

# Highlights



المجلس الوطني للتطوير الاقتصادي و الاجتماعي  
National Economic & Social Development Board

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is a threat to Food Security**

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**The Competitive Advantage of NESDB**

# General Director's Message



**Dr. Mahmoud Al-Futaisi**

Based on the role of the National Economic and Social Development Board in shaping future policies, which are presented through scientific research, field studies, and realistic analyses produced by the minds of an elite group of researchers and scholars that the board boasts, and presented to government institutions, forming together a beacon towards recognizing the true development aspects that contribute to driving the economy, keeping up with developments, and achieving promising future aspirations, which the board is keen to be a key partner in achieving alongside state institutions. With the same level of care and attention, the Board works on coordinating between the public and private sectors in a way that serves the public interest.

Through its proposed projects and presented research, which it ensures is accurate and takes into account the factors of its success, the National Economic and Social Development Board contributes to the development of various sectors and paves the way for success to establish the foundations of a prosperous future for our country and our people. In order for the board to perform its duties as required, and to be a scientific reference, it is imperative to call for concerted efforts and the determination to ensure the council receives the necessary support from everyone and that its proposals are welcomed with open arms, attentive ears, and open minds, considering it a driving force for reform and development, like its peer board (Singapore as a model) that have brought about tremendous changes in their countries, elevating them to the ranks of developed nations.

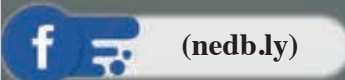
In the third issue of this publication, as in the previous two issues, we were keen to publish the texts of some projects presented by the board, which we firmly believe will be a good omen for a promising future for this country, with the success granted by Allah.

# Highlights



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**Highlights**

المجلس الوطني للتطوير الاقتصادي والاجتماعي



Climate change plays a significant role in increasing food insecurity. Poor nutrition contributes to the spread of infectious and chronic diseases, leading to a weakened immune system. Poverty exacerbates individuals' exposure to food insecurity due to low income, making them unable to purchase sufficient food.

# Climate Change

- Dr. Nemat Salah El-Din Al-Murabit
- Eng. Abdul Moneim Seddka

## Food Security and Contemporary Challenges

The issue of food security is one of the primary challenges facing the world today. This problem lies in the inadequate and unsustainable availability of food for all the world's population, affecting developing countries and impoverished communities in particular.

Its causes include population growth, environmental degradation, climate change, poverty, armed conflicts, and the unfair distribution of wealth. The impacts range across economic, social, and health aspects, necessitating collaborative efforts from governments, international orga-

nizations, and civil society to address these challenges.

## The Importance of Food Security

Food security entails ensuring adequate and sustainable access to safe and nutritious food for all individuals in society. Without food security, individuals and communities face the risk of hunger and disease, and economies are adversely affected by their inability to meet nutritional needs.

Food security also contributes to poverty alleviation and the promotion of sustainable development by enhancing farmers' productivity and providing employment

opportunities in the agricultural sector and food industries.

Food security can be measured through several indicators, such as the availability of food, access to it, the safe and nutritious use of food, and the stability of food systems. Additionally, the concept of food security includes the ability to obtain sufficient and safe food to ensure a healthy life and daily activity.

#### Food Security Objectives

The objectives of food security include ensuring sufficient, safe, and available food supplies for all individuals at all times, guaranteeing fair distribution of food, improving nutrition and public health, and maintaining the sustainability of natural resources and the environment.

#### Causes of Food Insecurity

There are several reasons for food insecurity, including poverty, climate changes, and armed conflicts that affect agricultural production and hinder access to food, in addition to other factors such as corruption and poor planning in food policies. We will highlight the most significant factors affecting food insecurity as follows:

- **Climate Changes:** These play a significant role in increasing food insecurity by impacting crop production and water resources, leading to higher food prices and reduced availability, thereby increasing levels of hunger and food poverty worldwide.

- **Environmental Degradation:** This can reduce agricultural productivity and deteriorate water resources, negatively affecting the ability to produce sufficient food to meet the population's needs. This can lead to higher food prices and supply shortages, increasing hunger and poverty, and heightening the likelihood of conflicts over food resources.

- **Poverty:** This can increase individuals' vulnerability to food insecurity due to several factors, including low income, which makes it difficult for them to purchase sufficient and nutritious food, limited access to food resources, and malnutrition resulting from financial constraints. This negatively affects individual health, leading to a higher prevalence of diseases caused by malnutrition, lack of healthcare,



and negative impacts on physical and mental development.

- **Conflicts:** These significantly impact food security by causing community displacement, destroying agricultural infrastructure, and reducing access to food resources, thereby exacerbating food shortages and increasing hunger and poverty.

#### Impacts of Food Insecurity

Food insecurity significantly affects public health due to poor nutrition, increasing the spread of infectious and chronic diseases, leading to weakened immune systems, stunted physical and mental growth, and higher mortality rates. This negatively impacts the quality of life and economic development.



■ **Economy:** Food insecurity reduces labor productivity due to poor health, increases health care costs, reduces spending on human investments and education, and slows economic growth as resources are focused on combating hunger and meeting basic needs. Ultimately, this decreases overall productivity and hinders economic development.

