

Pezeshkian calls for practical measures, national unity to improve livelihoods, economy

Economy Desk

Iranian President Masoud Pezeshkian said on Monday that improving people's livelihoods and the economic situation was the government's top priority, calling for practical measures, cooperation among government bodies and national unity to address economic and social problems amid war and sanctions.

"Under conditions arising from war and sanctions, resolving the country's problems requires operational plans, cooperation and synergy among all institutions and segments of society, and we must act to address economic and social problems by maintaining national unity," Pezeshkian said at a meeting with a number of lawmakers, according to his website, [president.ir](#).

Since late February, Iran has been operating under wartime conditions and a maritime blockade from the south following a 40-day US-Israeli war. Already under decades of Western sanctions, Iran also faces a new wave of US sanctions targeting its aviation sector.

Pezeshkian said bringing about change and transformation in society was not easy and would take time, adding that capable and informed people who believed in practical plans and teamwork should take action to help bring



about change. He also called for greater conservation and more efficient consumption under current conditions.

"By observing energy consumption patterns and improving efficiency, we can allocate the resulting revenue to people's livelihoods and improve incomes and wages," he said. "Parliament members can also work with the government to review unnecessary organizations and sectors

in the budgeting system."

Pezeshkian said the government was working to ensure that electricity and energy supplies to production units and businesses were not cut, allowing production to continue and preventing people from becoming unemployed.

"My top priority is solving people's livelihood problems and improving the economic situation," he said. Pezeshkian stressed that problems

could be addressed by maintaining unity and cohesion, calling stronger interaction and cooperation among all institutions an essential requirement.

All relevant parties must work to address problems and develop operational plans, he said, adding "Although issues may be raised at the theoretical level, all these plans must be capable of being implemented."

Oil ministry caretaker says production, development plans to continue after minister's resignation

Economy Desk

Iran's newly appointed caretaker of the Oil Ministry said on Monday that the country's oil production and development programs would continue, a day after President Masoud Pezeshkian accepted the resignation of Oil Minister Mohsen Paknejad.

"Production and development programs in the oil industry will continue with strength, as before, with the solidarity and cohesion that is the slogan of the Pezeshkian administration," Hamid Bovard told a meeting of the oil minister's deputies, according to the state news agency IRNA.

Pezeshkian accepted Paknejad's resignation on Sunday and appointed Bovard, who heads the National Iranian Oil Company (NIOC), as caretaker of the ministry.

Bovard said the ministry was pursuing an extensive program to rebuild facilities damaged during the 40-day war with the United States and Israel, as well as measures in the oil sales sector, to overcome the difficult challenges ahead.

Iran's oil and energy sectors have been under Western sanctions for decades over Tehran's nuclear programs. During the 40-day war that began in late February, Washington issued a



temporary sanctions waiver for Iranian oil trade aimed at driving down prices.

Iran's Oil Ministry sold \$18 billion worth of oil during the war and the ceasefire that followed, according to the ministry's media outlet Shana in August. Shana said the figure accounted for more than 60% of the oil revenue forecast in the current fiscal year's budget.

Bovard said the country's current circumstances required collective action to overcome the difficulties, adding that efforts should be made with a national outlook.

He stressed the role of both former and current managers in the Oil Ministry's achievements, saying valuable work had been carried out in the industry.

"If today we are in a position to say that the

current team has been successful, an important part of it is due to the performance of the former oil minister, and we are also pursuing the same path with greater intensity and seriousness," he said.

Bovard said there could be differences in implementation methods or management approaches, but these would not affect the industry's work and its main path should continue.

He also highlighted the importance of securing winter fuel supplies this year, given the damage caused to gas industry infrastructure during the war.

"Production stability and winter fuel supplies must be pursued as a special priority through the cooperation and coordination of all parts of the oil industry," he said.

Meanwhile, Saeed Tavakoli, managing director of the National Iranian Gas Company, said on Sunday that the return of three South Pars phases to production had restored 100 million cubic meters of capacity.

Tavakoli said attacks on South Pars gas facilities on March 17 damaged the third, fourth, fifth and sixth refineries, taking about 230 million cubic meters per day of gas processing capacity — equivalent to about one-third of the country's gas production at the time — out of operation.

ECONOMIC LENS

How did China go from 'World's Factory' to global competitor?



