

LIBYA 2020 VISION

A PLAN FOR TRANSFORMATIVE CHANGE
BY 2020



مجمع ليبيا للدراسات المتقدمة
Libya Institute for Advanced Studies



CONTENTS

INTRODUCTION TO LIBYA VISION 2020 2

- The Need for Libya Vision 2020 3
- How Does Libya Vision 2020 Differ from Other Visions? 4
- Overcoming Challenges and Creating Change for a Better Future 6
- Libya's Transformation Journey 8
- How Libya Vision 2020 Was Developed 10

FOUNDATIONS FOR LIBYA VISION 2020 12

PEACE, SECURITY, AND RULE OF LAW: ESTABLISHING A SAFE AND SECURE NATION BUILT ON LAW, ORDER, AND EQUITABLE JUSTICE 18

- Establishing and Maintaining Peace and Security 20
- Strengthening the Rule of Law and Ensuring Access to Justice 22
- Achieving Long-term Peace and Stability Through National Dialogue 24

ECONOMIC DEVELOPMENT: BUILDING A PROSPEROUS, PRODUCTIVE, AND INNOVATIVE NATION 26

- Growing and Diversifying the Economy 28
- Enhancing Economic Stability 30
- Rebuilding National Infrastructure 32
- Modernizing Agriculture for Food Security 35
- Managing Natural Resources Equitably, Sustainably, and Transparently 36

HUMAN DEVELOPMENT: PROVIDING A NURTURING ENVIRONMENT FOR ALL LIBYANS 38

- Educating Our Youth to be Future Leaders 40
- Incentivizing Private Sector Employment 45
- Providing Quality Healthcare to All 46
- Caring for Our Country 48
- Building Strong and Prosperous Communities 50
- Preserving Our Natural Environment 52
- Rebuilding Our National Identity 54

GOOD GOVERNANCE AND PUBLIC SECTOR REFORM: CREATING AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT 56

- Improving Service Delivery 58
- Increasing Transparency and Accountability 60

IMPLEMENTING LIBYA VISION 2020 62





INTRODUCTION TO LIBYA VISION 2020

THE NEED FOR LIBYA VISION 2020

Though some progress has been made on consolidating peace and security since the 17th of February Revolution, absence of effective policies, legal and institutional frameworks, and lack of ownership and accountability at different levels of leadership has compromised national aspirations. While the driving force behind our nation building experience so far has been our collective ambition for socio-economic and democratic transformation, Libya can do better. We could achieve much more if we shared a well-defined vision to steer our collective efforts. There is a pressing need to integrate our development policies and strive harder for our country's future. Libya Vision 2020 is a call to action for all Libyans to rally behind placing the country on a sustainable development path.

In formulating a vision for Libya, we cannot dwell on lost opportunities and what we lack. We must adopt a forward-looking approach that critically reviews our institutions, policies, and existing plans with confidence in our ability to learn from the past and change. We have a rich history rooted in Islamic, Arab, and African values that has been shaped by a tradition of positive engagement with other cultures and countries. Libya is not starting a nation from scratch but rediscovering its rich cultural and societal values that formed its foundation in the past. It is upon these existing foundations that Libya Vision 2020 was developed.

Because little attention was paid to long term planning since 1969, Libya has had a relatively short experience in development planning. Previous national planning initiatives were developed with mixed results, have constrained the country's growth and development, and were poorly implemented. After four decades of autocracy, Libyans are demanding better ways forward and deserve a national development vision that addresses their current and future needs and aspirations.

While peace and security are pre-requisites for Libya's future, there is an equally pressing need to address Libya's economic, human development, and governance challenges. However, the most critical challenge Libya now faces is developing in a participatory manner, through dialogue and agreement, on a shared vision for the future. Libya Vision 2020 is a work in progress to be shaped through public and institutional consultation, and we invite all Libyans to participate in its ongoing development.

HOW DOES LIBYA VISION 2020 DIFFER FROM OTHER VISIONS?

There are several visioning exercises taking place in Libya now. While all of these efforts agree on the need to envision future possibilities and to advance the necessary actions to convert possibilities into realities, they diverge in their assumptions regarding the willingness of Libyans to wait for meaningful and visible progress. Libya Vision 2020 assumes that Libyans are not willing to wait until 2030 or 2040 for change. Libyans want positive transformation now. Right now, security and the rule of law is lacking. Right now, economic performance is substandard. Right now, institutions that promote human development are weak. Right now, poor governance is compromising the rapidity and effectiveness of reforms.

Libya Vision 2020 advances a framework within which national strategies and implementation plans can be developed for catalytic change by 2020. It is an attempt to formulate a shared national vision to assist in building consensus on where Libya can be in six years. While this is a short time horizon for change, Libya Vision 2020 reflects the nation's aspirations, determination, and commitment for immediate socio-economic and democratic transformation.

Realizable visions identify potential opportunities to accelerate development and the challenges that must be overcome. For this reason, Libya Vision 2020 seeks to instill humility, courage, and determination to rise to challenges at the individual, community, and national levels. By offering a shared vision focused on immediate change, Libya Vision 2020 was conceived to ignite people's aspirations and serve as a catalyst that allows our country to shift gears towards reconstruction and recovery as quickly as possible. Libya Vision 2020 serves as a message of hope and inspiration for motivating individuals, communities, and the nation to work together to overcome challenges on the path to sustainable development.



OVERCOMING CHALLENGES AND CREATING CHANGE FOR A BETTER FUTURE

By the year 2020, Libya can be a stable, democratic, and prosperous nation where citizens enjoy a high standard of living. However, in order to achieve this, we must overcome several challenges. Libya Vision 2020 is based on four key areas of progress, or development pillars, and foundational values to advance a collective vision for transformative change. The four development pillars – Peace, Security, and Rule of Law, Economic Development, Human Development, and Governance and Public Sector Reform – form the foundation upon which development plans from 2014 to 2020 will be built. Libya Vision 2020 translates the development pillars into a statement of achievable objectives accompanied by transformation projects, which are key initiatives that will be implemented to turn Libya Vision 2020 into action. The Vision serves as a framework to guide critical analysis of constraints that need to be overcome and provides a reference for logical and sequential implementation. This approach differs from ad-hoc approaches that have been pursued in the past by advancing a reform framework that focuses on immediate steps towards long-term solutions.

Peace, Security, and Rule of Law

Peace, security and the rule of law are prerequisites for sustainable development. Libya will only secure the dividends of the 17th of February Revolution by preventing further conflict through reconciliation, professionalizing security institutions, ensuring equitable access to justice, and maintaining law and order through transparent and accountable institutions that respect human rights and protect fundamental freedoms.

Economic Development

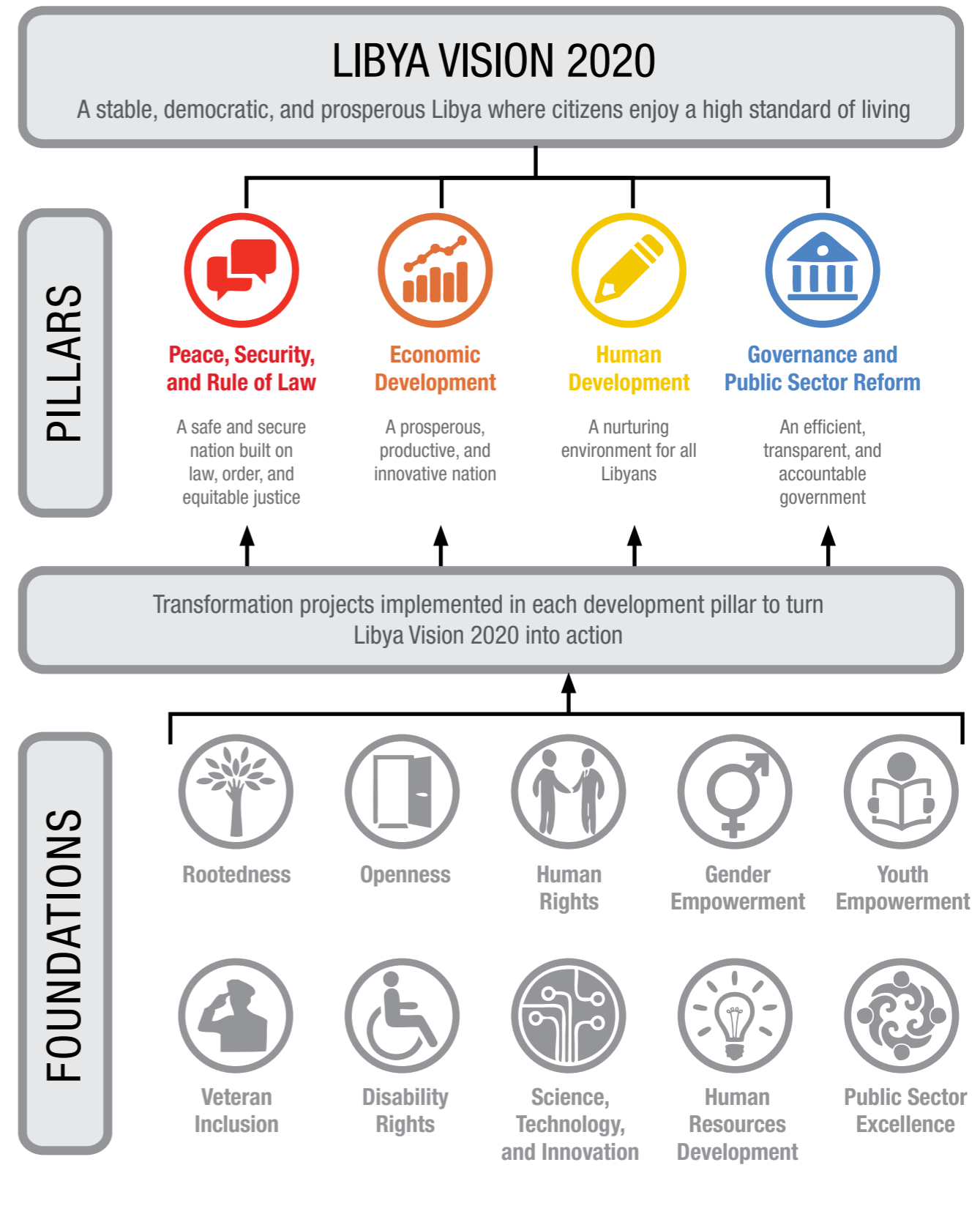
Libya will build a diversified, private sector-led economy that will improve prosperity for Libyans in all regions of the country through private sector development, job creation, economic stabilization, improvement of critical infrastructure, and more responsible management of resource wealth.

Human Development

Libyans will be empowered and their capacities developed to enable them to reach their full potential through access to quality education at all levels, provision of quality social and healthcare services, and sustainable urban development.

Governance and Public Sector Reform

Libya will build a democratic, transparent, and accountable government at both the national and municipal levels that will be managed by professional and committed public servants.



SUBMIT YOUR IDEA

Libya Vision 2020 is an invitation to express your views on matters that affect us all as Libyans to help shape the future of our country. Do you have feedback on a particular government policy? Is there an issue in your community that needs to be addressed? Do you have an idea for an alternative approach that hasn't been considered?