■ **Social Stability:** Food insecurity negatively affects social stability by increasing levels of poverty and hunger, leading to heightened social and economic tensions. This raises the likelihood of conflicts and divisions within society, increases crime rates and illegal immigration, threatening social stability and adversely affecting peace and sustainable development.

### Key Obstacles to Food Security

Among the key obstacles to food security are:  
**Malnutrition:** Insufficient and unbalanced food intake leads to the deterioration of individuals' health, reducing their ability to work and learn.

**Poverty and Inequality:** Poverty can prevent individuals from obtaining sufficient and nutritious food, and the growing gap between the rich and the poor exacerbates this issue.

**Climate Change:** Climate changes can affect crop production and the distribution of water resources, impacting countries' abilities to provide food.

**Water Scarcity:** Water scarcity can hinder agricultural processes and reduce food production.

**Conflicts and Humanitarian Crises:** These lead to population displacement and destruction of infrastructure, hindering access to food.

**Demographic Changes:** Population growth and shifts in population distribution can increase the demand for food and complicate the management of food resources.

**Weak Infrastructure:** Inadequate infrastructure for the production and distribution of food impedes efforts to achieve food security.

### Solutions to Enhance Food Security

Enhancing food security requires multi-level efforts, including:

■ Increasing investment in agriculture and improving agricultural infrastructure.

■ Promoting agricultural diversity and encouraging sustainable farming practices.

■ Boosting agricultural productivity through the adoption of modern agricultural technologies.

■ Ensuring appropriate access to agricultural resources such as water and fertilizers.

■ Strengthening local food systems and supporting small-scale farmers.

■ Enhancing education and awareness regarding proper nutrition and sustainable agriculture.

■ Improving food systems and reducing food waste.

■ Promoting political and economic stability to ensure the continuity of agricultural

production.

- Providing financial and technical support to developing countries to enhance food security in those nations.

- Fostering international and regional cooperation to exchange knowledge and successful experiences in the field of food security enhancement.

Given the importance of achieving food security in Libya and attaining partial self-sufficiency to meet nutritional needs, and to develop the agriculture sector and agricultural investment, the National Economic and Social Development Board has issued the National Food Security Program document and established a Food Security Strategy Task Force.

Food Security Project in Libya: Vision and Expected Outcomes

The Food Security Project in Libya aims to achieve sustainability and ensure food availability for the population. This project encompasses multi-level efforts, including:

- Increasing Agricultural Production: Enhancing sustainable farming techniques and boosting crop and livestock production.

- Improving Nutrition: Providing awareness and training to the community on the importance of healthy and balanced nutrition, and ensuring the availability of nutrient-rich food.

- Enhancing Infrastructure: Developing the necessary infrastructure for efficient food production and distribution, such as improving irrigation, storage, and transportation systems.

- Technology and Innovation: Utilizing technology and innovation in agriculture to increase productivity and reduce food waste.

- Economic and Social Integration: Encouraging the integration of agricultural, economic, and social sectors to ensure the sustainability of food security.

- Policies and Legislation: Establishing policies and legislation that promote food security and protect the rights of farmers and consumers.

Vision of the Food Security Project

The vision of the project is to achieve a state of food security where food is sufficiently, safely, and nutritiously available to all individuals in the community. This project aims to ensure



sustainability in food production, enhance healthy nutrition, and promote social equity in food access, thereby contributing to the improvement of individuals' health and their ability to learn and work.

Expected Outcomes of the Food Security Project

The project is anticipated to achieve several positive outcomes, including:

- Increasing Agricultural Productivity: By providing advanced agricultural technologies and sustainable practices, thus boosting crop and livestock production.

- Improving Nutrition: Food security efforts will enhance healthy nutrition and improve individual health by providing nutritious food.



Below are some important statistics related to food security:

A report by the Food and Agriculture Organization (FAO) indicates that approximately 811 million people worldwide suffered from hunger in 2020.

FAO estimates suggest that around 2 billion people globally suffer from deficiencies in essential vitamins and minerals.

FAO estimates indicate that about 14% of the global population experiences food insecurity, facing continuous shortages of food and clean water.

Climate change poses a significant threat to food security, as it is expected to lead to a decrease in food production in some areas and an increase in floods and droughts in others.

Armed conflicts and humanitarian crises result in severe deterioration of food security, forcing millions to flee and lose their livelihoods.

In conclusion, achieving food security is a fundamental goal to ensure a sustainable and secure future for our communities. The significant challenges facing this objective, ranging from climate change and population growth to conflicts and crises, require comprehensive and integrated responses. By investing in sustainable agriculture, encouraging technological innovation, and enhancing international cooperation, we can take effective steps towards achieving global food security.

The role of governments, international organizations, civil society, and the private sector is crucial in this context. We must work together to build more resilient and sustainable food systems, ensuring that every individual has the right to sufficient, safe, and nutritious food. Through our collective commitment, we can overcome challenges and obstacles, achieving a future free from hunger and malnutrition.

■ **Environmental Sustainability:** By adopting sustainable agricultural practices and protecting biodiversity, the project will contribute to environmental and natural resource preservation.

■ **Strengthening the Local Economy:** Enhancing the agricultural sector will create job opportunities and boost the local economy in rural areas through productive families.

■ **Reducing Poverty and Hunger:** By providing food and food resources, the project will help decrease poverty and hunger rates in targeted communities.

