’ Vocational Institute in Libya. TİKA ensured that students obtained modern supplies to advance their design skills in the field of vocational training.

- The head of the National Board of Technical and Vocational Training in the Ministry of Education of Libya, in a field visit organised by TİKA Tripoli office visited TİKA headquarters and Turkish Ministry of National Education in Ankara between February 19, 2019, and February 23, 2019 as part of international cooperation.
- Adverse effects caused by power outages at the laboratory of Misurata University were eliminated, by installing a Solar Energy System in the year 2020, to ensure that the University continues its research without any interruption.
- A Programmable Logic Controller (PLC) Laboratory in Misurata Industrial Technical Faculty was established in 2020 to support scientific R&D at the University. With the establishment of the PLC Laboratory, which is used to develop programming skills related to industrial automation systems, specialized staff in the areas of Electrics and Electronics were trained on the new technologies.
- Vocational Training courses on "Renewable Energy: Installation, Maintenance, and Repair of Solar Energy Systems" were organized in 2020 in Misurata and was then also organized in Tripoli upon demand of interested parties, in which the total number of trainees reached 50 persons.
- A Computer Laboratory for Al-Nahda Girls' Vocational Institute was set up in 2021, which contributed to the professional development of the students in using modern technologies in vocational training.
- Sewing and embroidery workshop equipment were provided in 2021 for developing sewing and embroidery skills for designated beneficiaries.
- TİKA arranged a cooperation program in which the Minister of Education of Libya visited TİKA HQ in May 2018, focused on sharing with Libya the experiences in the field of vocational training. The visit program included an agreement on initiating the Türkiye-Libya Vocational Training Centre project in Tripoli, which was later launched in 2021 upon instructions from the HQ to the country program office in Tripoli as this was seen as a project that would meet a very critical requirement to the state and society of Libya, in countering economic crises and unemployment due the effects of conflicts. In this context, it was foreseen to provide training in 5 professional fields with collaboration with the Ahmed Shawki Institute in Tripoli, in areas of vocational training including electrical,

mechanical, elevators, modern vehicles, automobiles, and cooling and air conditioning training. Renovation of workshops was conducted as part of this project.

- An electronic library was established in 2021 for the Ubari Faculty of Law, Al- Asmariya Islamic University, which allowed students of the subject faculty to receive access to require information easily.

5.1.1.2 Health Projects

- Upon the request of the Yefren Central Hospital, an ENT unit was established in 2012, which provides services to 200-250 thousand persons in the city of Yefren and surrounding towns, as well as providing devices that were required by the unit, and delivered them to medical authorities.
- In the year 2012, 23 laboratory technicians working at the Omar Muhtar University, received training in Ankara University for one week.
- TİKA arranged and sponsored the participation of Libyan specialists in the Eurasia Medical Days Symposium in the year 2015, which was organized to discuss collaboration programs in the fields of medicine and health systems in Türkiye.
- 6 tons of medical supplies and medicines were donated to the Misurata Municipality in the year 2016 to help address the needs of the people who were injured while fighting against ISIS.
- In line with direct instructions from the then prime minister Mr. Recep Tayyip Erdogan, TİKA constructed a physiotherapy hospital to eliminate and/or minimize the effects of physiological traumas in the city of Misurata, which had many injured youths in the battles of the revolution. Construction activities which began in 2012 were completed in December 2018. The centre, which has an indoor area of approximately 2400 m², has 4 departments within it including an emergency orthopaedic intervention department. There are 38 (thirty-eight) treatment units and 2 (two) treatment pools in the centre. Handover was delayed after the building was completed due to the war on the capital the following year.
- Training on hospital management and organization, general and modern physical-therapy methods, and neurological-orthopaedic rehabilitation was provided for Libyan personnel, who are to offer services within the established Misurata Physiotherapy Hospital, between

April 7, 2018, and April 21, 2018, in Gaziler Physiotherapy Treatment Hospital in Ankara, Türkiye.

- Medical support and health devices were provided in the year 2018 to the Training Hospital in the Municipality of Zliten (150 km east of Tripoli) which has a population of over 300,000.
- A refrigerated medical supplies vehicle was provided in the year 2021 to the Ghadames Health Centre. The vehicle transported from Tripoli included also medical drugs as well as Covid 19 vaccination all under the supervision of TİKA.

5.1.1.3 Humanitarian Aids

- In the year 2011 TİKA provided food aid in a three-month project to 500 families living in the city of Kufra located in the far south east of the country, in cooperation with Response Charity Works Association.
- In the year 2012 500 Libyan families from different areas received food aid to in cooperation with the “Free Women of Tomorrow Charity Society”.
- 115 families in Sebha city received household goods and food parcels in the year 2012.
- In the year 2014, needed medicine supplies were provided during the civil war in Libya to the authorities in Misurata.
- 1.000 Internally Displaced families were provided with food aid in the year 2017.
- In the year 2017 school bags and stationery supplies were provided to children living in the Tripoli immigrant camp.
- In the year 2018 TİKA delivered food aid and stationaries in Tripoli, Derna, and Yefren to Libyan Internally Displaced People (IDPs) who were struggling for their lives and had to leave their homes during the civil war in Libya.
- TİKA provided 51 tons of food aid in 2018 to 1500 families living in the Fezzan region in the south of Libya.
- TİKA provided accommodation assistance subsistence in the year 2018 to the communities who suffered from displacement from their towns to Tripoli due to fighting and clashes between different factions during the year.