Submit your idea for a transformation project at libyavision2020.ly

LIBYA'S TRANSFORMATION JOURNEY

Libya Vision 2020 will be implemented in two successive phases. The first phase covering 2014–2016 will focus on stabilization and reconstruction through national and local dialogue and reconciliation in parallel with pursuing priority economic, human development, and public sector reforms. The second phase covering 2017–2020 will focus on sustainable growth by developing a consistent approach to managing ongoing conflicts, private sector development, investing in large-scale infrastructure programs, and structural reforms to ensure an accountable, merit based, performance-oriented public sector.

Transformation projects are large-scale initiatives intended to catalyze change and are included to support the implementation of Libya Vision 2020. These projects are based on learnings from our nation building experience thus far and will be pursued in a phased approach to fundamentally transform the country by 2020. While previous government efforts provide a base to build on and there are ongoing government initiatives that deserve

continued support, transformation projects will go further by specifically focusing on key constraints that need to be overcome for a stable, democratic, and prosperous Libya. Transformation projects are aimed at activating a paradigm shift from stabilization and reconstruction to recovery and growth.

Libya Vision 2020 defines broad outcomes for the country as a whole which provide a framework for national strategies and implementation plans. In collaboration with key stakeholders, detailed strategic and operational plans for 2014–2016 articulating specific goals, strategies, and performance targets will be developed. At an appropriate stage, another plan covering 2017–2020 will be produced.

LIBYA NOW

- Little progress made towards stabilizing country
- Disjointed economic, human development, and governance reforms



Peace, Security, and Rule of Law

- Libyans unable to live their lives, earn a living, and raise families in peace
- Lack of institutions and trained personnel
- Legal frameworks prevent rule of law
- Armed conflict, assassinations, and attacks on property



Economic Development

- Government entities dominate the economy with low private sector involvement
- High dependence on the hydrocarbon sector resulting in fiscal uncertainty
- Poor and decaying infrastructure which limits economic growth



Human Development

- Education systems not producing skills required by labor market
- Poor access to quality healthcare
- Poor quality of life due to haphazard planning at the national and local level



Good Governance and Public Sector Reform

- Limited access to essential public services and poor quality service provision
- Unclear and nontransparent mechanisms for public spending with arbitrary budgeting mechanisms

LIBYA 2014–2016

Stabilization and Reconstruction Vision

- Pursue stabilization measures alongside economic, human development, and governance reforms supported by transformation projects



- Security sector reform that prioritizes the development and implementation of policies
- Fundamental rights guaranteed by law and defended by state institutions
- Link between adherence to peace and involvement in the body politic established



- Public private partnerships established in key sectors with potential for employment creation
- Fiscal policy measures in place to limit budget volatility
- Key infrastructure rehabilitated and regional disparities addressed



- Key barriers to achieving quality education addressed
- Improved service delivery in existing healthcare facilities
- Enhanced standard of living due to expanded community support mechanisms



- Local government entities have the necessary mandate and tools to provide essential services
- Oversight mechanisms for transparency and accountability in place
- Checks and balances in place to ensure democratic processes are protected

LIBYA 2017–2020

Recovery and Growth Vision

- Continued focus on economic, human development, and governance reforms for recovery and growth by scaling transformation projects



- Security forces under a unified command with oversight by civilian authorities
- Transparent, accountable judicial systems that respect human rights and freedoms
- Mechanisms in place to proactively manage and contain conflicts



- Key constraints to private sector development assessed and addressed
- Framework for governing public finances linked to development planning
- Resource mobilization for national and municipal infrastructure projects secured through institutional financing and capital markets



- Labor market needs linked to education system
- Healthcare system more responsive to local needs and universal insurance in place
- Prosperous communities that are in harmony with the natural environment and supportive of the most vulnerable



- Customer oriented service delivery at the national and municipal levels
- An accountable, merit based, performance-oriented public sector
- Expanded involvement of citizens, civil society, and independent media in the democratic process

FOUNDATIONS



HOW LIBYA VISION 2020 WAS DEVELOPED

Libya Vision 2020 was developed by a working group of Libyan citizens who served Libya in different capacities during the 17th of February Revolution and continue to be engaged in defining the nation's future. The group includes previous members of the Libya Stabilization Team, which was tasked with preparing a comprehensive stabilization plan for Libya after its liberation, as well as experts in several fields of importance to Libya's development including security, economics, finance, education, social policy, healthcare, and public sector management.

Libya Vision 2020 is based on extensive consultations involving the participation of civil society organizations, community leaders, business leaders, entrepreneurs, academics, students, professional groups, women and youth associations, and media. Consultative forums were held in urban and rural centers throughout Libya and with the Libyan diaspora abroad. The objective of these consultations was to gain national consensus on the key challenges that impede Libya's progress and potential strategies to create a better future by 2020. Proposed transformation projects, which have the potential to resolve key security, economic, human development, and governance challenges, were incubated in a similar consultative process. Transformation projects present workable solutions to the problems Libyans face today based

on consensus from national consultations and the experience of countries which have undergone similar transformations.

Unlike previous development planning attempts, Libya Vision 2020 is owned by Libyans and its implementation will be stewarded by them. The participatory manner in which Libya Vision 2020 was developed will also be emphasized in its implementation. Since Libya Vision 2020 is a work in progress, an online citizen portal, called the Libya Vision Citizen Portal, has been developed to give all Libyans a way to engage with each other on the issues that matter to them. The Libya Vision 2020 Citizen Portal provides a way to petition leaders to take action on a range of important issues facing our country by suggesting transformation projects and commenting on progress towards our 2020 goals. If a proposed transformation project receives enough support or citizen comments recommend a different course, we will review citizen feedback and issue an official letter to the government requesting action. We invite all Libyans to play a part in this ongoing dialogue to bring transformative change to Libya. In this way, Libya's future will be owned and sustained by its people.





THE FOUNDATIONS FOR LIBYA VISION 2020

REDISCOVERING OUR RICH CULTURAL AND SOCIETAL VALUES

Since the 17th of February Revolution, Libyans have witnessed several poorly implemented reform plans. This has led Libyans to be skeptical of the government's ability to lead transformative change. Yet, our country's history is replete with examples of triumph over adversity and our ability to embrace profound change. In confronting significant challenges and change in the past, our cultural fortitude and societal values have always been a sources of strength and guidance to inform difficult choices. Our cultural and societal values are still valid as guiding foundations today and must be rediscovered to confront present challenges and embrace change once again. Our long-held cultural and societal values discussed below serve as guiding foundations for the four development pillars of Libya Vision 2020 and are crucial to the implementation of all programs.



Rootedness

Libya Vision 2020 envisions an environment in which all Libyans positively contribute to national development. Our nation will prosper through the development and empowerment of all citizens. However, Libya cannot evolve until we have a united and inclusive nation where individuals and communities have a sense of common and shared identity and destiny. Libya must become a nation that is aware and proud of its rich spiritual, cultural, and social heritage. This awareness and appreciation of our history and the transmission of our values to future generations forms the foundation for an integrated, peaceful society with loyalty and dedication to the future of our nation. A renewed sense of Libyan identity will create a confident society which is proud of its achievements and resilient to whatever challenges the future may hold.

OUR LONG-HELD CULTURAL AND SOCIETAL VALUES SERVE AS GUIDING FOUNDATIONS FOR THE FOUR DEVELOPMENT PILLARS OF LIBYA VISION 2020



While Libya has suffered from four decades of self-imposed isolation due to a confrontational foreign policy agenda, rebuilding cooperative relationships with regional and international partners is required to realize the accelerated reforms outlined in Libya Vision 2020. We have a long tradition of engagement with other countries and cultures, and we should draw on that rich history. Recalling our culture of openness, Libya can develop by adopting international good practices while having the courage to discard out-of-date attitudes that deter progress and undermine national unity and strength. Globalization creates unprecedented opportunities for progress and prosperity which transcend Libya's boundaries and can only be accessed through strong trade and investment relationships. International and intercultural dialogue can also help us galvanize action that prevents isolationism and extremism. Libya will play a constructive role within the frameworks of the Arab League, Organization of Islamic Conference, African Union, and the United Nations. As an active member of the international community, Libya must strive to contribute to international economic development, peace and security, combatting transnational crime, and addressing global environmental change. Closer relationships with bilateral and multilateral development partners will expand our participation in

international conventions, agreements, and treaties and open up opportunities for international cooperation. Productive engagement with bilateral and multilateral organizations will allow us to more effectively align development assistance with national priorities identified in Libya Vision 2020. Forging a productive, outward-looking foreign policy orientation will also allow us to reengage with Libyans abroad. Many Libyans who attended higher education abroad have not returned to Libya but retain strong personal and business links with their home country. We must develop effective programs to encourage Libyans living abroad to contribute their skill sets towards the reconstruction efforts of the country and help in rebuilding our national identity.



Human rights refer to the civil, political, economic, and social rights and freedoms all Libyans are entitled to. Human rights include a range of rights such as freedom of expression, freedom of assembly, the right to an adequate standard of living, the right to adequate food, housing, water, and sanitation, and the right to education. In Libya today, there is a weak security sector, an underdeveloped criminal justice system, lack of checks and balances to monitor abuses, and a lack of public awareness about individual rights. These conditions have led to human rights violations.

Securing rights is essential in forming a foundation for the nation's progress that includes not just physical security but also safeguarding social, political, economic, and civic rights.



During the 17th of February Revolution, women worked alongside men as equals in pursuit of a common goal. The transformative changes outlined in Libya Vision 2020 requires a similar level of social cohesion that will be difficult to achieve if women are excluded from economic, social, and political life. Libya Vision 2020 includes gender equity as a foundation for all programs. This will require us to examine laws, political processes, and labor market and educational policies to ensure that women can thrive and participate equally in Libya's transformation journey.



Youth under the age of 35 make up the majority of the population. Addressing issues facing Libya's youth is crucial to ensuring reconciliation and responding to the challenges that face our country. Access to education, healthcare and social services, employment opportunities, and awareness of our cultural heritage are critical for enabling our youth to realize their full potential. Youth must also be engaged in political and civic discourse to ensure they take ownership of the future that they will be tasked with leading.



During the 17th of February Revolution, thousands of men and women answered the call to liberate the country by selflessly risking their lives. Political rhetoric that has stressed respect for martyrs and expressed concern for those injured has not led to the support veterans need to overcome the physical and psychological injuries they sustained during the conflict. The significant contributions made by veterans during the 17th of February Revolution necessitate that we ensure they have access to healthcare, education, and career transition assistance. However, Libya lacks sufficiently trained social and healthcare specialists who can accommodate the medical needs of veterans to help them reintegrate back into society and reenter employment. Research and advocacy must also be used to educate the public about the value of veterans' contribution to society and assert their rights.



As a country that had to endure conflict to secure its future, Libya must ensure equitable economic, political, and social opportunities for its citizens who suffer from disabilities. Our struggle for socio-economic and democratic transformation has unfortunately led to widespread impairments such as loss of limbs, loss of sight, psychological trauma, and other disabilities. In some nations, the disabled are socially stigmatized and suffer from public misconceptions on their capabilities. As a nation, we must work towards overcoming societal, physical, and infrastructural barriers that prevent the disabled from living long and productive lives.