■ **Enhancing Food Security:** In line with global efforts, the food security project will improve access to food and strengthen food security in local and global communities.



# Comprehensive Strategy

## for the Development of the Libyan Statistical System

Given the economic and social developments occurring globally, it has become essential for our country, Libya, to develop an effective statistical strategy. Such a strategy is crucial to ensure the provision of statistical data that assists in measuring and understanding the performance of the national economy, and subsequently in formulating development programs to meet the needs of statistical data users across various fields. In general, an effective strategy contributes to enhancing the statistical capabilities of the national statistical system in a manner that aligns with the country's economic development goals.

- Dr. Abdulsalam M Al-Aoud
- Dr. Hanan M Dozan

The National Economic and Social Development Board convened a consultation session with professionals and academic experts in the field of statistics to develop a vision aimed at reorganizing and advancing the statistical system in Libya, akin to other developed nations. Consequently, Decision No. (40) of 2022 was issued, forming a working group to draft this vision under the title «Comprehensive Strategy for the Development of the Statistical System.» This strategy aims to adopt a scientific methodology for improving Libya's statistical system, guided by the experiences of advanced countries, while assessing the current situation and identifying strengths and weaknesses.

The team tasked with preparing the strategy has endeavored to establish a work methodology represented by a roadmap

leading to the achievement of the strategy's vision, future mission, and general objectives.

Aims of the project

- Contribute to the organization and development of statistical work in line with global standards, keeping pace with international norms to support the national economy.

- Develop and enhance high-quality statistical standards and indicators to align with best international practices, benefiting users, preparers, reviewers, and the public in Libya.

- Strive to participate in and contribute to the development of a unified set of statistical standards and indicators to meet governance and transparency requirements.

- Ensure the provision of comprehensive, high-quality, and reliable data.

- Enhance coordination mechanisms for statistical work to include all statisticians

cal work partners.

#### Project Partners

- House of Representatives / Legislative Entity
  - Cabinet of Ministers / Decision Make
  - National Economic and Social Development Board / Technical Support
- Ministry of Planning / Implementation Partner
  - Bureau of Statistics and Census / Implementation Partner
  - Central Information Authority / Implementation Partner
  - Ministry of Local Government / Implementation Partner
  - Data-Related Institutions and Authorities

#### Project Outputs

- Formulate a comprehensive and implementable statistical strategy that outlines statistical processes and activities, from data collection to publication, including methodologies, statistical techniques, and the application of principles, as well as how to coordinate work among all state institutions.
  - Draft a proposal for the creation of a central statistical body in Libya, named the «Central Statistical Agency,» directly reporting to the Prime Minister's Office, including the organizational internal regulations of the agency.
  - Develop a proposal for establishing a (center or institute) focused on developing educational curricula, training, and building statistical capacities, and introducing specializations that enhance the integration principle within the statistical process.
  - Draft a proposal for the establishment

of the Central Statistical Agency.

- Draft a decision regarding the adoption of the organizational structure and functions of the Central Statistical Agency and the organization of its administrative body.
  - Draft a statistical and census law.
  - Prepare a special presentation for a workshop to present the final project outputs to the councils management, partners, specialists, and those interested in the statistical field.

#### Development Methodology

A work methodology has been established, representing a roadmap to achieve development and fulfill the strategy's vision, future mission, and general objectives. The work has been divided according to key themes to address the following questions:

- What is the current state of the statistical system in Libya (strengths and weaknesses)?
  - How can the experiences of other countries be utilized?
  - What is the proposed mechanism for developing the statistical system in Libya?

A mechanism was proposed and established to develop the statistical system in Libya, following five strategic development pillars as follows:

First: Strategy for Developing the Administrative Organization Mechanism : To develop the administrative organization of the Statistical Authority in Libya, it is essential to assess its current state and compare it with the administrative organization of statistical authorities in several developing and developed countries. This assessment aims to

build a model that meets the aspirations of the Libyan state in the field of statistics and information. This strategy is divided into four main pillars:

- Assessing the current state of administrative organization for statistical work in Libya.
- Analyzing the current state of the administrative organization for statistics in Libya.
- Reviewing the experiences of advanced countries in the field of administrative organization for statistical work.
- Constructing a proposed model of an administrative organization tailored to the Libyan context.

#### Second: Strategy for Developing Data Collection Mechanisms

The methodology describes a set of processes necessary for producing official statistics and provides a standard framework with unified terminology that helps statistical agencies update their statistical production processes. The methodology can also be used to integrate data standards and metadata as a template for documenting processes, standardizing the infrastructure for statistical computations, and providing a framework for evaluating and improving quality processes.

The model used for data collection is a reference model utilized by organizations to varying degrees, either by applying it directly or using it as a basis to develop a customized version. It aims to provide scientifically sound foundations for statistical work to ensure high-quality statistical outputs, through agreement on standard terminology and the development of metadata systems. The model is considered a flexible tool that can be applied to fit any institution and its organizational context for producing

statistical figures.

#### Third: Strategy for Developing Analysis and Publication Mechanisms

The analysis process is valuable for extracting actionable and relevant information that helps partners and decision-makers make informed decisions. It helps reduce the inherent risks in decision-making by providing useful insights and statistics. The tool for evaluating data collection and statistical analysis is a scientific tool that assists in gathering large amounts of data and analyzing it to identify common patterns and trends, thereby transforming them into useful information and drawing conclusions that facilitate decision-making and help national institutions make future forecasts.