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OPINION
EXCLUSIVE

There was a time when China was expected to simply produce for the world. Today, however, the world is increasingly concerned about what China will produce next. That single sentence may capture one of the biggest shifts in global economic power in recent decades.

China was once seen by many Western countries as a source of cheap goods: clothing, toys, electronics, and thousands of other products carrying the familiar "Made in China" label. The prevailing assumption was that the West possessed the technology while China merely provided factories and labor. But something important was happening quietly: China was learning.

Beijing did not simply fulfill orders. It absorbed manufacturing know-how, built supply chains, invested in infrastructure, and developed its workforce. Factories that initially produced goods for foreign companies gradually became a vast school for learning technology and manufacturing. China understood that producing cheaply was not the end of the road; it was only the beginning.

Then came scale. With its enormous population and vast domestic market, China was able to build something many competitors lacked: production capacity on an extraordinary scale. When a country can produce simultaneously for its own market and hundreds of foreign markets, costs fall, experience grows, and competitiveness rises.

This was the point at which the "world's factory" gradually became an industrial powerhouse.

But China did not remain satisfied with cheap manufacturing. It changed direction. It moved from shoes and toys to smartphones, from smartphones to telecommunications equipment, and then into electric vehicles, batteries, renewable energy, and advanced technologies. Beijing's question was no longer, "How can we produce more cheaply?"

The new question was, "How can we produce better and more technologically advanced products?"

This was where China's rise became a serious challenge for its competitors.

Economic competition becomes far more consequential when a country can simultaneously control manufacturing, technology, capital, markets, and supply chains. China moved precisely in this direction. It built ports and railways, created major corporations, invested in different countries, and opened new trade routes. For Beijing, the economy was no longer simply about manufacturing goods; it was about building a network of mutual dependencies.

Of course, this rise has not come without costs. China is now facing demographic challenges, problems in its property sector, high debt, slower growth, and growing trade and technology pressure from the United States and its allies. Therefore, the idea of an "unstoppable rise" is hardly realistic.

Yet one fact cannot be ignored: a country that once depended heavily on foreign capital and technology to participate in the global economy has become, in many areas, one of the powers shaping the rules of the game.

Perhaps the West's greatest mistake was to see China for too long as merely a "low-cost factory"—a factory expected to manufacture Western products more cheaply. Eventually, however, that factory built its own brands, developed its own technologies, and created its own markets.

Perhaps this is the real secret behind China's rise: China sought what many developing countries seek—capital, markets, and technology. But the difference was that China did not simply consume these resources; it transformed them into domestic capabilities.

China no longer wants merely to produce for the world. It wants a role in determining what the world produces, how it produces it, and who produces it. And that is the difference between a factory and an economic power.

Iran seeks deeper FAO cooperation to boost farm productivity, food security

Economy Desk

Iran is seeking deeper scientific and technical cooperation with the Food and Agriculture Organization of the United Nations (FAO) to boost agricultural productivity and achieve sustainable food security amid water shortages, climate change and limited scope for expanding cultivated land, a senior agricultural official said.

Gholamreza Golmohammadi, deputy agriculture minister and head of Iran's Agricultural Research, Education and Extension Organization (AREEO), made the remarks at a ceremony to sign a memorandum of understanding with the FAO, according to IRNA.

He thanked the FAO for its cooperation with Iran and said AREEO, as the Agriculture Ministry's scientific and intellectual arm, had extensive capacity in scientists, researchers and specialists whose expertise should be transferred more effectively to the production sector.

Golmohammadi stressed the need to expand two-way cooperation with the FAO, saying AREEO was ready to provide technical, educational and specialized services to neighboring countries, Central Asian countries and other countries where the FAO runs development and training programs.

He said the international affairs offices of AREEO and the Agriculture Ministry could help create greater opportunities for Iranian specialists to par-

ticipate in international programs and facilitate the transfer of agricultural knowledge and technology.

Iran has valuable scientific, research and practical experience in various agricultural fields, Golmohammadi said, adding that cooperation with the FAO could allow Iran to benefit from international knowledge and experience while also providing a channel for Iranian specialists to share their scientific capabilities and achievements with other countries.

He said the ultimate goal of the cooperation was to improve productivity, strengthen sustainable food security and use joint scientific capacities to address challenges facing the agricultural sector in Iran and other countries.