SCIENCE, TECHNOLOGY, AND INNOVATION ARE CATALYSTS FOR SOCIAL PROGRESS AND THE BASIS FOR A PROSPEROUS ECONOMY



Science, Technology, and Innovation

Achieving the goals of Libya Vision 2020 requires a society that is innovative and forward looking. Rather than being solely a consumer, we must aspire to also be a contributor to scientific and technological innovation. Science, technology, and innovation are catalysts for social progress and the basis for a prosperous economy. Libya must develop a science, technology, and innovation framework that channels resources to scientific research, research and development, improving the technical capabilities of the national workforce, and in raising the quality of teaching in science, technology, engineering, and mathematics fields.



Human Resources Development

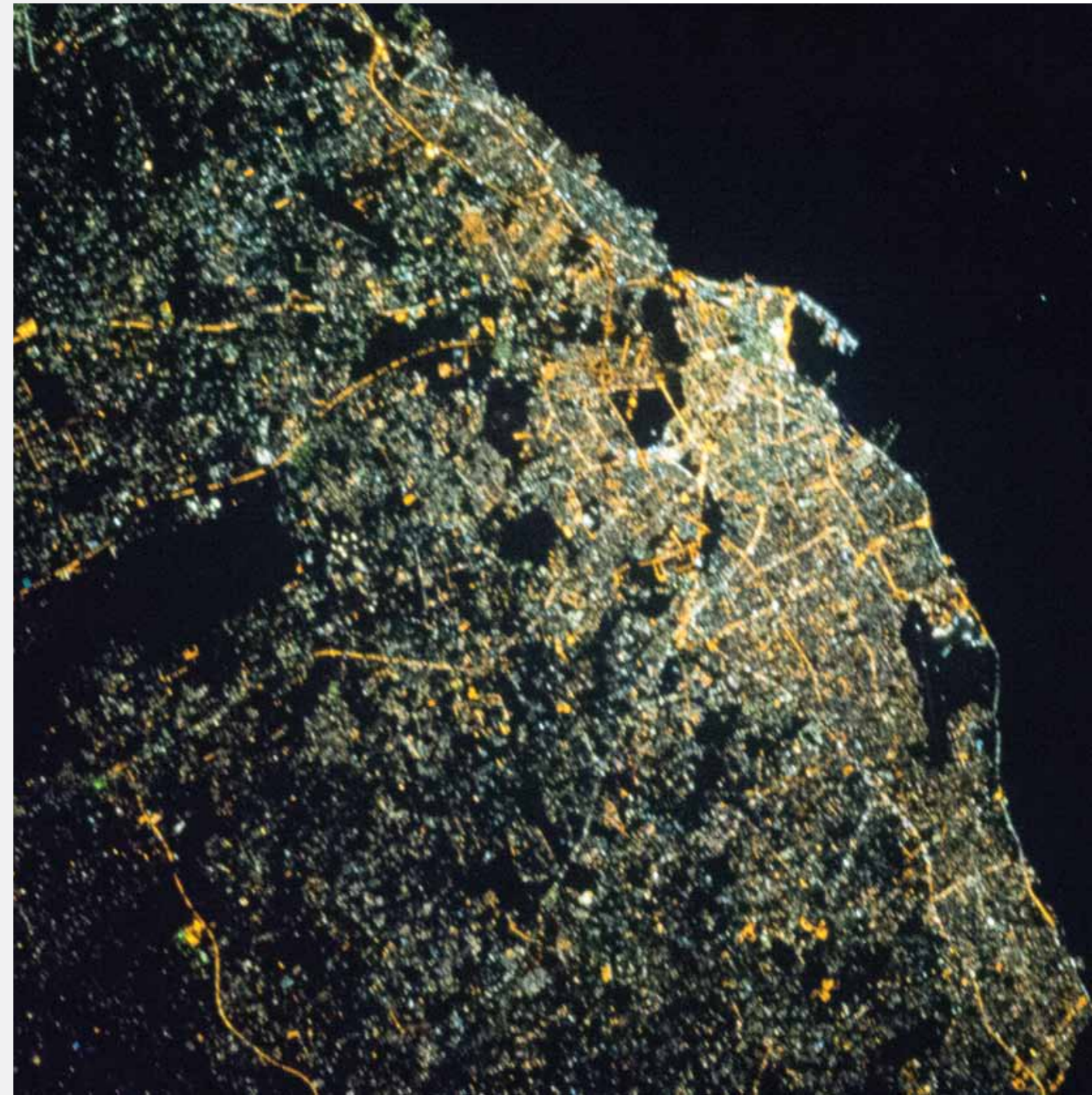
A highly educated and skilled workforce is critical to enabling Libya to effectively compete in the regional and global economy as well as offer high quality public and social services. A culture of lifelong learning which values human development through education will be required to raise labor productivity and secure our future.

We must ensure alignment between national education and training systems and our economic development ambitions through more effective coordination of institutions involved in human development, alignment of macroeconomic policies with our education system, and ensuring opportunities for lifelong learning are inclusive and accessible.



Public Sector Excellence

A professional, committed civil service is required to build a more citizen-focused and performance-oriented public sector. As the largest employer in Libya, the public sector determines the rapidity, efficiency, and ultimate success of reforms. Therefore, the quality of the public sector in terms of its accountability, effectiveness, and efficiency in administration, service delivery, and management, is of utmost importance to the country's future. In implementing Libya Vision 2020, ministry and agency performance management must be linked to execution to ensure collective progress towards our 2020 goals.





PEACE, SECURITY, AND RULE OF LAW



ESTABLISHING A SAFE AND SECURE NATION BUILT ON LAW, ORDER, AND EQUITABLE JUSTICE

Without establishing a peaceful society, Libya's political, human, and economic development will continue to be stalled by conflict. Peace and security are necessary to ensure Libyans the freedom to pursue daily activities without fear and to enable the government to deliver essential services to citizens. Activities such as sending children to school without fear for their physical security, going about daily activities without fear of being targeted for political leanings or tribal affiliation, accessing government services without fear of being a victim of indiscriminate violence, and starting a business without fear of attack or extortion are basic rights all Libyans deserve.

In addition to physical security, the fundamental freedoms that Libyans fought for, such as the opportunity to live in a free society in which all citizens have the right to free speech, freedom of association, and access to justice, must be safeguarded. For this reason, Libya Vision 2020 advances a plan to ensure the security of citizens and state assets through the provision of an integrated national security infrastructure and policies that guarantee the rule of law and protection of fundamental rights and freedoms.

ESTABLISHING AND MAINTAINING PEACE AND SECURITY

Over three years after the 17th of February Revolution, the Libyan government is still struggling to establish control and rein in armed groups. Some of these groups have used force against citizens, foreigners, politicians, state institutions and assets, religious monuments, and rival groups. Experience from other post-conflict countries shows that establishing peace and security often requires a strong, professional, non-partisan security force. To effectively address insecurity, Libya must form a security force under a unified, state controlled command structure that is subject to oversight by civilian authorities.

As Libya transitions from establishing to maintaining peace and security, it must balance the interim need to quickly react with force to illegal challenges to the state and violence against civilians with a long term, proactive plan to prevent future violent conflicts from erupting. Preventing future outbreaks of violence will involve the development of a long-term engagement policy with municipal security forces and provision of material support from national institutions to municipal forces when combatting illegal militias. Such an approach will empower municipalities to respond to local threats while building public confidence and increasing accountability and legitimacy of national and municipal security institutions.

Maintaining peace and security will require Libya to systematically reorganize and rebuild its police force, armed forces, and all other security forces into professional and capable institutions. Security sector reform must prioritize the development and implementation of policies concerning national security, national policing, community policing, disaster management, and governance of the relationships between different state actors involved in the security sector.

Libya's porous borders and lack of sufficient border control pose major security threats. Illegal trafficking of human beings, drugs, weapons, and subsidized commodities fuels conflict, empowers vigilante groups, and promotes corruption. Border security units must be strengthened and supplemented by air, sea, and land reconnaissance capacity, reinforcing bilateral cooperation agreements with neighboring countries, enhancing mechanisms to identify and prosecute perpetrators of smuggling, and raising awareness about the negative impacts of smuggling.



TRANSFORMATION PROJECTS FOR ESTABLISHING AND MAINTAINING PEACE AND SECURITY

- Create a national security council that can coordinate effectively between all government agencies involved in national defense and security
- Develop a digital information system that merges together data from all local and national security services to provide decision makers with the ability to preempt conflicts prior to them manifesting in violence and deploy resources quickly and efficiently to contain conflicts
- Develop a rapid deployment force that is non-ideological and non-partisan under the command of the executive branch of government to be deployed throughout the country with the purpose of upholding peace and protecting sovereign assets
- Form a paramilitary national police force that can be quickly deployed to support civil law enforcement agencies when needed while enhancing the capacity of the national police service to achieve the UN recommended police to population ratio of 1:450
- Establish a security agency tasked with the protection of cultural and historical sites
- Install civilian oversight boards for all security agencies



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STRENGTHENING THE RULE OF LAW AND ENSURING ACCESS TO JUSTICE



“To establish the rule of law in Libya, transitional justice must be achieved first.”

Achieving and maintaining a safe and secure environment in Libya requires that all citizens and institutions are held accountable to laws that are fairly applied and independently adjudicated. The experience of other post-conflict nations shows that lack of legal recourse to resolve disputes and an absence of mechanisms to protect citizens from arbitrary imposition of rules and regulations prevents nations from establishing the rule of law.

In the aftermath of the 17th of February Revolution, some Libyans sought justice through non-state means. The use of extrajudicial means to resolve disputes was initially driven by the failure of existing legal structures to protect Libyan citizens and lack of trust in the justice system. However, the continued inability of state actors to reform legal structures and apprehend and prosecute suspected criminals has reinforced low levels of trust in the judicial system and driven citizens to further rely on non-state actors for security and dispute resolution.

To establish the rule of law in Libya, transitional justice must be achieved first. Libya Vision 2020 advocates adopting the United Nations Secretary General's roadmap for conflict and post-conflict societies which recommends four mechanisms to restore the rule of law: Issuing a legislative framework for transitional justice to include fact finding, hearings, and trials; prosecuting individuals responsible for abuses during and after the 17th of February Revolution; providing

victims with monetary and non-monetary reparations; and implementing institutional reforms such as the revision of criminal and commercial codes and the enhancement of coordination between law enforcement, the judiciary, and the corrections system.

Libya must seek to make all government officials, individuals, and private entities equally accountable to the law. The government should streamline the process by which laws are enacted and enforced and publicize all laws to ensure that citizens are aware of their rights and responsibilities. Fundamental rights, including the security of persons and property and the freedom of speech and association, must be protected. Human rights violations must also be prosecuted and unlawful detentions eliminated.

In our future vision for Libya, justice will be delivered by an independent judiciary in a timely manner by a well-trained cadre of professionals who are sufficient in number and have adequate resources at their disposal. The role of judges and prosecutors in the supervision of prisons must be clarified to ensure that prisoners are afforded their rights, and training for prison administrators must be enhanced to upgrade the level of security in prisons.