- 16 tons of food parcels were delivered in 2018, which included various basic needs, to the Libyan Red Crescent in order to be distributed to 700 families, who fled their homes due to conflict waves that occurred in some areas.
- Iftar program for 200 orphans was organized in Tripoli in the year 2018.
- 1000 families who fled their homes due to conflict received food parcels in Ramadan of 2020.
- Health supplies were distributed to 1000 families in need within the scope of the efforts against Covid-19 in the year 2020.
- The second-year campaign of health supplies was distributed to 1500 families in need within the scope of the efforts against Covid-19 pandemic in Libya in 2021.
- Food parcels were supplied to 1500 families in need in Libya during Ramadan of 2021.
- In the year 2021 Iftar Programs were organized for 1500 persons in the Tripoli areas in Libya.

5.1.1.4 Agriculture, Water and Environment Projects

- In the year 2013 a training program was organised for a committee comprised of 5 officials from the Marj Provincial Agricultural Directorate in Ankara and Antalya.
- In the year 2013 TİKA sponsored the Libyan participation in the UNIDO Clean Renewable Energy Workshop organized in Türkiye.
- In the year 2020 TİKA implemented the 5-month project of Renewal of the Water Wells of Ubari City.
- A training program on agricultural machinery was conducted in 2020 for senior agricultural engineers from Libya.
- TİKA implemented the Zawiya Water Well Project, in the Zawiya Municipality in 2021 to solve the problem of clean drinking water in the city, which will contribute to the elimination of the problem of access to drinking water for the people of Zawiya which has a population of approximately 350 000.

5.1.1.5 Transportation

- In the year 2013 TİKA implemented a yearlong 1 million USD project for the renovation of Benghazi Airport.

- TİKA managed a yearlong 1 million USD project for supplying the tools and equipment required for operating Benghazi Airport during 2013.

5.1.1.6 Media Projects

- In the year 2012 TİKA organized Training of Libyan communication personnel on radio broadcasting for 15 days in the Süleyman Demirel University Radio-Television Research and Practice Centre.
- TİKA Established an FM radio station in Tajura over a 6 months period in 2012 upon its municipality's request, which has been running as the main local radio station in the suburb for a decade.
- TİKA Sponsored and managed the participation of the Libyan journalists' delegation in the MEP (Journalist Training Program) organized in partnership between Anadolu Agency and TİKA in Turkish capital Ankara in March 2018.

5.1.1.7 Institutional Capacity Building

- In the year 2012 TİKA Provided a 3,000,000 USD worth of support including 30 units of Toyota Land Cruiser vehicles and 6000 units of police uniforms and equipment, which were required by the Libya National Transitional Council government, in order to be provided to Libyan security agencies.
- In the year 2012 the TİKA Libya program country office arranged the participation of Libyan experts in the "Democratic and Constitutional Transition in the Middle East" conference, which was organized by Istanbul Şehir University between May 10, 2012, and May 12, 2012, held to contribute to Türkiye's relations with countries that were experiencing Arab Spring within the recent developments in the Middle East and to assess relative transformations scientifically, as well as discussing constitutional experiences of Türkiye with participants from different countries.
- A field visit was organised in 2013 for a delegation of 30 persons, including the chairmen and vice-chairmen of Libyan Local Councils Board was organised to Türkiye for studying the municipal experience in the Turkish Republic.

- TİKA organized a "Training Course on Riot Control Vehicles and Tactics in Libya" with the participation of personnel from the Libyan Police in September 2013 under the scope of the "International Police Training Collaboration Project".
- TİKA organized a "Drug Crimes Investigation Training Course" in Türkiye for the Libyan Police between October and November 2013.
- The "Basic Forensic Ballistics Examination Course" was organised in Türkiye for the Libyan Police in late 2013.
- A delegation from Marj Municipality, was hosted in Türkiye in 2013 in order to receive training under the framework of the “Project for Provision of Training to Libyan Local Governments”, which was implemented with the support of Ostim Ahi Evran Vocational Training Development, Entrepreneurship Training and Social Development and Reinforcement Association.
- In the year 2012 the TİKA country office managed the provision of transportation including 10 buses as well as media coverage equipment for 15 days training activities conducted to raise awareness in the local communities on the importance of the first elections that was going to be held in Libya after the Arab Spring.
- TİKA ensured the participation of the Libyan academics in the 4th International Relations Conference held by the Department of International Relations, Faculty of Economic and Administrative Sciences in Uludağ University, in November 2012.
- In collaboration with TAIEX Office of the European Commission and Chief Public Prosecutor’s Office, TİKA organised the partaking of the Libyan authorities in the 15th International Public Prosecutors Forum with the subject of “Fight Against Cross-Border Organized Crimes”, which was organized by the Supreme Court of Appeals Prosecutor's Office between November 2012, in Istanbul.
- In collaboration with the Turkish Municipalities Union and Keçiören Municipality, solid waste management training was provided to officers from Misurata Municipality in 2017.
- TİKA arranged the International Police Training Project: " Special Operations Training Course" in Türkiye for 50 Libyan security officials, between October 7th 2019, and November 1st 2019, which was conducted in collaboration Turkish National Police.
- TİKA arranged training in Türkiye for 22 Libyan personnel from the firefighting service in their field of work during November 2021.

