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**Dr. Ahmed Jehani,**  
**Minister of Reconstruction, Chairman of the Stabilization Team**  
**National Transitional Council of Libya**  
at the  
**United States Institute of Peace**  
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It is a pleasure to appear today at this respected institution to talk about the foundations of peace in the new Libya. My name is Ahmed Jehani. I am the Minister of Reconstruction in the National Transitional Council of Libya and Chairman of the Stabilization Team that has been planning for Libya's transition to a free, democratic and prosperous state since the revolution began five months ago.

I am no stranger to Washington, DC, though this building is new for me. I lived in Washington for 30 years when I worked for the World Bank as a legal advisor and country manager for the Caucasus. It is good to be back, particularly in view of your country's strong support for our struggle both militarily and economically, through NATO, the UN and other multilateral actors.

I appreciate the United States Institute of Peace for hosting me today because it is important that people in America understand the importance of what is happening in Libya. I hope my talk today provides you with a new appreciation for the significant effort that is underway to rebuild our country and how our two countries can work together to create a thriving, democratic Libya.

Let me begin by expressing the Libyan people's deep gratitude for the help that President Obama, his administration, the US Congress and the American people have provided. Because of the US intervention an early atrocity against humanity was avoided. Because of the humanitarian aid we have been able to meet the basic needs of the Libyan civilians. And because of America's vocal support we have earned recognition and funding from the international community. The Libyan people will never forget the support America provided to us in our time of need.

I also want to be clear that the National Transitional Council is committed to creating a new democratic Libya. Earlier this week at the UN, Chairman Jalil reaffirmed our commitment to fight to ensure Libya becomes "a vibrant state that upholds human rights."



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Our road map for building democracy and civil society includes the drafting of a constitution by a representative authority, the approval of the constitution by a popular referendum and, then, for the first time in Libya's history, holding free elections for a representative government.

September 17<sup>th</sup> was a momentous day in our history. It was the first day of school for Libyan children. And I cannot think of a better way to mark the seven month anniversary of our revolution than to start a new school year without Gaddafi dictating the curriculum.

For the first time in four decades, young minds will be not taught a restricted curriculum full of eccentric philosophies. Students will now be able to study formerly banned languages, such as English, French and Italian, and read updated school books.

And for the first time, Libyans are freely making their voices heard without fear of punishment. And this too is a good thing because intense public debate is the bedrock of a free and civil society.

The National Transitional Council has been planning for the democratic transition for over 5 months. And our accomplishments to date can be attributed to the thoughtful and meticulous nature of those planning efforts.

We are pressing ahead to liberate the last remaining pieces of Libya occupied by Gaddafi's forces. As we do so, we must continue to lay the foundations for our new state while maintaining unity and stability.

Libya is not without resources to face this challenge. We produce approximately 2 percent of the world's oil supply and I'm happy to report that our oil production capacity is coming back online and three of the five refineries in Libya have restarted operations.

As we get access to our nations large reserves, the focus of the type of help we need shifts from money to knowledge and technical know-how. We need help to quickly gain expertise and experience that we have lacked, and to build the relationships that we have foregone for the last 42 years.

The NTC has been coordinating stabilization efforts with the United States, United Kingdom, Canada and United Nations in order to incorporate lessons learned and best practices from Iraq, Afghanistan, Kosovo and Bosnia.

Because of Gaddafi's isolationistic policy, many Libyans have little experience dealing with international partners who are eager to provide assistance. As a result, we need our partners to be disciplined in observing a division of labor and *working in partnership with us rather than our behalf.*



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This means a different relationship with the international community from the typical donor-recipient relationships in other countries. Libya is not dependent on donors for grants. Instead we are looking for partners to collaborate with us, to help us to develop our resources, to work with us to form skills that we need to successfully carry forward a prosperous, democratic future.

The critical requests for needs assessments and support are related to developing the vision for a democratically led Libya. In key sectors: police, public finances, basic services like education and health, communications, political processes, and transitional justice—we welcome help to set the direction and describe the approaches we will need to take to govern and manage. The key questions that must be answered are both political and technical:

- How centralized should the decision-making process be?
- How will delivery of services be split among public, non-profit and private providers?
- And what types of skills must Libyans build to manage these new systems?

After decades of isolation, many Libyans have little experience dealing with international partners who are eager to provide assistance. But we need our partners to be disciplined in observing a division of labor and working in partnership with us rather than on our behalf. Simply put, we will lead, and if you are willing, you will support us.