Through this strategy, we aim to align the publication system of the agency with modern standards by:

- Establishing a website.
- Evaluating all data dissemination methods (existing and desired) and developing new support forms for data dissemination.
- Improving current dissemination methods by creating an advanced library and enhancing its prominence in the agency's organizational structure.
- Assigning the library, the task of disseminating all data produced by the Central Statistical Authority through various dissemination tools.
- Developing methods and ways to publish statistical data in a manner that corresponds to the hierarchy of users and developing statistical work to avoid duplication and contradictions in the published data and results.

#### Fourth: Strategy for Developing Educational Mechanisms and Building Statist

## ical Capacities

Statistical data and information are among the most critical tools used by decision-makers and planners in developing and monitoring development plans. Therefore, the importance of building and developing statistical capacities lies in:

- Keeping pace with scientific advancements in statistical methodologies.
- Addressing the knowledge gaps among employees that occur due to staff turnover.

Regarding the mechanism for developing education, education serves as the cornerstone for advancing societies and fostering enlightened generations capable of continuous growth and contribution. Developing education is one of the primary requirements for achieving comprehensive sustainable development in any country.

- Involving education experts, university professors, and teachers from various subjects in both public and private schools, along with representatives from different community segments, in developing and refining curricula and determining the best methods for teaching these curricula.

- Supporting participation in scientific conferences at both local and international levels.

- Supporting the sabbatical program in higher education, given its importance in enhancing the competence of faculty members.

- Promoting international cooperation between national and international universities and creating programs to attract academic experts (visiting professors).

Fifth: Strategy for Regulations and Legislation

This strategy aims to amend the existing legal provisions related to the statistical system or to introduce new laws in line with addressing deficiencies and the proposed development mechanism from the targeted entity for developing the statistical system in Libya, in consultation with specialized experts.

## Conclusion

Guided by the experiences of countries that have advanced in development, it is evident that the process of enhancing the statistical system is continuous and unending. Therefore, these countries have designated an independent entity to oversee, develop, and supervise the statistical system, some of which fall under the supervision of an independent governmental body. Libya is no exception to these experiences. Hence, the team assigned to develop a national strategy for improving the statistical system recommends the establishment of an independent entity (the Central Statistical Agency) under the supervision of the Libyan state, represented by the Council of Ministers. This independence will allow it to perform its role and exercise its powers in formulating statistical policies and developing the overall mechanisms of the statistical system. Therefore, it is necessary to:

- Issue a decision to transfer the Statistics and Census Authority to the Cabinet of ministers under the name of the Central Statistical Agency.

- Issue a decision to adopt the organizational structure and functions of the Central Statistical Agency.

- Issue a decision to establish a Training and Capacity Development Center.

- Enact a new statistical law.

# Developing Start-Up Projects and Promoting the Culture of Entrepreneurship and Innovation

## • Mr. Mohamed Al-Aswad

**Overview:**  
*The project for developing start-up ventures and promoting a culture of entrepreneurship and innovation is a national initiative encompassing all sectors and regions of Libya. The nature of this project involves investing in human capital to directly contribute to enhancing the role of entrepreneurship and innovation in job creation, knowledge-based economic growth, and increasing and diversifying national income. Consequently, the project team comprises experts from various institutions within the Libyan state, aiming to reflect different perspectives on this initiative.*

The project's implementation was divided into three main phases over the course of 23 meetings. The first phase was divided into two parts: the first part addressed the concept of entrepreneurship and innovation, including its historical development, definitions, types, theories, and characteristics. The second part involved diagnosing the entrepreneurial environment in Libya. At the end of this phase, the results were presented to stakeholders for feedback and to unify all efforts in this area.

The second phase focused on developing Libyan policies for entrepreneurship and innovation, along with the accompanying implementation programs, which were among the committee's most significant tasks. The third phase of the project involved preparing regulations to support start-ups. At the end of this final phase, the committee's work was presented to all stakeholders, both locally and internationally, to obtain feedback on the committee's entire body of work.

In general, the work of this committee, in addition to the primary outputs and recommendations, identified a set of general challenges that need to be addressed in Libya through innovative and non-traditional thinking, among these general

challenges are:

The absence of systemic institutional thinking and operations within the administrative system has led to the fragmentation of Libya's social capital. This fragmentation is evident at the level of public policies, central institutions, and regional areas where tribal thinking and collective culture continue to play a significant role in structuring conflicts over legitimacy, governance, and ownership. Consequently, this has resulted in a lack of trust between stakeholders in both authority and development, as well as between the government and citizens.

The culture of uncertainty and fear of the future has dominated the Libyan personality, shaped by prevailing cultural and economic contexts over the past 50 years. This has reinforced a belief in outdated work rules and entrenched bureaucratic behaviors that resist innovation and change.

The fundamental challenge threatening the Libyan entity and identity is illegal immigration and the increasing population in neighboring countries and across the African continent, necessitating the establishment of a knowledge-based and high-tech economy.

### Aims:

The aim of this project is to achieve four main objectives within planned timeframes, which are:

- Diagnosis of the Libyan environment for entrepreneurship and innovation.

- Establishment of the national policy for entrepreneurship and innovation.