5.1.1.8 Social Projects

- TİKA Libya country program office arranged the taking part of a Libyan delegation in the "Role of Women in Changing Muslim Communities" conference organized by the Turkish Ministry of Family and Social Policies in 2011.
- Implementing a 3-month 50.000 USD project of constructing family facilities for children in the city of Beyda in east Libya in 2012.
- In the year 2017 TİKA organized a month-long training on white cane usage provided by Specialists from Istanbul Metropolitan Municipality and Ministry of Women and Family to the visually impaired in Libya, in collaboration with the Tripoli Nur Visually Impaired Association, after which 500 white canes were donated.
- Within the framework of the 'Program for Training Independent Movement Trainers', advanced training was provided in Türkiye during the month of December 2017 to 5 trainers from the Tripoli Nur Visually Impaired Association.
- A 2-month project with a cost of 25,000 USD was conducted in the year 2020 in the municipality of Zintan in Nafusa mountain region to provide support for disabled citizens in the areas in which hundreds of equipment for people with disabilities was provided.
- In the year 2020 TİKA provided Sports equipment which was supplied to the biggest sports club in the city of Misurata Suwayhli Sports Club, which plays an important social role in the city and the region.
- In the year 2020 a 3-month renewal support and equipment project was conducted for the OIA Club for the Speech and Hearing Impaired which included equipping a training centre was in order to support integrating disabled individuals into the society.
- As part of the efforts against Covid 19, "3D Modelling and Printer Usage Training" was organized in 2020 by TİKA in various places are part of the international cooperation against during the pandemic, plus the provision of 3D Technologies and Production of Medical Materials. The technology was used to produce face masks, that were then delivered to public institutions and organizations in need, in which the numbers produced exceeded the planned targets.
- In the year 2020 TİKA sponsored the participation to the “Libya Koroglu Turks: Historical Origins and Future” Symposium regarding the historical Turkish-Libyan social

connections organized by the Middle East Ahi Evran Vocational Training, Development, Growth, and Social Development Support Association.

- TİKA managed a field study program in 2021 for five specialists from ORSAM (Middle East Researches Centre) who visited Libya and conducted research within the scope of the project titled "Eastern Mediterranean International Energy Equations" organized by ORSAM.

5.1.1.9 Cultural Cooperation

- The country program office of TİKA in Libya managed the attendance of Libyan artists invited to the "International Turkish – Arab Artists Meeting" organized by the Turkish Ministry of Foreign Affairs and by the Rectorate of KTO Karatay University between September 20, 2012, and September 30, 2012.
- 12 Libyan children were hosted in Türkiye in 2013 as participants in the April 23 National Sovereignty and Children's Day, which was organized by Istanbul Esenler Municipality.
- In the year 2013 TİKA conducted the restoration for Turgut Reis Mosque and Tomb that is located in Tripoli which represents one of the most important landmarks of Ottoman Libyan history.

5.2 TİKA's Libya Projects in Relation to Türkiye's Foreign Policy in Libya

Turkish Libyan relations extend to centuries of political affiliation that go back to the Sixteenth Century AD when Libya, along with most of North Africa, became part of the Ottoman empire upon requests from the locals in the country for the Ottoman Sultan as the Muslim Caliph to prevent Spanish and Maltese aggression against their coastal cities. In fact, the current borders of Libya and those North African countries 'roughly' reflect the same polities that were created by the Ottoman empire as administrative provinces in the region known as Vilayets. Libya more specifically, was one of the last territories to continue being part of the Ottoman state even during its decline, lasting until just a decade before the complete abolition of the sultanate. Furthermore, the Turco-Italian War (also known as the Italo-Turkish War) over Libya is considered by many political historians as one the main reasons for triggering the First World War (Bekele, Dirar, Volterra, & Zaccaria, 2018). This attachment is based on a pivotal geopolitical reality that sustains

an everlasting relevance of the two countries towards each other. Within this context, contemporary Turkish foreign policy towards Libya represents one of the important frameworks of TİKA's activity in Libya in which its projects are to be looked into. An overview of this foreign policy is to be presented here as premise for this lookout.

5.2.1 Türkiye's Foreign Policy towards Libya Pre-2011

The republic of Türkiye was one of the most prominent supporters of Libyan independence during the late 1940s when the Libyan issue was presented to the United Nations General Assembly. These diplomatic efforts were spearheaded by Türkiye's representative Adnan Kural who was a member of the committee regarding the former Italian colonies which Libya was one of.

This support was further expressed when Libya achieved its independence through special correspondences on all levels from the Turkish state to their Libyan counterparts, with the then president of Türkiye Celal Bayar sending his congratulations to the King of Libya Idris Senussi. Such correspondences were also provided by Turkish prime minister Adnan Menderes to the first Libyan prime minister Mahmud Muntaser in addition to that which was sent the Ministry of Foreign Affairs of Türkiye to that of Libya. Following, Türkiye was one the first countries to open an embassy in Libya and exchange diplomatic representatives on the highest level (Hosen, 2019). Türkiye also had a role in building the capacity of Libyan cadres for its state institutions. The first military general to lead the building process of the Libyan army after its independence was a general in the Turkish Army of Libyan origins who was one of several officers and officials who withdrew to Türkiye during the Ottoman exit from Libya after Italian control. Also, many of the academic students that Libya was sending abroad in its first two decades were sent to Türkiye, some of whom later on when on to hold important positions in the Libyan state such as Mohamed Mangush one of the most important bureaucrats and statesmen in Libya's modern history, who later became the prime minister of Libya and was a main reason in solidifying Libyan-Turkish economic ties.