TRANSFORMATION PROJECTS FOR STRENGTHENING THE RULE OF LAW AND ENSURING ACCESS TO JUSTICE

- Prioritize the pursuit of career criminals who were released or escaped during the 17th of February Revolution
- Support the General Prosecutor's office in formulating a strategy for the prosecution of crimes against humanity and the establishment of fair trial standards
- Ensure access to justice for all citizens through creating an institutional framework legal aid and assistance services and establishing an institutional framework for a small claims court system
- Enhance inter-agency cooperation in the justice sector by adopting the UN Secretary General's roadmap for transitional justice in conflict and post-conflict societies and streamlining the functional capacity of legal and judicial institutions
- Assign social workers and psychosocial support staff to police and correction facilities



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ACHIEVING LONG-TERM PEACE AND STABILITY THROUGH NATIONAL DIALOGUE

Reconciliation involving all key stakeholders will support our transformation from a fragile post-conflict nation towards a shared future that promotes tolerance and mutual respect. Without reconciliation, Libya cannot achieve long-term security and stability, and the ability of the state to maintain the rule of law will be limited. However, reconciliation cannot take place without having a national dialogue where all parties are involved in discussing the critical issues that face Libya in a safe environment. While attempts have been made by the government, several political forces, and civil society institutions to start a national dialogue, none have materialized into meaningful debates and progress. No initiative has managed thus far to be inclusive of all political, social, and economic forces in the country. For this reason, many of the previous attempts at reconciliation have served as monologues about dialogues rather than inclusive forums for national progress. A key challenge to reconciliation is a current lack of consensus on the mandate of relevant institutions, the methodology that will be followed, and stakeholders which should be included.

Our vision for Libya calls for the building of a basic covenant of peace between Libyans to differentiate between citizens and saboteurs as a precursor to national dialogue. Such a covenant would establish a charter of non-violence and respect for the dignity of life as a precondition to being a part of the body politic and lay the ground rules for engaging in constructive debate about Libya's future. The covenant would ensure a safe environment for the exchange of thoughts and opinions. Efforts at re-igniting national dialogue should focus on the inclusion of all regions, ethnicities, tribes, political parties, and civil society institutions. To ensure national dialogue is effective, we should follow traditional methods of resolving conflict that have been established over centuries which include community-led mediation and the involvement of tribal and community elders. We should also embrace the role of civil society as an advocate for the moral and ethical positions that represent the nation and as an ultimate check on the system. Neutral actors should be invited to oversee the process and facilitate discussions between all actors.

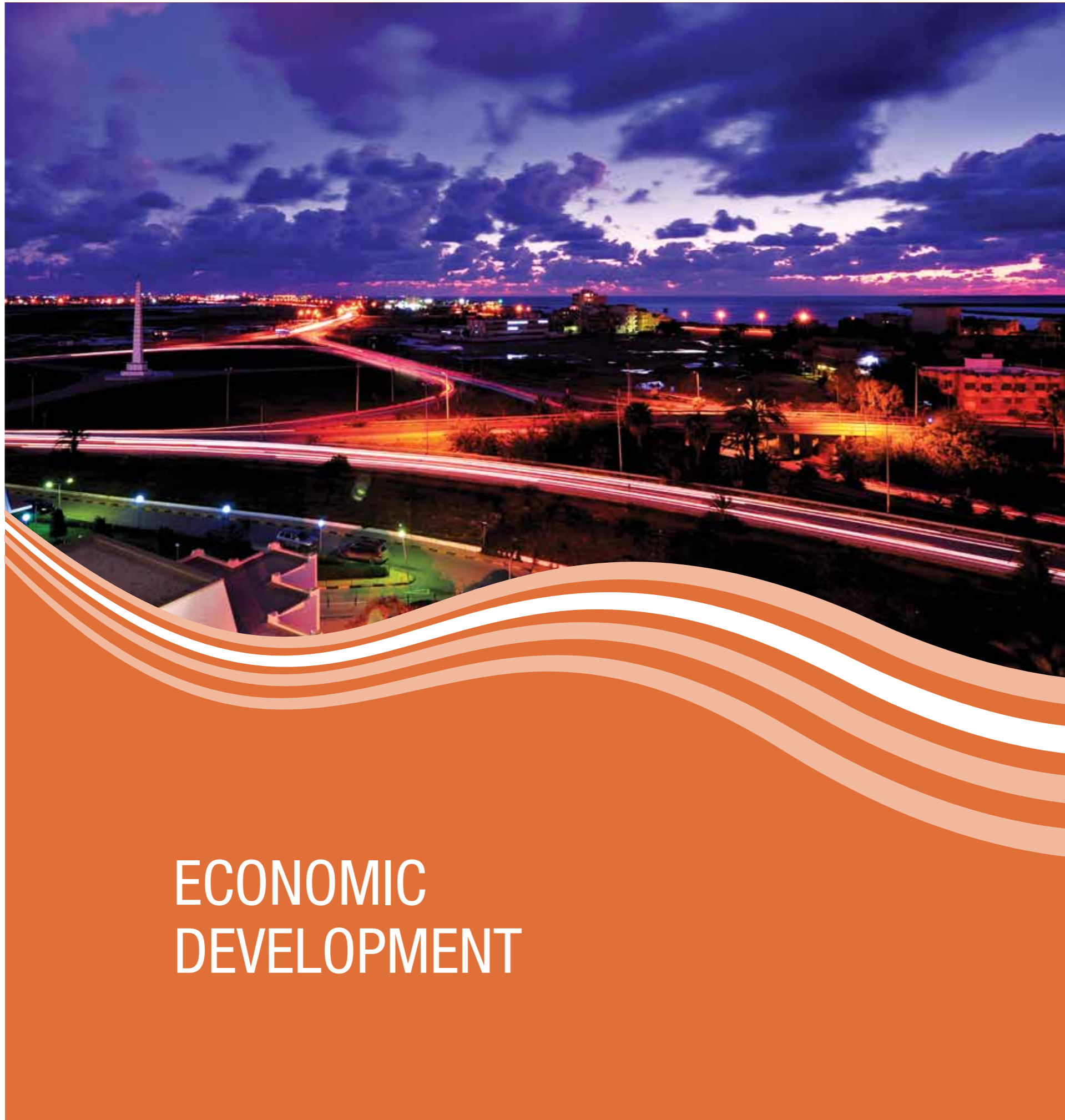
TRANSFORMATION PROJECTS FOR ACHIEVING LONG-TERM PEACE AND STABILITY THROUGH NATIONAL DIALOGUE

- Develop a covenant of peace and prioritize its adoption by all actors in Libyan society
- Institutionalize national and inter-community dialogue by establishing a mechanism for reconciliation that is inclusive of all political, economic, geographical, social, and civil society groups
- Promote the process of national dialogue by supporting civic education initiatives that encourage dialogue between communities and launching media campaigns that show messages of support for the process by representatives of all political, economic, geographical, social, and civil society groups



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ECONOMIC DEVELOPMENT



BUILDING A PROSPEROUS, PRODUCTIVE, AND INNOVATIVE NATION

Over the next six years, Libya Vision 2020 articulates a plan to transform the Libyan economy from stabilization to growth. The challenge is to create a prosperous society with a competitive and vibrant economy. While Libya is fortunate in possessing an enormous wealth of natural resources, overreliance on the extractive sector leaves our economy vulnerable. As a consequence, we must diversify our economy into new high-value added sectors by creating a thriving private sector that can offer attractive employment opportunities for our youthful population. Economic diversification must be accompanied by sound economic, fiscal, monetary, and public expenditure policies that can support private sector led growth. Investments in physical and social infrastructure are essential to ensure economic diversification and to attract capital from the private sector and foreign investors. Improving food security and increasing rural employment will require raising agricultural productivity and adopting modern techniques. If Libya's hydrocarbon resources are more effectively managed, our natural assets can be invested to facilitate sustainable development by investing in infrastructure, enhancing public and social services, improving education, promoting entrepreneurship, and funding innovation.

GROWING AND DIVERSIFYING THE ECONOMY

The large role the government plays in the economy, weak public institutions, and regulatory deficiencies have led to barriers for private sector development. The experience of other emerging nations has shown that industrial clusters are an effective strategy for catalyzing local and national economic development alongside reforming the enabling environment for business and investment. Libya can broaden and deepen its economy by consolidating its leading position in the energy sector while developing industrial clusters in new sectors with future potential such as renewable energy, tourism, agriculture, business process offshoring, and transport and logistics.

Small and medium sized businesses with less than 50 employees and revenue under 125,000 Libyan Dinars represent a significant portion of private sector businesses. There are also a significant number of informal businesses which operate outside the formal economy. Libyan small and medium sized businesses often have difficulty accessing growth capital to expand their businesses and face an opaque regulatory environment. Delivering on Libya's ambitious growth plans will require overcoming the significant barriers faced by small and medium business so that they can access capital, attract sufficiently skilled workforces, and are incentivized to engage in privately funded research and development. While shuttering informal business involved in the illicit economy, informal businesses must be supported to register as formal

businesses, raise productivity, promote job creation, and increase revenues. An increased focus on regulatory reform, training, and financial and non-financial support can help incubate and grow Libya's small and medium sized businesses to generate employment and diversify our economy.

The right to own private property is an essential human right and is the foundation of free market economies. During the previous regime, property rights were highly insecure. The Libyan government regularly expropriated private land, housing, commercial and industrial property, and farm land for redistribution to certain individuals and groups. Lack of clarity surrounding property rights and ownership makes it difficult for individuals to provide collateral necessary for securing capital for economic activity and poses major challenges to mobilizing investments for growing and diversifying the economy. Libya can unleash its economic potential by devising fair, equitable, and consistent policies and laws that support private property rights, form property administration agencies, establish appropriate restitution and compensation mechanisms, and adjudicate disputes. While such a process might take years to implement, adopting transitional processes aimed at securitizing loans for individuals interested in starting small businesses in areas of strategic economic importance to Libya should be considered.

The government remains deeply involved in the country's key economic sectors such as utilities, oil and gas, agriculture, education, transportation, construction, real estate, and manufacturing. Previous attempts at privatization, such as those in the banking sector, have failed to create value for the country. Experience from other post-socialist countries shows that gradual privatization of state owned enterprises and sales of state assets, if transparently executed, can promote private sector development. However, issues over ownership of state property must be addressed through clear rules and regulations. The Libyan government should not be involved in providing services and products that can be delivered more efficiently by the private sector and instead act as a catalyst by ensuring that infrastructure, human resources, and legal frameworks are in place to stimulate economic activity and private investment. In parallel with privatization, Libya must also determine the role foreign owned companies and foreign direct investment will play in its economic transformation.

TRANSFORMATION PROJECTS FOR GROWING AND DIVERSIFYING THE ECONOMY

- Address property rights by kick-starting an internationally mediated national dialogue centered on property rights that would result in developing policies, laws, mechanisms, and institutions aimed at resolving property disputes
- Activate plans to establish special economic and industrial zones that cater to priority sectors such as energy, tourism, agriculture, and construction and logistics
- Increase investment in oil and gas infrastructure to upgrade the country's ability to produce and export as well as develop competencies in complementary industries
- Stimulate entrepreneurship by supporting the creation of business incubators, enhancing access to capital by Libyan youth in the form of providing government secured loans, developing training programs, and introducing legislation that enhances the ability of entrepreneurs to register and grow their businesses
- Evaluate state owned enterprises and develop a plan to privatize key sectors of the economy in a manner that does not perpetuate inequity in wealth distribution
- Develop a national research and development and technology transfer strategy that focuses on creating applied research centers in universities in areas of economic priority to Libya and develop a national research fund to support innovative research

ENHANCING ECONOMIC STABILITY

High revenues from the oil and gas industry in recent years have ensured strong government budget surpluses. However, government spending will need to be increased to rehabilitate and fund infrastructure projects as well as meet Libya's high public sector wage bill. Hydrocarbon dependency exposes Libya to global energy market volatility which can make economic planning erratic and erode confidence in the government to implement significant reforms that require long-term planning and management. The capital-intensive transition from stabilization to growth envisioned by Libya Vision 2020 will require fiscal policy measures to reduce economic volatility due to potential commodity price shifts and to more effectively respond to shifting economic conditions. New fiscal revenue sources need to be identified to reduce the dependency of government finances on oil and gas revenues and increase spending capacity. A more stable and predictable fiscal revenue stream will enable more effective economic planning and allow Libya to meet increasing budgetary commitments. While sovereign wealth funds, such as the Libyan Investment Authority, have been used to balance the budget and finance development, other potential mechanisms for decoupling economic growth from oil price volatility need to be considered.