- Establishment of the national system for entrepreneurship and innovation.

- Preparation of regulations for supporting and organizing startups.

### Project Partners

The project was executed entirely by the technical team assigned to conduct this study. The committee engaged stakeholders in the technical work through direct communication and by presenting the committee's work in dedicated workshops. Among the stakeholders engaged during this project, without limitation, are the Prime Minister's Office, the Ministry of Economy, the Ministry of Industry, the Ministry of Planning, the Ministry of Higher Education, the Ministry of Technical Education, the Ministry of Labor and Rehabilitation, the Ministry of Local Governance, the Ministry of Social Affairs, the Central Bank, civil society organizations, the General Federation of Chambers of Commerce, Industry and Agriculture, and various other institutions within the Libyan economy.

### Project Outcomes

The project outcomes are as follows:

- A comprehensive study to diagnose the entrepreneurship and innovation ecosystem.

- The Libyan policy document for entrepreneurship and innovation.

- A document outlining the executive procedures for the entrepreneurship and innovation policy.

- A legal regulation for supporting and organizing startups.

This regulation was prepared by the project team and consists of 15 articles, which were discussed with the stakeholders of this project.

All these indicators, references, and analyses were utilized to diagnose the entrepreneurship and innovation environment in Libya. This diagnosis formed the foundation for the Libyan policy on entrepreneurship and innovation, along with the accompanying executive programs.

### Conclusion

This project relied on more than one hundred global references in the field of entrepreneurship and innovation, and the analysis of over 72 documents to prepare the Libyan policy for entrepreneurship and innovation. Additionally, more than 50 local regulations and over 30 international laws related to supporting and organizing startups were analyzed to finalize the regulation for supporting and organizing startups.

- In the context of diagnosing the current ecosystem in Libya, this project utilized the model of Daniel Isenberg, head of the entrepreneurship and innovation ecosystem project at Babson College in Wellesley, Massachusetts, based on desk research and stakeholder surveys. Finally, all previous analyses were reinforced with a SWOT analysis based on the McKinsey 7S framework to analyze the entrepreneurship and innovation environment in Libya for all components of Daniel Isenberg's model. Additionally, more than

twenty international indicators specific to entrepreneurship and innovation were analyzed to prepare the Libyan entrepreneurship and innovation policy document.

It is worth noting that one of the key recommendations from the workshop, where the committee's work was presented to stakeholders, was the adoption of the following outcomes:

- The Libyan policies for entrepreneurship and innovation, along with the implementation program for these policies.

- The regulation for supporting and organizing startups.

Additionally, the committee recommended the establishment of a dedicated entrepreneurship office within the National Economic and Social Development Board. This office would be responsible for overseeing the implementation of these policies at the national level in Libya.

- Utilize the methodology of the Aspen Network of Development Entrepreneurs (ANDE) as a guideline for analyzing and diagnosing the state of the entrepreneurship ecosystem, according to the specified schedule.

- Analyze more than ten international indicators for the entrepreneurship and innovation system framework through the indicators applied in Libya.

- Analysis of the State of Entrepreneurship Support Institutions in Libya, 2022

All these indicators, references, and analyses were utilized to diagnose the entrepreneurship and innovation environment in Libya. This diagnosis formed the foundation for the Libyan policy on entrepreneurship and innovation, along with the accompanying executive programs.

# Comprehensive Strategy

## for Developing the Insurance Sector in Libya

### **General Overview:**

**Name:** *Comprehensive Strategy for Developing the Insurance Sector in Libya*

**Location:** *Insurance Supervision Authority, one of the entities under the Ministry of Economy and Trade*

**Description:** *Improving and developing the efficiency of the insurance industry in Libya in line with the reform programs adopted by most governments at the regional and international levels. These programs aim to increase the contribution of the insurance sector to the national GDP through its important role in achieving economic and social growth objectives, preserving national wealth, enhancing financial stability, and mobilizing and developing national savings to finance economic development projects.*

### • **Mr. Fahmi Al-Mughrabi**

#### **Purpose of the Project:**

■ Addressing the distortions within the legal and regulatory frameworks of the insurance sector and achieving practical outcomes that contribute to the growth and development of the insurance sector in Libya.

■ Enhancing the supervisory role over the local insurance market and ensuring that all insurance instruments comply with the laws, regulations, and decisions governing the practice of insurance activities.

■ Implementing disclosure and transparency rules to establish the principles of governance and fair competition.

**Strategic Objectives of the Project:**

Through the Comprehensive Strategy for Developing the Insurance Sector, we aim to rebuild all components of the insurance sector under a unified legislative framework according to the following strategic objectives:

■ Identify the regulatory

and supervisory challenges facing the Authority and propose solutions to address them.

■ Ensure compliance of all insurance instruments with the laws and regulations governing the sector.

■ Develop the insurance market and increase insurance awareness among individuals and public and private institutions.

■ Review and reassess all laws, regulations, and legislations governing the sector.

#### **Project Partners:**

■ Technical support committees comprising employees of the Authority and insurance experts on market instruments.

■ Consultants and academics in the legal, financial, and technical fields.