During Gaddafi's rule (1969-2011), there was what can be considered a certain level of fluctuation in the relations due to Gaddafi's changing political tendencies. Libya was one of the very few (if not the only) country to openly support Türkiye during the Cyprus war in the mid-1970s. Also, Turkish reconstruction companies made their first foreign endeavors in Libya with many projects designated to Turkish companies especially in the 1980s and 1990s. However, Gaddafi's public stance on issues that were sensitive to nationalist positions in certain years hindered development

of political ties. Nevertheless, since the 2000s, the curve of relations was generally ascending, especially with more Turkish companies entering the Libyan market, and a general Turkish foreign policy that became more conscious about the importance of its regional role, as Libya was part of what was called the “near continent basin” within Türkiye’s new political theory of Near Abroad applied during in the first decade of the 21st century (Yüksel, 2021).

5.2.2 Türkiye’s Foreign Policy in Libya during TİKA’s Activity in the Country 2011-2021

With the outbreak of the Libyan revolution in February 2011 as part of the Arab spring chain of events, Türkiye was initially hesitant in the first couple of weeks to take a strong stance regarding the events in Libya which had turned violent very quickly, due to the regime’s brutal crackdown against protests. However, not long after, Türkiye became one the most important partners in Libya’s transition during 2011 being one of the first countries to recognize the new provisional authority the Libyan National Transitional Council NTC as well as hosting the Fourth International Meeting of the Libya Contact Group on 15th July 2011 in Istanbul. Furthermore, during the spring and summer of 2011, Türkiye’s role in providing economic, medical and diplomatic support was a leading one, in addition to its key position in the NATO operations during the no-fly zone process.

All this was substantial in providing the necessary context for the involvement of the Turkish governmental as well as non-governmental organization in their support for the Libyan people. TİKA as the main coordinator of Turkish Official Development Assistance was at the front lines of the support efforts and has since held a permanent presence in Libya. Accordingly, we look into the main milestones of this period regarding both the Foreign Policy of Türkiye, and the scope of TİKA’s activity to discover what reflections can be made.

5.2.2.1 2011-2014 Period:

In the three years following the revolution, Libya witnessed a period of prosperity with an ongoing democratic transition, clear economic improvement and relative stable security situation with exceptions here and there, mostly in some rural areas. When studying this period, we observe that Türkiye had a vibrant diplomatic presence. Türkiye was the first country to assign an Ambassador to Tripoli in September 2011, following the full control of the capital by the National Transitional Council (Ministry of Foreign Affairs) in addition to opening a consulate general in Benghazi. Meanwhile, the number of international trips from Tripoli and Benghazi to Istanbul during this

period was at a record high. In this time interval, Türkiye had very positive relations with the authorities in Libya, both the National Transitional Council (2011-2012) and then the first elected body after the revolution, the General National Congress which was elected on July 7, 2012.

In parallel, we can notice that TİKA's activity during this period was one of the highest in terms of number of projects as well as geographical scope, with the years 2012 and 2013 especially witnessing peak levels. The total number of projects that were under implementation during this period was 36 out of the total 83 projects recorded between 2011-2021 (i.e. approximately 43%). Also, the projects within this period covered all parts of the country, from east to west, and from coastal cities to the far south, aligning with the unified political condition at the time during which Türkiye had a positive relation with the authorities.

5.2.2.2 2014- 2019 Period:

This is the period that constitutes the initiation of political division and the ongoing civil war in Libya. According to the Ministry of Foreign Affairs of Türkiye, the Turkish Consulate General in Benghazi was closed on June 14, 2014 due to the deteriorating security situation. This was during the beginning of the military operations that were mainly centered in the East, by factions that held a negative discourse towards Türkiye and were supported by regional countries that were hostile to Türkiye on different regional affairs.

Following, because of the security concerns, Türkiye's Embassy in Tripoli suspended its operations on July 25, 2014. From 2014 to 2016, the political division in Libya could be considered to be at its extreme. The government in Tripoli which had judicial legitimacy was in control of most of the west of the country, and continued to have positive relations with Türkiye, but lost recognition by many regional and western states who opted to support the competing new authority located in the east. Türkiye's consulate in Misurata continued to operate without interruption, where the security situation was much safer. Also, Misurata holds unique characteristics in this regard. Apart from being the third largest city in the country as a whole, and the second largest in the west of the country after the capital Tripoli, it represents special sociopolitical significance. The city holds the largest and most influential social and military weight to begin with, and moreover holds an important place in Turkish Libyan social history, as it includes the largest ratio of Libyan Kologlus (or Karaoglus). Kologlus are a social group of Turkish origins that exists in some North African countries and is perceived to be the descendants of marriages between Ottoman officers and Arab/Berber locals. Most officials in Libya during the Ottoman period are

claimed to be Kologlus, with one family (the Karamalis) evening ruling the country hereditarily for more than a century in a semi-autonomous governance under ceremonial Ottoman sovereignty. Following the Skhirat Agreement signed in Morocco in December 2015, a new government entered Tripoli in April 2016 that was created by a UN administered political dialogue. This new government was named the Government of National Accord (GNA) and was supposed to be a means of uniting the different parties and actors, and ending political and military division. Turkish Minister of Foreign Affairs Mevlüt Çavuşoğlu was one of the attendees of the signing ceremony and Türkiye and the rest of the international community recognized the new government. The Turkish Embassy in Tripoli reopened and resumed its services in January 2017.