The annual budget is currently the government's primary tool for influencing short-term economic conditions. However, budget preparation and disbursement processes are currently inefficient and emphasize centralized line-item control over spending ministry budgets rather than linking budget allocations to impact.

With significant development projects envisioned by Libya Vision 2020, our country will require a comprehensive forward-looking legal and budgetary framework for governing public finance that is coordinated with development plans and linked to budget allocations. A reformed budgetary framework will enhance national wealth by ensuring capital projects that benefit the country the most are pursued. In some cases, select capital projects might benefit from public-private partnerships to enhance public value. Budgetary reform and an enhanced public investment framework will require significant capacity building in line ministries and implementing agencies.

Libya's banking system requires significant structural and policy reforms to create a more stable environment for investment and growth. Banking sector depth and financial sector development has been slowed by unclear property rights, absence of credit information systems, and lack of competition due to the prevalence of state-controlled financial institutions. While the Central Bank of Libya has taken on an increased role in formulating and implementing monetary policy, licensing and regulating commercial banks, and managing domestic debt, its mandate has grown to regulating the financial system as a whole and managing systemic risk. Fulfilling this increased role will require strengthening the Central Bank's supervisory role and financial intermediation capacities to foster investment, growth, and macroeconomic stability.

TRANSFORMATION PROJECTS FOR ENHANCING ECONOMIC STABILITY

- Establish a domestic bond market that is Sharia compliant to diversify funding mechanisms for infrastructure development and deepen capital markets
- Review options to cushion the potential impact of hydrocarbon price volatility on government revenues and spending by diversifying government revenue sources and reforming the investment vehicles of the state
- Develop a roadmap for the implementation of the Islamic banking law that would take into account the supervisory and implementation capacity of the financial system and be consistent with the government's financial sector development plans
- Implement licensing requirements for exchange operators to enhance the regulatory and supervisory reach of the Central Bank of Libya and adopt policies that would ease restrictions on foreign currency transfers to limit the use of unlicensed operators
- Integrate the Libyan Investment Authority and other sovereign wealth funds within the fiscal framework to balance between their mandate as savings funds for future generations and the need for hedging against oil price fluctuations



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REBUILDING NATIONAL INFRASTRUCTURE

Libya's current infrastructure is inadequate to provide the foundation for development. Libya Vision 2020 will focus on building a modern, efficient, and effective infrastructure base to support human development, economic development, and provision of public services. In the past, spending was concentrated primarily on select urban areas with pronounced shortages in other urban as well as rural areas. Wide disparities exist in the provision and quality of public services which have translated into regional inequalities. While Libya's most populous urban centers will likely attract investment, smaller urban centers may attract little infrastructural and industrial investment. Infrastructure disparities will need to be addressed by developing the capabilities of municipalities to cope with infrastructural deficiencies through decentralization of financial and administrative powers and more sound urban development planning.

Our vision is to develop a national infrastructure base which will connect all Libyan cities and towns with paved roads, telecommunication facilities, electricity, and water while offering exceptional social infrastructure that provides access to quality education and social services to all citizens. Infrastructure projects that

commit significant financial resources should be reviewed through a structured public investment planning process within the wider context of Libya's development needs and priorities. Greater reliance must be placed on institutional financing and capital markets for resource mobilization and public-private partnerships for service delivery. Although there is some economic and social justification for subsidies for access to infrastructure services such as water, power, and energy, some subsidies may be at odds with Libya Vision 2020's focus on sustainable development. In some cases, subsidies distort the true value of resources and contribute to overconsumption and illicit economic activity. User charges that better reflect full economic costs could make a significant contribution to ensuring Libya's natural resources are sustainably maintained, enhanced, and used, now and in the future.

TRANSFORMATION PROJECTS FOR REBUILDING NATIONAL INFRASTRUCTURE

- Establish a national infrastructure plan that is based on systematic assessment of investments relative to national development priorities which would extend appropriate social and economic infrastructure throughout Libya
- Develop the legislative framework for public-private partnerships and foreign investment to fund key infrastructure projects
- Develop an energy master plan that will phase in user charges that reflect the costs of production, promotes the adoption of renewable energy sources, rewards energy efficiency and conservation, and supports domestic R&D
- Reevaluate infrastructure projects that are currently on hold to determine fit with national development priorities and resolve bottlenecks
- Create municipal development and investment plans for each of Libya's municipalities which integrate land use planning with infrastructure investment to support growth and development
- Develop a national transportation master plan covering all transport modes, including roads, railways, civil aviation, water transport, urban transport, and other modes of transport such as pipelines and non-motorized transport, to provide a policy basis for how transportation funding is spent and what projects are prioritized
- Establish a national infrastructure fund which will support investments in projects of national significance, particularly those that support job creation, economic growth, and productivity, such as highways, public transit, and trade-related infrastructure, and municipal infrastructure across the country in a broader range of categories including highways, public transit, drinking water, wastewater, broadband connectivity, and innovation
- Develop a national information and communications technology strategy to build world class infrastructure that increases high-speed broadband access for households and businesses and promotes accessibility to key government services
- Establish a municipal bond market to enable municipalities to fund capital projects in their communities by attracting outside investment and providing residents with an opportunity to invest in their community



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MODERNIZING AGRICULTURE FOR FOOD SECURITY

Though Libya's agricultural sector is small, agriculture and livestock rearing is strongly rooted in our traditions. We currently import far too much of our food. Libya Vision 2020 envisions efficient, advanced agriculture, livestock, and fisheries sectors that ensure food security and play a central role in rural economic development. We have the potential to revitalize our agricultural sector to reduce agricultural imports, ensure food security, create economic opportunities, and encourage healthy eating habits.

There is enormous potential for developing the agricultural sector through improved soil fertility, diversification into higher value added crops, more efficient use of irrigation and desalinated water, and developing infrastructure for storage and agro-processing. Improving the productivity of Libya's agricultural sector will require directing production towards high-yield revenue crops that optimize water use while resolving complex issues that include access to and use of land. Agricultural reform will entail addressing the difficulties farmers face in accessing production inputs, diversification in the range of agricultural goods and services produced through agricultural research and extension services, and improvement in institutional capacity to export agricultural products. While Libya will be dependent on food imports for fully meeting its domestic food demand for the foreseeable future, it may also explore global investments in agribusiness projects and companies within the mandate of the Libyan Investment Authority.

TRANSFORMATION PROJECTS FOR MODERNIZING AGRICULTURE FOR FOOD SECURITY

- Develop a new strategy for food and agriculture which would take into account the economic and environmental costs of the country's system of farm subsidies
- Establish a food security strategy that would balance between local production, internal and external investments in agro-businesses, and the acquisition of farm land in other countries
- Reform the agricultural extension system and support local farmer organizations to increase information access, develop and disseminate improved varieties, improve techniques, and enhance access to production inputs
- Implement one major downstream project in the agriculture or fisheries sectors in each agricultural region to enable domestic processing of Libyan meat, hides, skins, and oils for national consumption and export to regional and international markets
- Improve access to credit by strengthening the Agricultural Bank of Libya and local farmers' organizations and agricultural credit organizations
- Develop an effective and integrated watershed management system and rehabilitate existing irrigation systems to ensure adequate supply of water for agriculture and prevention of soil erosion
- Fast track existing plans for desalination plants for domestic and agricultural use to hedge against overreliance on water supplies from the Man Made River



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MANAGING NATURAL RESOURCES EQUITABLY, SUSTAINABLY, AND TRANSPARENTLY

Libya's natural resource endowment is both a blessing and a curse. Our significant hydrocarbon wealth has driven economic growth and development but is also a source of vulnerability and tension. The natural resources that sustain our nation's industries, communities, homes, offices, and transport systems also negatively impact the quality of Libya's air, water, and land. Libya's natural resources and their contribution to development remain vulnerable to governance and management weaknesses, unsustainable practices, and conflict. To enable the rapid and sustainable growth envisioned by Libya Vision 2020, non-renewable resources must be used efficiently while avoiding degradation of the environment. Our challenge is to utilize Libya's natural resource endowment for the common good while avoiding the mistakes of the past which promoted the inequitable distribution of key natural resources to political elites. In cases where the economic benefits of natural resources are shared with private investors, we must ensure that private gains are offset by national benefits such as technological acquisition, economic and social infrastructure development, and transfer of knowledge and skills to Libyans. We must increasingly involve our communities in the use and preservation of environmental assets so that our non-renewable resources are used in a manner that balances the needs of the present with the needs of future generations.

In addition to firming up the regulatory framework for environmental management and sustainable natural resource use, increased compliance must be achieved through enhanced monitoring and enforcement mechanisms and coordination between the agencies involved in environmental protection. While our oil and gas resources typically dominate the national dialogue, urgent measures to protect our nation's water resources, biodiversity, land, fisheries, forests, deserts, and other fragile ecosystems must be taken. Regulations will need to be accompanied by clarification of issues regarding master planning and zoning, property rights, and land ownership so that industrial expansion does not adversely impact communities. In moving from stabilization to growth, we must also ensure that all infrastructure programs and projects take into account environmental and social impact assessments.

Natural resource extraction is a vital component of fiscal revenues and can contribute to employment generation and enterprise creation if rents are effectively and equitably distributed. Adherence to extractive industry transparency standards in line with international norms as well as strengthening civil society organizations to monitor production sharing agreements can bring more transparency to how Libya's natural resources are governed and how government revenues are used. Efforts must be made to create effective partnerships with the international community on environmental sustainability and effective compliance with environmental transparency and management conventions.