#### **Project Outcomes:**

Identifying urgent matters critical to the insurance sector that require executive decisions to be presented to the Board of Trustees of the National Economic and Social Development Board;

these are the priorities of the team's work and include:

- A proposed decision to replace Decision No. (213) of 2003 regarding the basis and criteria for compensation for damages arising from insured motor vehicle accidents under Law No. (28) of 1971 on compulsory insurance, to be submitted to the Council of Ministers.

- A proposal to join the United Nations Convention on the Carriage of Goods by Sea (Hamburg Rules), which has been referred to the Director of the Department of International Organizations at the Ministry of Foreign Affairs.

- Matters referred to the Prime Minister by the Director General of the National Economic and Social Development Board by letter No. M.T.S.J-1310 dated 10/2022/12/.

- A proposal for the restructuring of the government supervisory and regulatory body.

- A proposal for the restructuring of the insurance market.

- A proposal for the reengineering of insurance and reinsurance procedures.

- General provisions and regulatory procedures.

- Matrices of actions outlining responsibilities and task distribution.

#### Conclusion:

The comprehensive strategy for developing the insurance sector in Libya is an ambitious plan aimed at highlighting the current state and future prospects of the insurance market and its components. The efforts by the Ministry of Economy and Trade, represented by the Insurance Supervision Authority, are primarily focused on supporting, developing, and enhancing these components. This is achieved through continuous supervision and regulation

of the sector and mitigating the risks associated with its activities. Through this project, we aim to keep pace with all legislative and regulatory developments at the regional and international levels, and adapt them to meet the requirements of the local insurance market.

#### Methodology:

A work methodology was established according to the strategic objectives of the project as follows:

- Administrative development in the structure of government supervision and regulation.

- Organizational development of the insurance market.

- Technical and financial development and the practice of insurance activities.

#### Outcomes:

- Proposal for restructuring the government supervisory and regulatory body.

- Proposal for restructuring the insurance market.

- Proposal for reengineering insurance and reinsurance procedures.

- General provisions and regulatory procedures.

- Inclusion of responsibility clarifications and task distribution in action matrices.

- Development and unification of the laws and regulations governing insurance activities in Libya.

#### Recommendations:

The team recommends forming a legal, technical, and financial working group to draft a proposed law for regulating the insurance sector, to be titled the «Unified Libyan Insurance Law,» based on the outcomes of the comprehensive strategy project for developing the insurance sector in Libya.



# Summary of the Business Environment Reform Project

*The National Economic and Social Development Board, within the priorities of its strategic vision for economic diversification, aims to improve the business and investment environment and develop the efficiency of the related economic systems, through the involvement of the private sector in the economic decision-making process.*

*In this context, the Business Environment Reform Project team has commenced its tasks related to addressing the bottlenecks and difficulties facing the private sector. Their work is based on a field study analyzing the challenges and obstacles encountered by the Libyan private sector, conducted by the Ministry of Economy and Trade and the General Union of Chambers of Commerce and Industry, with technical support from France Expertise and the German Technical Cooperation Agency.*

*The study resulted in the design of a guide that identified priority reform issues and concrete proposals to improve the business environment, aiming to assist the government in enhancing economic reform and initiating the establishment of the institutional framework for economic diversification and investment climate development. This guide is titled the Business Environment Reforms Guide in Libya.*

Dr. Abdulsalam Miloud Abdulsalam

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Highlights

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Initially, the focus was on achievable reforms given the surrounding circumstances and available resources, ensuring that these reforms would have the most positive impact on the majority of Libyan institutions, regardless of their sector, size, or location, in the shortest possible time.

This guide includes the most important reform priorities identified by Libyan business owners and managers based on the most common obstacles they face, accompanied by concrete development proposals. These were determined based on a comprehensive survey conducted over several months involving business owners of various sizes and sectors across the country.

Therefore, this guide aims to:

- Provide the government with a list of key reform priorities to initiate, achieving the quickest and most significant positive impact on the majority of Libyan companies.
- Explain how priority issues negatively affect the Libyan economy.
- Provide the government with concrete development action proposals.
- Clarify the anticipated fruitful outcomes of the reform action proposals across Libya.

The team began its work, which includes representatives from the Prime Minister's Office, the Ministry of Economy and Trade, the Tax Authority, the Industry Union, the Notaries' Union, the Business Owners Council, the university, and the Union of Chambers of Commerce, Industry, and Agriculture.

In selecting team members, consideration was given to their expertise in economic, legal, and institutional fields, practical experience in investment, as well as their seriousness and desire to perform high-quality work. Additionally, the work is carried out in partnership with all stakeholders involved in the

reforms outside the team.

Implementation Initiatives:

In this context, the Board's team commenced its work on executing the reform priorities in August 2023. The initial steps included:

- Preparing a proposal regarding the possibility of leasing equipment to project owners.
- Preparing a proposal to establish a limited liability company with a starting capital of one dinar.
- Preparing a proposal to establish a single-member company

Regarding the importance of allowing companies and banks to engage in the activity of leasing equipment to project owners, this practice has significant economic and commercial benefits, summarized as follows:

- Leasing equipment is considered a low-risk form of financing since the equipment remains the property of the lessor. It is also an effective economic tool that promotes social growth according to the perspectives of international financial institutions, the Organization for Economic Cooperation and Development, the European Union, and all emerging leasing economies.