However, the opposing faction that held control of most eastern cities (and other pockets in the south and west) continued to oppose the internationally recognized government as well, despite having a stake in it with many representatives. This resulted a de facto situation where this faction led by former general Haftar continued to expand its control over different parts of the country with support from regional countries in the Middle East and Europe against the UN recognized government GNA. This expansion reached its maximum dire situation when a full-fledged military offensive against the nation's capital began in April 2019 in order to push the government out and seize control of the country.

Regarding TİKA, we find that for the period between 2014 and 2016 during the peak of the political division and through which Türkiye's diplomatic representation was at its lowest within the last decade, TİKA's project implementation was at its minimum levels, with less than 4 projects annually in this timeframe. Even from a geographical perspective, most of the projects in this period were mostly concentrated in the city of Misurata where the only diplomatic representation for Türkiye was still operating.

By 2017 and with Türkiye raising its diplomatic representation and reopening its Embassy in Tripoli, and having now the international community officially recognizing the same government it was dealing with, TİKA's project execution curve saw a clear ascending, reaching later one of its highest points in 2018 with 14 projects managed that year.

5.2.2.3 2019-2021 Period:

2019 represents possibly the most important turning point in the Libyan conflict, when the internationally recognized government that was born out of a UN managed political deal, was under serious threat of being ousted by force through a large-scale military campaign. Ironically,

the assault on the capital started on the day the UN secretary general was visiting the country for the first time in its history. Yet despite this international legitimacy, most of the international community did little to nothing to support this government in holding back this offensive that being supported by different foreign countries. Türkiye was initially one of the few countries to declare a clear opposition to this aggression. However, with the continued illegal foreign support that the attackers were receiving, the GNA government would need more than diplomatic support to hold its ground. These events were unfolding during a time when Türkiye itself was under what could be called a political offensive in the East Mediterranean, where many of the same countries that were supporting the military campaigns of Haftar, were here part of a regional alliance against Türkiye's energy rights in the Mediterranean. This overlapping led to Türkiye and the Libyan government working ever so closer to preserve the mutual interests of both countries. In November 2019, and meanwhile the battles in Tripoli were reaching a severe situation, Türkiye and Libya signed the Maritime Agreement, which conserves the rights of two countries by agreeing on the maritime borders. With the maritime agreement came the activation and addition of security agreements which included deployment of Turkish units in Libya for training support operations. In the midst of the political cold shoulder that the GNA government was facing by most international players at this point,

Türkiye's involvement proved to be a complete game changer, resulting in 2020 in the withdraw of the attacking forces not only from Tripoli, but from all of western Libya, enabling the government to regain control over most of the population at least. Another result was that a new UN political dialogue was launched that led the creation of a new National Unity Government in 2021, that although it also has not been able to cancel completely the de fact military control of the Haftar faction in some areas, has however received more recognition and support both internationally and internally and faced a relatively weaker resistance by the rebellious faction of Haftar. Türkiye's relations with this government continued to grow and mutual visits between cabinet ministers of the two countries has been at the highest rates.

For TİKA, this period overall represents a continuation of the acceleration of the activities, despite a small setback in 2019. Even with the high conflict risks in 2019 and 2020 before the end of the battles, TİKA continued to conduct high levels of implementation benefiting from the political weight Türkiye was putting in Libya during these years. From another perspective, TİKA's high level of activity can be seen as a front post for Tukey's efforts in Libya during this phase, providing a much-needed social infrastructure for Türkiye's involvement in Libya on the grassroots level.

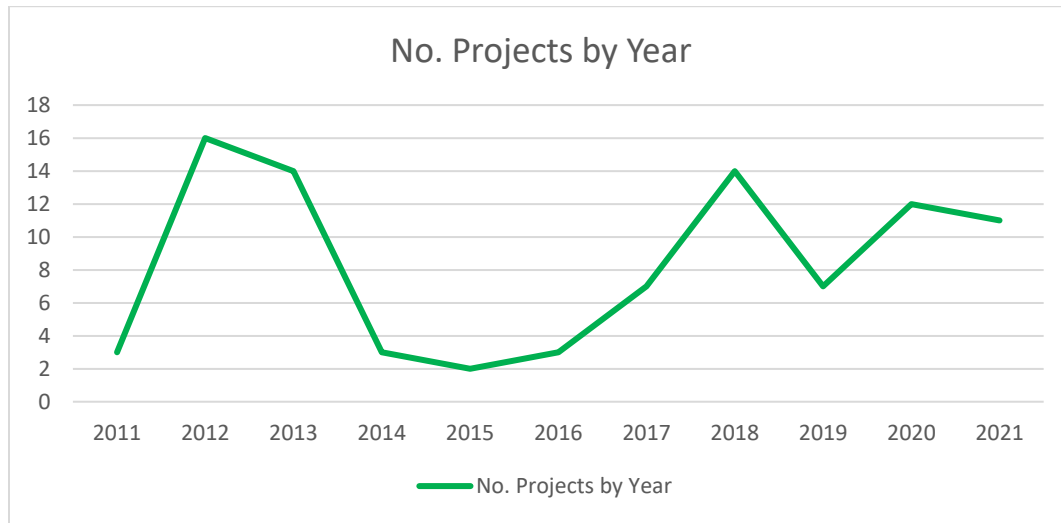


Figure 5.1 Number of Projects Conducted by TİKA in Libya by Each Year

Note: By Author

The above graph illustrates a pattern representing the number of projects implemented each year by TİKA during the studied period. The rise and fall of this activity level can be clearly associated with a similar pattern of Türkiye's diplomatic activeness in Libya described in the above paragraphs of this chapter, in which the high level of representation of 2011-2014 fell to deep lows between 2014 and 2016, and was followed by a general ascending in diplomatic involvement after 2016 and especially from 2019 onwards.