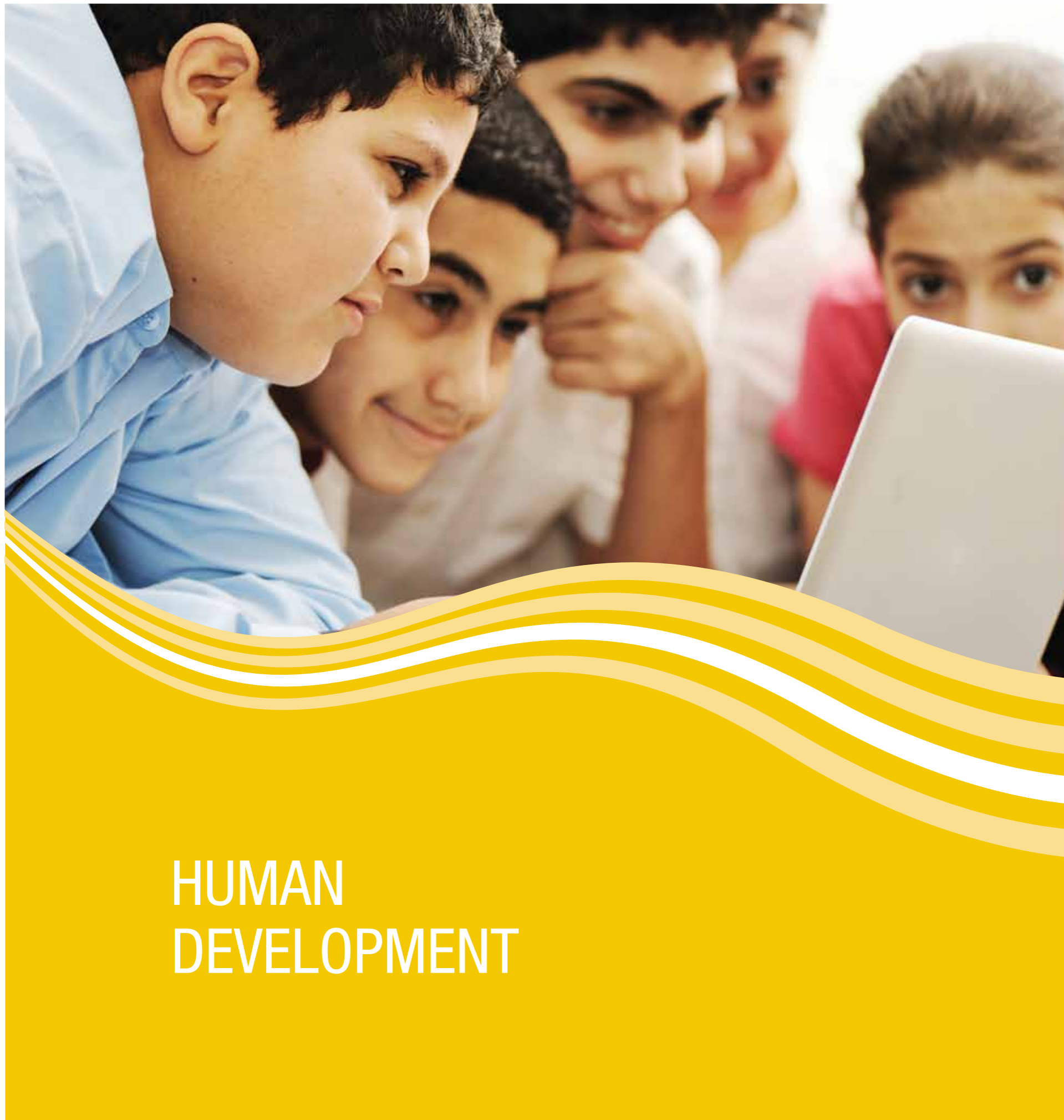


TRANSFORMATION PROJECTS FOR MANAGING NATURAL RESOURCES EQUITABLY, SUSTAINABLY, AND TRANSPARENTLY

- Reevaluate state subsidies on oil and oil products to limit illegal trafficking initially through cash payments while working towards the creation of sustainable and legitimate economic opportunities for affected communities
- Develop and enforce legislation that would require environmental impact assessments are conducted for all publicly funded and privately owned infrastructure projects
- Conduct a public awareness campaign to educate Libyans on the costs and consequences of illegal activities
- Support and implement a new petroleum law to create a more transparent, fair, and efficiently managed oil and gas sector that addresses revenue sharing between central and local government, attracts foreign investment, promotes open and competitive rules for exploration and production rights, and requires social and environmental impact assessment prior to awarding production sharing agreements
- Implement the Extractive Industries Transparency Initiative standards to promote openness surrounding the management of natural resources and strengthen civil society monitoring of production agreements, mineral revenues, and regulatory compliance
- Conduct a geological and mineral exploration program to strengthen bargaining power in negotiations with mineral rights bidders
- Encourage renewable and low-carbon energy generation through the use of feed-in systems and tariffs to raise the share of energy consumption produced from renewable sources
- Accede to and ratify applicable and beneficial multilateral environmental treaties, conventions, and agreements



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HUMAN DEVELOPMENT



PROVIDING A NURTURING ENVIRONMENT FOR ALL LIBYANS

Libya's transformation journey from stabilization to growth requires a just, cohesive, and safe society that provides opportunities and a high standard of living for all. We envision that by 2020, the people of Libya will be better educated, healthier, and more prosperous than at any other time in our history. Having gained the right to determine our own destiny in a new and democratic Libya, we still confront the challenges of educating our youth to achieve their full potential, improving access and quality of social services, and restoring our communities and social institutions. Our vision for human development revolves around building human capabilities and removing obstacles that prevent Libyans from realizing their full potential.

We must improve the quality of education and give greater emphasis to science and technology fields which will support the diversification and growth of our economy. Ensuring adequate healthcare will require a high quality system that caters to the needs of our growing population, warrior community, the elderly, and individuals with special needs. Social infrastructure that provides protection to the most vulnerable groups from poverty and deprivation must be built. However, the welfare of our people will not only revolve around the state but also be based on support from strong and resilient communities. Empowering our people and strengthening our communities across the nation will ensure that Libya's municipalities focus on people's needs and provide accessible services, housing, and transport to build thriving local economies. Well-designed and managed urban centers are essential for creating an environment that infuses a positive community spirit rooted in the preservation and flourishing of our culture.

EDUCATING OUR YOUTH TO BE FUTURE LEADERS

Libya's education and training system will play a major role in providing our population with the necessary skills to diversify the economy, grow new industries, make informed life decisions, and participate in political and social processes to achieve stabilization and recovery. Education and lifelong learning is both a human right and critical prerequisite for the transformation envisioned by Libya Vision 2020. While Libya has made significant gains in educational access and equity, our education and training system faces a variety of challenges such as weak administration and management, poor quality instruction, lack of alignment with the needs of our economy, inadequate facilities, shortages of quality educators, and an insufficient focus on science and technology in education and research. The level and quality of our education and training system is not currently sufficient to meet the growing development challenges that now confront our nation.

Transforming education in Libya to catalyze the socio-economic changes envisioned by Libya Vision 2020 will require effective governance mechanisms to coordinate institutions, align economic policy with the education and training system, and ensure the quality of institutions and programs. The institutions which have policymaking, regulatory, and operational authority to govern Libya's education system lack coordination mechanisms to reduce overlapping authority, promote

systemic adaptation, and ensure quality at all levels. There are no mechanisms to surmise emerging skill requirements required by the national workforce and to include the views of external stakeholders in education system and planning policies. This lack of coordination to meet economic and development needs has led to high levels of youth unemployment and a mismatch between the qualifications of outgoing students and the needs of the labor market. Enhancing cooperation between ministries as well as increased information sharing between employers and the ministries involved in education and training will help anticipate the skills needs of the economy and provide the labor market with a well-equipped workforce.

Teacher quality is a critical factor in promoting student achievement. While Libya does not face a quantitative shortage of teachers due to our legacy system of employing reserves, we do have a qualitative shortage of qualified teachers. Many of our nation's educators at the primary and secondary level lack sufficient qualifications and are not obligated to undertake service training to maintain and update their skills to new requirements. Teacher training programs linked with professional licensing standards must be considered as a method for upgrading teacher quality. Retraining opportunities can also be offered to existing reserve teachers who may find employment in other sectors of the economy.

Low salaries for teachers mean that many talented new graduates are not encouraged to enter the teaching field, and veteran teachers are not incentivized to upgrade their skills. For this reason, efforts to update the national curricula and utilize new educational technologies in the classroom have been marginally successful, drop out and repetition rates have surged, and education options for children with special needs are lacking. One way of identifying and remediating system deficiencies and benchmarking Libya's education system relative to other countries should be participation in international student assessments such as the Trends in International Mathematics and Science Study, the Progress in International Reading Literacy Study, and the Program for International Student Assessment.





“Commercialization of academic research can be accomplished by investing in the creation of industry specific incubators”

Libya’s education system has traditionally promoted early specialization whereby more successful students are tracked into academic streams while poor performing students are tracked into technical vocational education and training (TVET). This practice has perpetuated long standing student and parent perceptions that TVET is a second class educational track for poor students. Rather than attracting students interested in emerging new technical fields, Libya’s intermediate vocational and higher vocational centers are viewed as institutions which enroll students whose grades are below the level required for academic tracks at the secondary and tertiary level. Improving the image of the TVET system and strengthening it will be essential to promote specialization of students in promising economic sectors such as renewable energy, tourism, agriculture, and construction which are essential for job creation and will be important to economic diversification. The government must consider altering its quotas on student enrollment into universities to help steer students into technical areas of strategic importance to the Libyan economy.

As in other Arab countries, Libya is experiencing a youth bulge which has put stress on the education system due to increased enrollment. Over the last decade, many of Libya’s public universities have doubled in size. Though there is a continued long-term trend toward higher budgets for education, meeting the combined demands of increased access, assuring relevance, and improving quality in the face of finite resources is a significant challenge we face. Libya’s education system is failing to produce the right quality and mix of human capital needed for development. Arts and social science graduates are disproportionately higher than graduates in science, technology, and business fields critical to future economic development. At the same time, the research function has gradually been marginalized in Libyan universities. University research centers are few and do not have access to critical resources. Commercialization of academic research can be accomplished by investing in the creation of industry specific business incubators, upgrading the capacity of existing incubators, as well as establishing links between industry and academia.

TRANSFORMATION PROJECTS FOR EDUCATING OUR YOUTH TO BE FUTURE LEADERS

- Reassess the governance of the national education and training system
- Develop educational curricula and training programs that respond to the current and future needs of the labor market and that provide a solid grounding in moral and ethical values, traditions and cultural heritage, innovation and creativity
- Introduce stringent quality assurance mechanisms to ensure that education institutions are well-developed, independent, and accountable
- Reevaluate the process of payments and eligible fields of study for students who receive government scholarships
- Activate licensing and certification requirements for teachers to begin with foreign instructors and later to be expanded to Libyan teachers
- Establish a system for funding scientific research in areas of interest to future societal and economic needs
- Create links between academia and industry by altering the structure of university and school boards to ensure the inclusion of representatives from various industries and the private sector
- Implement an awareness campaign to improve the public perception of TVET and incentivize enrollment with targeted scholarships



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INCENTIVIZING PRIVATE SECTOR EMPLOYMENT

Transforming Libya into a diversified economy will require increased private sector employment participation. However, the labor market remains highly segmented with the majority of Libyans employed in the public sector. Socio-cultural factors and the perception of more favorable conditions of employment offered by the public sector have led to reluctance in joining the private sector. Preferences for public sector jobs coupled with limited comparable opportunities in the private sector have precipitated a crisis in which the government is unable to create suitable employment opportunities to absorb our youthful population entering the labor market. Libya Vision 2020 envisions increased and diversified participation of Libyans in the labor market through investment in education and training, incentives for private companies to hire Libyans, and measures to encourage more women to enter the labor force. Initiatives that reduce barriers to entrepreneurship will also encourage Libyans to invest in establishing their own businesses.