- Equipment leasing enables Libyan businesses to use new and advanced equipment at low costs, which:

- Simplifies industrial processes.
- Increases production levels and capacity.
- Accelerates production capabilities and reduces delivery delays.
- Lowers production costs.
- Enhances the production flexibility index.
- Improves product quality.
- Enhances worker safety environments.
- Complies with international technical standards and accreditation in international trade.

Additionally, equipment leasing

will result in the following benefits:

- A more competitive environment among Libyan services and products.
- Improved profit margins and increased returns for managers and business owners.
- Enhanced access to new local and foreign markets and customers, boosting sales and job availability.
- Creation of job opportunities that accommodate Libyan university graduates, thereby reducing public expenditure and the high salaries in the public sector.

A draft regulation has been prepared, consisting of 27 articles, regulating all aspects of the subject. This draft is based on the provisions of the Civil Code as a legislative reference, considering the successful experiences of other countries and aligning with Libyan legislation. The key matters addressed include:

- The necessity of specifying the specifications of the machinery and equipment, including the model, serial number, and all essential data, along with mentioning any additional attachments and the delivery mechanism.
- Warranty of defects, usage conditions, and ensuring the protection of the lessor's rights.
- The conditions under which the lease agreement terminates, force majeure, and dispute resolution.

The proposal has been submitted to the Prime Minister's Office and is awaiting approval.

Regarding the reforms for establishing companies, whether in terms of the number of owners or the value of capital, we will clarify the answer to the question: Why do we need a single-member company?

Answer:

- Reducing the size of the informal economy in Libya.
- Increasing tax revenue flows to

the general budget.

- Separating the financial liability of the company's owner from that of the company.
- Encouraging investment, especially in small and micro enterprises.
- Creating a local legal framework that suits entrepreneurs.
- Opening opportunities for financing programs provided by financial institutions.
- Reducing social problems arising from the imposition of ineffective partnerships in limited liability companies.

From another perspective, the benefits of reducing the capital requirement for establishing limited liability companies will contribute to:

- Reducing the size of the informal economy due to the lower cost of company establishment.
- Providing opportunities for investors to benefit from financing programs.
- Creating job opportunities.

Therefore, the team worked on amending the legislative texts in the Commercial Law No. 23 of 2010, as follows:

- Amending Article 271 to read: «A limited liability company is a company in which the number of partners does not exceed twenty-five, and each partner is liable only to the extent of their share in the capital. The partners' shares are not represented by stocks.» This amendment brings single-member companies under the scope of limited liability companies.
- As for the required capital to establish these companies, we propose that the minimum be reduced to 100 Libyan dinars instead of the value stated in Article 275, which is 3,000 Libyan dinars.

- The Board team is making every effort to communicate with legislative authorities to present the proposal and have it approved as law.

In the second phase of the project, which began at the start of this year, the team commenced its work by identifying new reform points as follows:

- Establishing a special register for intellectual property rights.
- Reforms in legislation concerning direct taxes (income tax and jihad tax).

Regarding the intellectual property file, its primary issue is the absence of a unified register for intellectual property rights, documenting the legal and official ownership of Libyan copyrights, patents, trademarks, and trade secrets.

#### Hindering Factors and Proposed Solutions for the Libyan Economy

##### Hindrances:

- Impedes the revival of Libyan innovations.
- Restricts the development and expansion of businesses.
- Prevents the Libyan economy from growing in alignment with its resources and capabilities.

##### Proposed Actions:

- Proposing the establishment of an official and unified Libyan register dedicated to intellectual property rights.
- Reviewing and verifying current registration procedures, including examining data systems and identifying weaknesses, obstacles, and gaps.
- Reviewing the standards of the World Intellectual Property Organization (WIPO) and applying best practices, including its recommendations and guidelines.
- Designing and implementing effective data systems and reviewing existing procedures to facilitate the registration process for the public.
- Developing a program to qualify personnel.

The team includes representatives from the Ministry of Economy and Trade, the Industrial Research Center, the Scientific Research Authority, the

Ministry of Culture, and researchers and stakeholders interested in this matter.

**Tax Reforms:** The focus has been on proposing an increase in exemptions in consideration of living expenses, as stated in Law No. (7) of 2010 regarding income taxes. This exemption, according to Article No. (36), is as follows:

Exempt from the taxes imposed on the incomes mentioned in the previous article is any natural person whose annual income subject to tax does not exceed 1,800 dinars if single or 2,400 dinars if married without dependent children, in addition to an exemption of 300 dinars for each minor child. This exemption applies if the individual is a widow or divorced with dependent children.

A widow or divorced woman is treated the same as a man with dependents if she is the sole actual provider for her children.

Due to economic changes over the past years, most notably the high inflation rate, it has become necessary to adjust the values to match the current (nominal) income levels.

Accordingly, the team has proposed amending the text of the article to be as follows:

Exempt from the taxes imposed on the incomes mentioned in the previous article is any natural person whose annual income subject to tax does not exceed 18,000 dinars if single or 24,000 dinars if married without dependent children, in addition to an exemption of 6,000 dinars for each minor child. This exemption applies if the individual is a widow or divorced with dependent children.

The team also proposes canceling the Jihad tax as there is no justification for it, nor does it serve developmental purposes. There are no explicit reasons for its imposition or its expenditure, thus considering it a distortion in the tax system.