For further reflection, when looking into trade and economic relations between Türkiye and Libya in recent years, we find that similarities in such patterns are also observable.

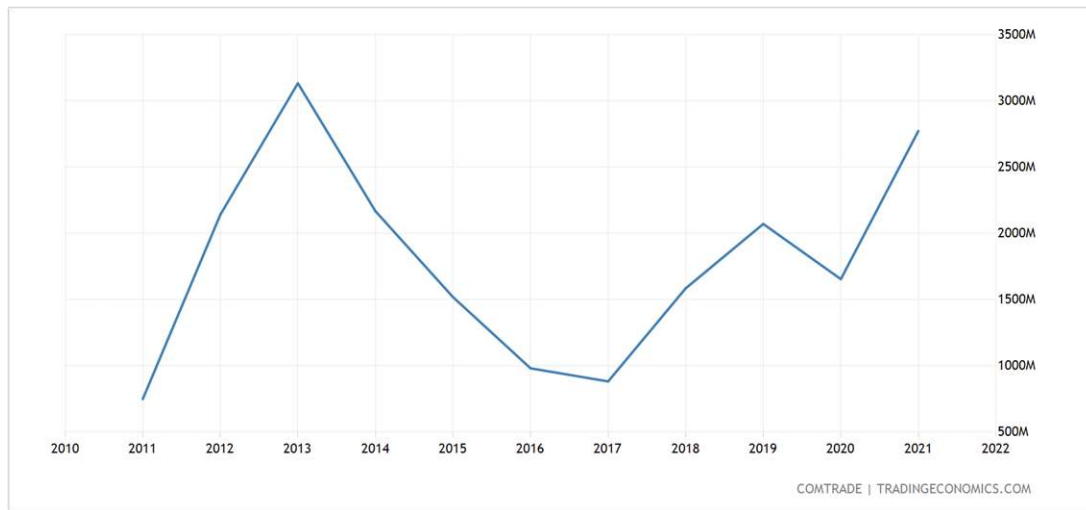


Figure 5.2 Turkish Exports to Libya 2011-2021

Note: By TRADINGECONOMICS.COM

These diplomatic and economic relations correlations with TİKA's activity in Libya, presents a lookout that displays a concrete significance of TİKA's contribution in Libya for the Turkish state which is synchronized with its overall policy. This contribution, which is an important complementary of Türkiye's efforts, playing a central role of its soft power, holds further significance in that it covers areas that orthodox diplomatic, and even at times economic relations cannot cover. Being able to work at times and places of extreme severity in such a conflict context where other efforts are not able to reach, means that TİKA is not only influenced by Türkiye's foreign policy, but that itself is a far palm that influences Turkish foreign policy by enforcing it and extending its reach to untouched corners.

For further perspective, we may reflect on the Turkish-Libyan ODA relationship regarding where it fits compared to other partnerships. First of all, in terms of where Libya ranks in the list of Türkiye's ODA recipient countries, TİKA's 2021 Development Assistance Report of Türkiye shows that Libya came in ninth place in the list of countries benefiting the most from Türkiye's Bilateral Official Development Assistance. Considering the large number of countries receiving ODA from Türkiye, Libya position in ninth place can be perceived as a relatively advanced one.

COUNTRIES BENEFITING THE MOST FROM BILATERAL OFFICIAL DEVELOPMENT ASSISTANCE

Countries Benefiting Most from Türkiye's Bilateral Official Development Assistance
[2021; Million Dollars]