TRANSFORMATION PROJECTS FOR INCENTIVIZING PRIVATE SECTOR EMPLOYMENT

- Activate the national training fund and implement hiring quotas that would promote the hiring of Libyans in foreign owned companies
- Increase enforcement mechanisms for laws that regulate the import of labor and which limit foreign labor in cases where there are Libyans with sufficient qualifications
- Increase opportunities and employment support for women by creating childcare facilities, equal employment opportunity offices, and female entrepreneurship centers
- Conduct a national employment skills survey to identify skills gaps and shortages in key growth industries
- Establish a program that promotes female employment in fields that women have not traditionally pursued like oil and gas
- Establish a national entrepreneurship fund to provide startup and expansion funding for promising entrepreneurs



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PROVIDING QUALITY HEALTHCARE TO ALL

Good public health will allow Libyans to live fuller and happier lives. However, post-conflict health system assessments have revealed that Libya's healthcare system faces significant challenges in providing quality care. Libya's healthcare system is founded on a primary care model with a network of centers and polyclinics that serve local communities. Low quality care at primary health care facilities has overburdened secondary and tertiary facilities which also face service issues and lack resources. Our healthcare system also lacks specialists in medical fields important to meeting the needs of the youth, veterans, and the elderly such as maternal and mental health, non-communicable diseases, and substance abuse.

While health care service delivery is free of charge, private spending on healthcare for specialized treatment abroad has surged due to mistrust in the quality of the nation's healthcare providers. Instead of investing in domestic healthcare infrastructure, the previous regime funded medical care for Libyans abroad. However, the process of applying to these grants was unclear and rife with corruption. The application process for treatment abroad must be standardized and independently audited on a regular basis, and clear guidelines should be developed and shared widely.

Through public-private partnerships, Libya can gradually establish highly specialized healthcare services that will allow us to treat medical conditions that are currently being treated outside the country. The experience of other developing countries shows that the

involvement of the private sector in building and managing healthcare facilities can lead to major advancements in the provision of medical services and promote competition that leads to system quality improvements. The introduction of a universal insurance scheme that can provide Libyan citizens with a choice between receiving treatment in public or private healthcare facilities can also foster competition between providers with the ultimate goal of ensuring that all Libyans have access to the best possible treatment options within the country.

Transformation of the healthcare system to deliver strong, integrated services will require training and capacity building for ministry officials and health care professionals as well as reevaluation of the remuneration structure of the sector. A national health strategy must be established to strengthen public management, support the development of effective administration systems, ensure vital equipment and medical supplies are available, strengthen licensing procedures, develop surveillance and monitoring systems, and structure appropriate forms of decentralization to allow more responsive and locally relevant health service delivery. Development plans must also place greater emphasis on public health education and prevention. The dissemination of health information through an ambitious and persistent program of public health education using print, television, radio, and online sources can address issues such as road safety and substance abuse, which are significant public health issues, while also rebuilding the public's confidence in the healthcare system.



TRANSFORMATION PROJECTS FOR PROVIDING QUALITY HEALTHCARE TO ALL

- Develop a model of healthcare with sufficient capacity, funding, and coverage for the entire population including the introduction of an insurance scheme and the creation of public private partnerships to support the provision of specialized healthcare
- Implement a national screening program for the early detection of major non-communicable diseases
- Develop a national healthy lifestyle promotion program that features a media campaign aimed at raising awareness of healthy nutrition and the health risks of tobacco and drug use
- Establish national standards for public and private healthcare facilities
- Review the process of purchasing drugs and medical supplies to allow for input from the municipalities on the medicines needed at the local level while centralizing purchasing to enhance efficiency and control costs
- Prepare a comprehensive strategy aimed at addressing major health challenges facing women and children
- Standardize the application process for treatment abroad and perform regular independent audits
- Develop specialized post-traumatic support facilities aimed at supporting the veteran population
- Create taskforces for the development of national programs aimed at dealing with major public health challenges such as cardiovascular diseases, diabetes, cancer, HIV/AIDS, and road safety



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CARING FOR OUR COUNTRY



“Our aspiration is for a nation with an effective social protection system”

Our post-conflict nation building experience has revealed weakness in our ability to support families that face special circumstances which require social support. Ongoing conflict, social challenges, urbanization, and increasing economic pressures involved in supporting households have gradually brought hardship to groups such as the elderly, single parent households, veterans, conflict-affected populations, youth, the physically and mentally disabled, and orphans. Adverse social consequences are beginning to manifest themselves from a lack of sufficient support systems including juvenile delinquency, substance abuse, widespread youth unemployment, social exclusion, and ongoing mistrust of institutions that feeds violence. Our aspiration is for a nation with an effective social protection system provided by multiple stakeholders that assists the weak and vulnerable who cannot look after themselves.

This will require a national social protection policy, a broader range of community-based support facilities, and more precise data collection for targeted interventions.

Libya must enhance its social protection system at the national and municipal levels to support its citizens who are unable to obtain a minimum standard of living through their own efforts and assist them to become self-reliant. This would include balancing passive labor market interventions such as income support and unemployment insurance with active labor market intervention programs that include training and retraining of the unemployed, counseling, job placement

assistance, and government securitized loans for aspiring entrepreneurs. Public works programs have considerable potential as an employer of last resort and as an instrument of social and economic reintegration. Such programs can provide productive employment at an acceptable wage to help people gain employment skills and help them enter formal employment. Successful programs from other countries have involved the private sector and focused on community restoration and maintenance and infrastructure development. Libya must also consider reforming its social security and unemployment benefits scheme to accommodate all individuals. Specific strategies are needed to provide targeted assistance to enable all Libyans to have access to gainful livelihoods, quality social services, and infrastructure that accommodates basic needs.

Libya's success in formulating and implementing social policies should be measured by the quality of life achieved by the country's most disadvantaged. The experience of other post-conflict countries has shown that economic growth, rising levels of education, and employment expansion will not eliminate and may even aggravate inequalities between different communities and regions unless corrective steps are taken. Measures to reduce and alleviate inequalities must be targeted at the most deprived areas to reduce regional disparities within the country.

Libya's progress will depend on its ability to provide increased opportunities for the disadvantaged to take ownership of their future through their own efforts. Not doing so will present a persistent threat to the stability, wellbeing, and development of our country. In this way, the progress of Libya depends on the progress of our most vulnerable

TRANSFORMATION PROJECTS FOR CARING FOR OUR COUNTRY

- Improve and strengthen the social protection system for disadvantaged and vulnerable groups through expanded funding and more targeted service provision
- Develop a plan to ensure social inclusion for people with disabilities which includes awareness programs and enhancing access to public and private facilities
- Promote the expansion of community rehabilitation programs for veterans and physically and mentally impaired individuals



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BUILDING STRONG AND PROSPEROUS COMMUNITIES

Whether in cities, suburbs, or rural areas, nearly all Libyans reside in local communities. Strong and prosperous communities can contribute significantly to quality of life and well-being. However, lack of planning, ineffective government coordination, and absence of policies on urban land use have led to deterioration of the communities in which we live. Libya Vision 2020 supports strengthening communities across the nation by focusing on citizens' needs for accessible public services, housing, transport, and employment. Libya has a wide diversity of communities that range from large cities to highly dispersed rural populations. Libya's varied development requires a balance between the growth and regeneration of large urban areas and rural communities. Municipal development strategies that address imbalances and disparities in economic and social development and promote public-private partnerships must be formulated. We must ensure that the role of regional and local urban centers is recognized and development decisions incorporate their needs. A strategy for developing capabilities at the municipal

level to cope with infrastructural deficiencies should be adopted to enable decentralization of financial and administrative powers and improved service delivery.

The quality of the places in which Libyans live impacts all aspects of life. It is essential that urban areas are built based on sound urban design principles to ensure our communities are safe, well connected, adaptable, environmentally sustainable, and planned in consultation with local residents. Good urban design is essential for communities that can create social and economic value. Attention must be given to providing all of Libya's communities with basic infrastructure and services such as safe drinking water, waste disposal, public transport, telecommunications, health and education facilities, and recreational outlets. Well designed and managed communal spaces, such as parks and gardens for recreational purposes, are also essential for communities to grow by creating a sense of belonging and promoting social cohesion.

Sufficient and affordable housing in urban and rural areas for all Libyans is critical for building strong and prosperous communities. Urban development planning must identify and more effectively plan for Libya's housing needs and provide for a range of options that meet the needs of different socio-economic groups and regional differences in housing preferences. Regulation of squatter settlements is a major component lacking in housing policy. Informal settlements pose serious public health and environmental challenges as well as inhibit development and fuel conflict. A significant challenge will be to provide all citizens with access to affordable, adequate housing which offers sufficient privacy, space, security, and infrastructural services. Achieving this will likely require heavy investments. In addition to aligning housing supply with demand, housing policy reforms must also rationalize the housing market by establishing procedures for transactions, creating a legal and regulatory framework for construction and registration, and improving land use planning.



TRANSFORMATION PROJECTS FOR BUILDING STRONG AND PROSPEROUS COMMUNITIES

- Create a plan for addressing power and water shortages which would include security of power stations and power and water lines as well as enhancing network connectivity and load shedding
- Improve the efficiency and environmental quality of Libya's cities and urban areas by applying good urban design principles
- Ensure that water supply requirements and the need to protect water sources from pollution are considered fully when new developments are being planned and designed
- Support the expansion and improvement of telecommunications and broadband infrastructure to Libya's communities



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PRESERVING OUR NATURAL ENVIRONMENT

Significant wealth can be gained from our natural environment if it is used responsibly and sustainably. However, Libya's environmental endowment is being degraded by rapid population growth and economic activity. Increased demand for power, rising numbers of automobiles, and industrial development have had a significant impact on air quality, particularly in our coastal cities. Stricter enforcement of air quality regulations and adoption of pollution-free, efficient renewable energy technologies are needed to reduce the environmental impacts of growth. Industries and agriculture also contribute to water pollution through the release of untreated effluent and contamination of surface and underground water systems with agro chemicals. Poor sanitation is also a source of pollution. Run-off water from urban areas eventually finds its way to the sea. Municipalities will need significant resources for sewage network infrastructure construction and maintenance and construction of treatment plants to more effectively deal with urban and industrial wastewater.

Poor sanitation and waste management is a major cause of environmental health problems. In many residential areas, the provision of adequate water supplies, sewerage, and refuse collection is lacking. This lack of infrastructure has led some people and businesses to dispose of household and commercial waste in water bodies and public areas. Even when refuse is collected, it is often dumped in landfill sites located in areas with a high risk of contaminating water bodies. In

coastal areas, the sea is often polluted by the discharge of untreated liquid waste which damages the marine environment. Libya's municipalities will require the funds to upgrade infrastructure for solid waste collection, transport, and disposal.

Because of Libya's climate and desert ecosystem, water conservation is paramount to development. Water shortage is already a serious concern for a large number of Libyans. Rising consumption will further increase water scarcity as population growth, food production, industrialization, and improved living standards place more demands on Libya's water supply. Subsidized water has resulted in inefficient domestic and agricultural water use. Government policies need to be revised to incentivize water efficiency at the household level. Decreasing the use of water for agriculture can also be achieved by raising crop productivity and better wastewater management. Increased use of desalination will also be critical to expanding municipal water supplies for domestic and agricultural use. Given the large cost of major water projects, more emphasis needs to be placed on decentralized projects to manage water demand and conserve water resources. Because Libya shares two aquifers with neighboring countries, a multilateral approach must be taken for sharing and utilizing water resources. Efforts should also be directed at creating partnerships with the international community and civil society participation in addressing Libya's environmental challenges.