We shall organize our relations by sector, reflecting the emerging structure of our budget. The main sectors where we are seeking outside expertise to identify critical needs are:

Justice and rule of law, including transitional justice. Sadly, my country needs a great deal of help in this area, to avoid retribution, but also to bring those with blood on their hands to justice.

Macro-economic and fiscal management. We are fortunate that the World Bank and IMF had a relationship with the Central Bank and Ministry of Finance before, so it will be relatively easy to identify necessary reforms and adjustments here, so that the international community feels comfortable releasing our frozen assets to us. We do not need a large multi-donor trust fund. Our financial systems must be strengthened quickly so that we can disburse our own funds on our priorities.

Public service and public administration reform. We want the Libyan people to see a real change in the attitude of the Libyan public service. They should see real improvements in basic service delivery and mechanisms to hold public servants accountable when they fail.



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Health. The health sector took a real beating in the revolution and we must make urgent repairs. I pay tribute today to the brave medical professionals in my country and the international NGOs that helped them during the struggle for cities that the regime bombarded for weeks at a time.

Police, borders, and coast guards. We now the former regime relied on mercenaries from across our borders, so we must tighten controls on our borders.

Media and public engagement. Part of convincing the Libyan people that their lives are changing for the better is to talk to them more. We have to train and encourage our public servants at all levels to engage with the media, without fear, and teach the local media how to hold us accountable in a responsible fashion.

We also propose to have cross-sectoral groups on key themes, such as transparency and women's empowerment, which cut across several sectors.

In meetings in Paris and New York we asked and have received a clear commitment from three of the world's leading multilateral organizations – the European Union, the United Nations and the World Bank, with support from the International Monetary Fund – that they will lead development of needs assessments for these most urgent needs. We are grateful for their help, but we are mindful that assessment take time and we must act quickly to gain the confidence of the Libyan people.

We are assured the first assessment teams – those that will look into the public financial management systems in Libya – will arrive in Tripoli as soon as the security situation allows. Many nations are now returning to Tripoli to reopen their Embassies. I think your country reopened its Embassy yesterday. So I think the security situation is also improving rapidly and these assessments will commence in the next two weeks.

These assessment teams will not work in a vacuum. We are identifying points of contact in our key ministries to work with the teams, to be sure that their recommendations are grounded in reality, and implementable, in the short term. The Libyan counterparts will also learn much from the experience of working with experts from these multilateral organizations.

I told the lead organizations on Tuesday in New York, and representatives of sixty countries, that I would take stock of progress at a meeting in Libya in about a month's time. This is what the world expects of us. The UN Security Council resolution adopted last week calls on the UN to work with on coordinating assistance from bilateral and multilateral sources. We are off and running, but we insist that the process be Libyan led and well coordinated. The new UN Mission in Tripoli will be a great asset when it comes to coordination of assistance.



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Once the recommendations are in hand, we aim to provide resolute direction for each sector. When we have shared in an assessment, we shall use it for our policy-making. When we reach a policy conclusion, and share it with Libyan citizens and international partners alike, we shall aim to stick with it. We intend to base our decisions on evidence and abide by them.

A major factor in Libya's transition process will also involve reconstruction. There is an urgent need to rebuild and modernize our critical infrastructure. Even prior to the revolution, roads, airports, medical facilities, water & sewer systems outside of Tripoli were largely underdeveloped. We will have the resources for these projects, but we will need the best skills available from the private sector.

Finally, we recognize that our relationship with our international partners goes beyond the provision of technical advice and project-funded consultancy. There will be policy areas of mutual concern. Because Libya sits at the crossroads of so many regions: the Mediterranean, Africa, the Arab world, and the Muslim world—we will have relationships and partnerships which will coincide with many interests in the international community. We welcome an open and frank policy dialogue on areas of common concern.

And while we welcome the advice and concerns of the international community, we want to make clear that the decisions in our transition will always be Libyan decisions. Furthermore, our partnerships must be founded on the agreement of values that commit to a prosperous, free, and democratic Libya that lives at peace with itself and with its neighbors.

In the next days, we are announcing the reorganization of the Executive Office of the NTC in order to reflect new political realities and provide leadership suitable for the period ahead. And in so doing, we will prepare for the declaration of the Liberation Day which will start the clock for the timetable as set forth in the Constitutional Declaration with the aim to continue the work on stabilization and national reconciliation.

The road ahead will not be without challenges and there is much more work to be done to rebuild Libya. However, I am confident that building upon our early successes and in partnership with the US and international community we will succeed in unleashing Libya's extraordinary potential.