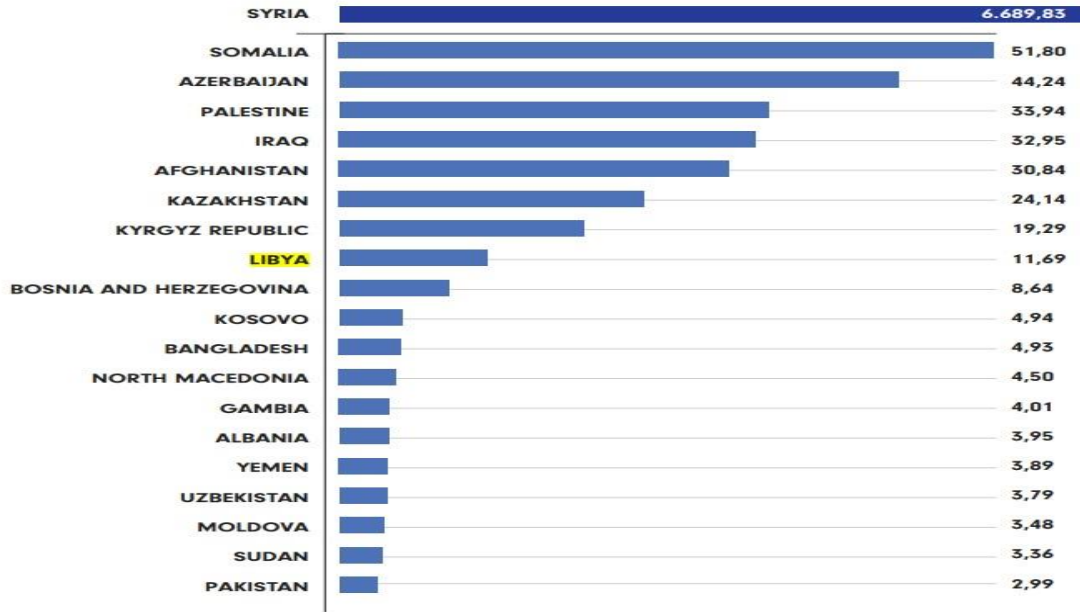


Figure 5.3 2021 Top ODA Recipients of Türkiye

Note: By (TİKA, 2022)

Secondly, we can look into Türkiye's position in comparison to other ODA donors working in Libya. The OECD's data illustrates that Türkiye was the ninth largest gross ODA in the recorded period of 2020-2021.

Top Ten Donors of Gross ODA for Libya, 2020-2021 average, USD million

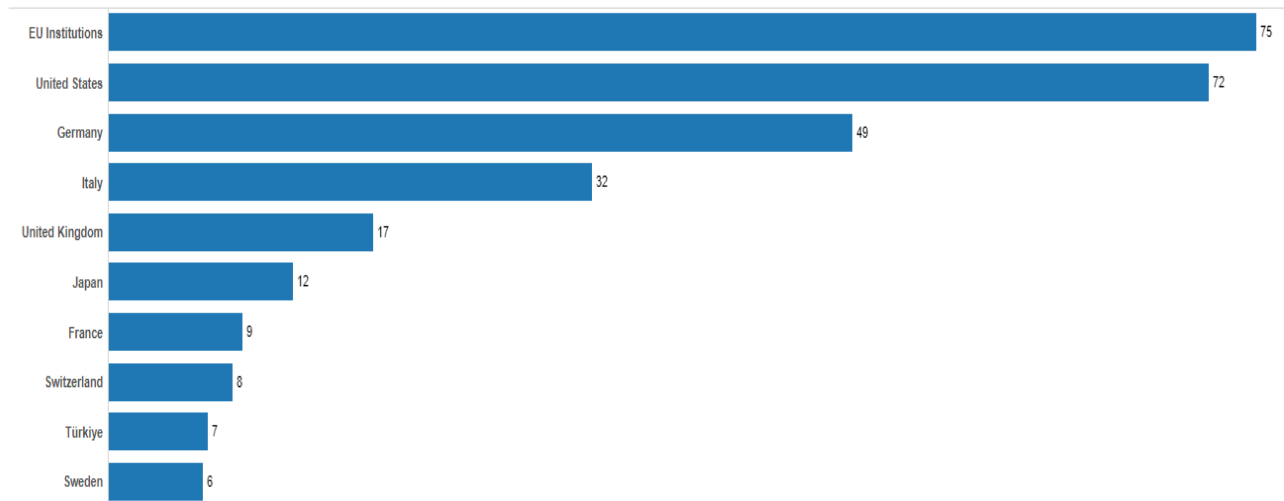


Figure 5.4 2020-2021 Average Top Ten Donors of Gross ODA for Libya

Note: By (OECD-DAC, 2021)

These two figures that show that each of the two countries is in the top ten list of the other in the respective recipient donor lists, reflect Türkiye's focus on Libya and the latter's significance in its foreign policy priorities. However, it can be added that if Türkiye were to slightly increase its ODA contribution to Libya, it could easily position in itself as one of the top five ODA donors to Libya which would further advance its role ahead of other regional and global actors in Libya. Considering the security and economic weight Türkiye is putting in Libya, compared to other countries, in order to achieve peace and stability in the country, raising the development assistance levels in terms of quantity (through larger budgets) and quality (through more advanced project management tools), would make sense as a rational foreign policy stride.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

The projects implemented in Libya by TİKA have been analyzed from all angles detailed, which include size, type, nature of project and most importantly implementation process. When referring back to the project management methodologies discussed, which are the main themes used and practiced by the international development ODA agencies, an analogy could be made to elicit which methodology TİKA's project implementation in Libya practically falls under. As explained beforehand, although the process followed by TİKA is definitely based on the main fundamentals of project management, especially regarding identifying the general scope, timeframe, budget, key stakeholders and objectives, as was clear by the TİKA project form, the agency does not however formally adopt one of the official project management methodologies as a frame for its implementation. Nevertheless, when an analogy was conducted on TİKA's process to abstract the modality it is in fact aligning the most to, a clear line was evident with the classical Waterfall methodology.

Not only were the characteristics corresponding, but the essence of each stage set up in TİKA's project management in Libya fits in a very compatible form with the stages affiliated with the Waterfall, despite not officially adopting it or adopting its precise terminology. When considering also the fact that the waterfall model is used when projects' needs and processes can be specifically itemized during planning and when it is projected that the expectations may only marginally change over time, and how this applies to most of the TİKA projects documented, further confirmation to this result is thus demonstrated. In addition, we elaborated on the waterfall methodology is affiliated with basically arranged projects with a simple layout, which applies to both the type, nature, size and arrangement of the majority of TİKA projects in Libya, and therefore the argument that the implementation process conducted by TİKA in Libya in terms of project management is to a great extent that of the waterfall model, becomes profoundly rooted.