TRANSFORMATION PROJECTS FOR PRESERVING OUR NATURAL ENVIRONMENT

- Raise awareness of the major environmental challenges facing Libya through a national awareness campaign
- Establish strict rules pertaining to pollution and strengthen enforcement mechanisms
- Develop a plan for using renewable energy in pumping water from the Man Made River and desalination plants
- Reevaluate water subsidies and introduce stricter mechanisms for collecting tariffs for water usage
- Minimize leakages from water supply pipes and reservoirs by assessing the current infrastructure and evaluating the cost benefit of possible interventions such as lowering water retention time and storing water in underground caverns
- Support the creation of mass transit at the municipal level with vans and buses running in dedicated lanes
- Mandate fuel efficiency standards for all new vehicles
- Enact a carbon tax to help curb carbon emissions with proceeds getting reinvested in infrastructure upgrades in polluting sectors



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REBUILDING OUR NATIONAL IDENTITY



“We will need to adapt to the challenges of cultural globalization and integration while retaining the positive aspects of our values and heritage”

Libya has not succeeded in harnessing its social and cultural diversity towards achieving a shared vision of the future. Many of the social structures and institutions that were at the heart of Libyan identity in the past were eroded. Ideas about unity, patriotism, formation of a national identity, and belief in the common good are not universally shared. At this stage in our history, we must reframe and rebuild a new identity that embraces traditional Islamic values, honors the achievements of the past, and accommodates the opportunities presented by the future. This will require us to define a productive role for our country as a member of a global community in which social values and attitudes are changing at an unprecedented rate. Within Libya, cultural and societal change will continue to be accelerated through increased exposure to other cultures. We will need to adapt to the challenges of cultural globalization and integration while retaining the positive aspects of our values and heritage that distinguish Libya from other nations. Our cultural policies must enhance social integration, build national cohesion, support peace and stability, and enhance civic responsibility.

Libya must become a unified and proud nation that has common goals, a shared heritage, national pride, and a commitment to stability. We must stress belongingness to one nation while embracing our mix of cultures, customs, languages, and traditions.

Traditional leaders will be an important part of the democratic process, and their role must be clearly defined in order to promote social tranquility and effective governance. A cooperative relationship between traditional leaders and elected officials will need to be formed so that our tribal heritage can complement the future work of government institutions at the national and local level while involving all Libyans in the social and economic transformation of our country. Strong cohesive families and communities that care for their members will play a central role in maintaining cultural, moral, and social values.

Libya's cultural and social heritage consists of our systems of social organization, beliefs and practices, systems of property ownership, labor and decision making patterns, marriage practices and family structures, sports and recreational activities, as well as our languages, history, artefacts, and architectural structures. The positive elements of our cultural and social heritage, attitudes, and values must be used to form a Libyan identity that can serve as a basis for socio-economic transformation and development. Libya's previous leaders were not supportive of hard work, innovation, and creativity and failed to create an environment for such values to emerge. As a result, many Libyans have a high degree of apathy and lack accountability, motivation, and ambition.

The development of programs and policies that focus on building national identity, particularly amongst the youth, must instill values such as commitment to national destiny, putting the nation first, unity, and respect for human rights, good governance, transparency, and accountability. In this way, Libya will create a population that is committed to a future vision for the country and citizens who are committed to fulfilling their role in building our nation.

TRANSFORMATION PROJECTS FOR REBUILDING OUR NATIONAL IDENTITY

- Foster community based development through the support of civil society institutions including community centers, sports clubs, and youth centers
- Establish a national service program as an alternative to military service
- Develop a national awareness campaign that celebrates Libya's Islamic, Arab, and African heritage and highlights values such as civic responsibility, innovation, meritocracy, and good governance
- Review and update laws and regulations on cultural preservation and archaeological heritage to ensure the protection and restoration of national museums and monuments as well as providing funding for cultural research



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GOOD GOVERNANCE AND PUBLIC SECTOR REFORM



CREATING AN EFFICIENT, TRANSPARENT, AND ACCOUNTABLE GOVERNMENT

Improving governance is essential to attaining the goals articulated in Libya Vision 2020 and establishing a stable and well-functioning nation. Libya's public sector currently provides poor quality services, lacks transparency, and is not accountable to the people. These challenges are a direct result of the debilitated governance institutions that Libya inherited from the previous regime. Putting the country on the path to sustainable development requires the government to provide essential services to all citizens and municipalities and operate in an efficient, effective, transparent, and accountable manner.

IMPROVING PUBLIC SERVICE DELIVERY

Strengthening public service delivery to be more responsive to citizens at the national and municipal level is a primary goal of Libya Vision 2020. More responsive public service delivery requires improving the channels through which public services are currently delivered and developing new community-based service delivery channels. To ensure that basic services such as security, water, food, sanitation, education, and healthcare are delivered to all communities, the role of the national government relative to municipal governments must be clarified.

Due to their proximity to local communities, municipal government institutions are in a better position to understand and respond to local needs. However, many local government entities do not have the tools to effectively provide basic services to citizens. Libya's focus over the next few years should be to build local government capacity and facilitate working relationships with the central government. A shift to more community-based approaches to public service delivery will help address the marginalization of certain areas in

the country and ensure that allocation of resources takes into account historical injustices. The decentralization of service delivery coupled with a linkage between municipal government budgets and service delivery improvements will ensure municipal governments comply with universally agreed upon service delivery standards and are responsive to the needs of their communities.

At the national level, public sector service delivery reforms must emphasize increased customer orientation, more responsive delivery, and enable citizens and businesses to access key government services online. This effort will include defining clear lines of responsibility, developing structures for administrative control and oversight for each government entity, ensuring uniform processes across government entities, limiting instances of corruption, and adopting online modes of service delivery. Change management systems must be created to ensure that the pace of reform is aligned with the ability to incorporate and sustain significant process and structural change.

An efficient, motivated, and well-trained public service is critical to reach the goals of Libya Vision 2020. The government must focus on fostering an attitudinal change in public service that values transparency and accountability to the citizens of the country. This change in the organizational culture of the public sector can be achieved by conducting a census of civil servants, including analyzing how the service is organized, grades, salaries, benefits, and mechanisms of recruitment and promotion, that will form the basis for establishing a system of meritocracy to ensure increased efficiency and citizen accountability. Results based management must also be linked with the implementation of Libya Vision 2020 goals.

TRANSFORMATION PROJECTS FOR IMPROVING SERVICE DELIVERY

- Pursue constitutional and legal reforms to strengthen public service delivery mechanisms at the community level
- Pursue legal reforms that are necessary for the devolvement of power to the local level
- Decentralize administration, development planning, and implementation to municipalities
- Introduce an effective system of fiscal decentralization which gives municipalities control over a substantial portion of their revenues
- Establish a national development planning system to integrate and coordinate development planning at all levels and in all sectors
- Establish a national portal to register citizen complaints and log service quality concerns
- Appoint citizen oversight boards to key public sector institutions to assess the effectiveness of service delivery, make policy-level recommendations, and more effectively address issues of concern to communities



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INCREASING TRANSPARENCY AND ACCOUNTABILITY



“Addressing weak public sector management systems requires developing and implementing oversight mechanisms for transparency and accountability”

Experience from other post-transition countries shows that weak public management and lack of budgetary controls can lead to corruption and perpetuate poor service delivery. Addressing weak public sector management systems requires developing and implementing oversight mechanisms for transparency and accountability across all government institutions and state owned enterprises. To this end, the government must champion the development of a national procurement system, enhance checks and balances on government institutions by changing the reporting mechanism for the Audit Bureau from the executive branch to legislative authorities, introduce a performance based budgeting mechanism that links budgetary allocations to meeting institutional goals, publish government financial information, and hold hearings to justify budgetary requests by ministries and state owned enterprises. Given the large contribution of the oil and gas sector to government revenue, all previously awarded contracts will need to be reevaluated to ensure that they meet international standards for public procurement and comply with updated national laws governing the oil and gas sector.

Good governance can be ensured by strengthening democratic processes and enhancing the quality of service delivery through citizen participation. The participation of citizens, independent media, and civil society institutions in policy making and service delivery is fundamental to providing a check on the government and ensuring public administration is more responsive to the needs of citizens. The government should support the participation of citizens in the political process by publishing draft laws and holding public hearings, ensuring that citizens are informed of their rights, and developing public awareness campaigns to educate the citizenry on the important topics being considered by the legislature. Support for civil society should include the development of enabling laws and regulations, the creation of a dedicated independent fund to support institutions, and the development of support centers that provide training and networking opportunities. Given the important role independent media plays in the political process, legal protection and sound media laws should be introduced. These efforts must be aimed at ending impunity for crimes against journalists, supporting the decriminalization of libel and insult laws, and introducing legislation to support freedom of information laws and fair broadcast licensing mechanisms.

TRANSFORMATION PROJECTS FOR INCREASING TRANSPARENCY AND ACCOUNTABILITY

- Establish a leadership code of conduct which includes a declaration of wealth by public officials
- Draft and implement a unified government procurement system
- Develop legislation that moves information and data produced by government entities into the public domain
- Conduct civic education programs aimed at informing citizens about the major issues affecting the country and increasing their participation in the political arena
- Create an independent regulatory structure for license allocation to media companies



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IMPLEMENTING LIBYA VISION 2020

IMPLEMENTING LIBYA VISION 2020

Recognizing that effective realization of Libya Vision 2020 hinges on its implementation, this vision advances a framework and broad strategies within which a national strategy and implementation plans will be developed. The future national development plans which will be prepared based on the broad direction articulated in Libya Vision 2020 will advance sector strategies and specific targets to help the country achieve stabilization and growth. As a next step, the team behind Libya Vision 2020 will coordinate the formulation of a national development strategy covering 2014-2016 in consultation with a broad spectrum of the Libyan society, including civil society institutions, the private sector, and representatives from the public sector.

Publishing this draft vision is by no means the end of the planning and consultative process. The broad strategies and action plans that Libya Vision 2020 contains should be systematically reviewed and adjusted. Ensuring that the objectives of this vision and subsequent national strategy and implementation plans are achieved will require a transparent, publicly accessible monitoring and evaluation system that sets measurable targets and priorities and allows public scrutiny. Periodic reports should be issued to enhance the government's ability to steer the process of implementation, ensure compliance, allow for corrective actions, and reinforce evidence-based decision making. The monitoring and evaluation system for Libya Vision 2020 should also include clear identification of accountabilities and built in mechanisms that identify and help mitigate risks before they manifest.

LINKING GOVERNMENT BUDGETING TO PROGRESS

Central to achieving the goals of this vision is the allocation of appropriate resources needed to manage and implement transformation projects. The team behind Libya Vision 2020 foresees the adoption of a performance based budgeting system and monitoring and evaluation system that links government priorities with budgetary allocations. Integrating Libya Vision 2020 and future national development strategies with a performance based budgeting system will help steer government development plans towards sustainability, focus the government's resources on achieving a common vision, optimize expenditures, and ensure accountability to the people.

To ensure efficient implementation of Libya Vision 2020 and future national development strategies, the roles and responsibilities of all stakeholders within national and local governance structures will need to be clarified. A specialized department within the Prime Minister's Office should be established to oversee the implementation of Libya Vision 2020.

This department can be tasked with the overall management of the monitoring and evaluation system and issuing periodic reports on implementation status compiled from ministries, government owned enterprises, and municipalities. These performance reports should be presented annually to the Libyan legislative authority and made publicly available for citizen comment.





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