This concludes to significant findings regarding the project management of TİKA's international development activity in Libya. To start with, this is an opening for TİKA to look into the possibility of aligning its practices formally and in a more wholesome manner with this project management methodology for purposes of improvement and progress to institutionalize its progression. Thereafter, when its process is perceived within this larger context and a clear conscious is developed regarding it, TİKA or at least some of its country offices to start with, can study upgrading their projects in terms of size, quantity and quality according to the established and

recognized methodology in order to contend with other international development agencies and solidify its position in the arena it works in, and sequentially the position of the state it represents. To move forward after that, the agency can methodically look into converting its existing project management modality to more complex methodologies which will further drive its potential of positioning itself at the forefront of developing agencies. This not only secures the organization's status for adhering to the most up to date and efficient methodologies, but by building on international best practices from planning to execution and all the way to post evaluation, the usefulness of the projects implemented could be exponentialized and henceforth the best interest of both its donor country and beneficiary country is achieved, which is the essence and main aim of such a bilateral ODA aid setup.

As contemporary conflict dynamics tend to occur in circular violent cycles with several societal tensions and unrest, it is crucial to address it with the modern concept of "Sustaining Peace" which was developed by the UN as an aim and tool to prevent conflict, underlaid by the 2030 Agenda for Sustainable Development. This approach according to UN policy documents should include an all-inclusive stance which consist of key elements that were elaborated on in the fifth chapter. When examining TİKA's projects in Libya, they are found to match the outline of 'Sustaining Peace' and do indeed support the essence of peace building in Libya as they support local communities in different parts of the country in their resilience to not fall into conflict. It is essential to highlight this, as the context of the UN resolutions on sustain peace emphasize how inclusivity is key to proceeding peacebuilding to ensure the needs of all the community were considered. The principles set out in this concept, was clearly applicable in many of the target audiences, whether social groups or institutions, in the projects implemented by TİKA in Libya. From this standpoint, peacebuilding is not dealt with from a post conflict aspect, but is prioritized in every stage within the conflict cycle, i.e. before during and after conflict waves.

When looking into the main milestones of Türkiye's Foreign Policy in post revolution Libya, which is the period when TİKA became active in Libya and has since held a permanent presence, manifestations can be reflected on concerning the relationship between this foreign policy and the scope of TİKA's activity. In the early years of the revolution and post revolution period, Türkiye was a main and trusted regional actor in Libya by the international community which at the time had not been as divided regarding the situation in Libya. TİKA's activity during this stage was found in our study to be one of the highest in terms of number of projects as well as geographical scope. Out of the total number of TİKA's projects in Libya during the decade covered, 43% were

implemented in those early years between 2011 – 2014, and reaching all corners of the country, aligning with the unified political condition at the time within Libya, during which Türkiye had a positive relation with the official authorities.

From 2014 to 2016, and as Türkiye's diplomatic representation was at its lowest within the last decade, which was the period tensest in the Libyan political division and conflict, TİKA's project implementation was at its minimum levels, with less than 4 projects annually mostly concentrated in the city of Misurata where the only diplomatic representation for Türkiye was still operating. Following Türkiye's restoration of its diplomatic representation and reopening of the Embassy in Tripoli in 2017, it was found TİKA's project execution curve witnesses a sharp ascending, reaching clear high points in 2018. Despite a minor setback in 2019, which witnessed the beginning of one of the most violent and dangerous waves of conflict in Libya which lasted for 2 years, TİKA continued to manage high levels of implementation benefiting from the political weight Türkiye was putting in Libya during these years, as Turkish foreign policy in Libya since 2019 has been at its highest and most proactive. Likewise, TİKA's high level of activity could be considered a front post for Turkey's role in Libya during this important phase, providing pivotal social groundwork for Türkiye's efforts in Libya on the grassroots level.

The illustration provided in this thesis demonstrates a visible rise and fall of TİKA's activity level that can be clearly associated with a similar pattern regarding Türkiye's diplomatic activeness in Libya. Even more, when reflecting on trade and economic relations between Türkiye and Libya in recent years, similarities in such patterns with TİKA's activity were also obvious.

The clear correlation between the diplomatic and economic trends with TİKA's activity in Libya, displays tangible significance of TİKA's contribution in Libya for the Turkish state which is corresponding with its overall policy. More importantly, the fact that there are areas that orthodox diplomatic, and even at times economic relations cannot cover, makes TİKA's contribution and vital role as a soft power all the more central. Having the capacity to operate in circumstances, places and periods of severity in a conflict context that other national efforts may not be capable of reaching, or have relevance to, makes TİKA's relationship with Türkiye's foreign policy not a merely a subject to its influence, but from another perspective is in fact a far palm that impacts Turkish foreign policy by enforcing it and outspreading its range to untouched corners. Further academic research is suggested to build on this by studying the specific areas that TİKA as the official ODA agency can exclusively influence in Türkiye's foreign policy in comparison to other official tools, especially in conflict affected areas that have unique requirements for development

support. In this context, by emphasizing on the earlier recommendations of this chapter on developing Tika's project management self-awareness and modalities and methodologies, more practice research could be conducted to lead such an enhancement process.



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