# National Framework

## Project of Future Skills and Jobs

***In light of the rapid changes occurring in labor markets and their demands for skills and competencies, most countries, including Libya, are experiencing increasing unemployment rates, particularly among graduates of universities, technical colleges, and higher and intermediate institutes. This necessitates the formulation and adoption of reform policies and initiatives for education and training patterns, specializations, and their contents, which effectively contribute to the development of the national economy. Additionally, Libya's cessation of launching major development projects has weakened the local labor market's ability to provide sufficient job opportunities for these graduates.***

### • Dr. Belkasem Al-Badri

In parallel with the rapid changes occurring across all aspects of life globally, these changes significantly impact the educational and training processes and their outcomes. The Fourth Industrial Revolution introduced significant technologies, coupled with the rise of artificial intelligence and automation. This revolution has created a new reality filled with opportunities, challenges, and new skills. On one hand, new categories and fields of jobs will emerge, which did not exist before, while on the other hand, many traditional jobs will disappear. This necessitates a focus on acquiring new skills to meet the future challenges and the immense technological advancements the world is witnessing.

Predicting future skills and jobs is one of the most significant challenges facing countries due to the

rapid changes that have occurred and continue to occur across various fields of life.

What are the required skill sets, and what is the nature of future jobs? Or more precisely, which jobs will see increasing demand in the coming years?

To develop policies and initiatives aimed at the growth and development of human capital, and to direct the national workforce towards future skills and jobs, enabling them to adapt to expected changes in the labor market and turn challenges into opportunities, there has emerged a need to create and develop a national framework. This framework will provide a reference that defines the pathways of the necessary changes, including future skills and jobs, and ensures acceptable levels of alignment between the outputs of educational and training institutions

and the needs and demands of the labor market in both the public and private sectors.

This project represents an initiative by the National Economic and Social Development Board to coordinate with all stakeholders and mobilize their efforts and expertise to develop all educational and training institutions, aligning their outputs with labor market requirements. To achieve this practically, we can draw on both Arab and global experiences to create a national framework that identifies the «skills and jobs of the future», demanded by the labor market.

Aims of the project:

- Provide a common understanding of future skills and jobs among labor market institutions and various educational and training institutions to work harmoniously and integratively together.

- Contribute to the formulation of developmental policies aimed at reducing unemployment rates among graduates of universities and intermediate and higher institutes, and enhance their competitive opportunities in the labor market.

- Guide educational and training institutions towards developing their specializations, achieving a high degree of alignment between their outputs and labor market requirements, and enhancing graduates' competitiveness in light of rapid developments in technological, economic, and social fields, as well as the business environment, and the evolving matrix of future skills and jobs.

- Establish a national framework for future skills and jobs, based on labor market requirements, that defines reference points to standardize terms and concepts, and achieves the following:

- Establish common grounds ensuring scientific and technical integration and coordination between educational and

training institutions.

- Contribute to providing a unified vision and directing those responsible for the educational and training processes to develop educational and training programs and curricula in educational and training institutions, incorporating future skills into the education system.

- Define the characteristics and attributes of the job roles provided by each specialization, along with the associated competencies, knowledge, and skills, to meet the requirements of sustainable development in line with labor market needs.

Project Partners:

- National Economic and Social Development Board,

- Ministry of Technical and Vocational Education,

- Ministry of Higher Education and Scientific Research, and its affiliated entities,

- National Center for Quality Assurance of Educational and Training Institutions,

- Chambers of Commerce, Industry, and Agriculture,

- Business Owners Council.

Project Outcomes:

- The final report on the work of the National Framework for Future Skills and Jobs Project team.

- The final document of the National Framework for Future Skills and Jobs.

- Accompanying studies (4) with the following titles:

- A Historical Overview of Job Development in Libya.

- Developing the Outputs of the Education and Training Sectors and Introducing New Career Paths to Align with Labor Market Requirements.

- Summary of the 2023 World Economic Forum Report on Future Jobs.

- Drivers of Change and Global and Local Influences on Professions, Jobs, and

the Skills Required by the Labor Market.

Conclusion:

Through the report, which includes the evaluation and review of issues that concern the citizens in Libyan society from various aspects; social, economic, political, and cultural, and the analysis of survey results, several solutions and remedies have been proposed to mitigate the effects of these issues, including:

- Conducting in-depth research studies on the outputs and results of the survey across all axes.

- Formulating a strategic vision to raise awareness and understanding among citizens and promote the values of volunteerism and participation, through the combined efforts of relevant government institutions such as the General Authority for Endowments, the Ministry of Education, the Ministry of Social Affairs, the Ministry of Justice, the Ministry of Culture, the Media Authority, and civil society organizations.

- Adopting a comprehensive strategic vision for economic and political reform.

- Activating the role of all forms of media to reinforce values and ethics, raise societal awareness, and combat foreign cultures and behaviors that contradict the ethics and practices of our conservative society.

- Addressing the issue of unemployment by supporting developmental and productive projects,

encouraging investment and small and medium-sized enterprises, and fostering a productive rather than consumerist culture and mindset.

- Expediting consensus on the constitutional process and hastening elections to uphold the principle of peaceful power transition, thereby creating a state of political and security stability in the country.

- Combating administrative and financial corruption, reducing the spread of public fund wastage, ensuring prudent spending, and working on merging the state's sovereign institutions.

- Enhancing the role of media and cultural centers to strengthen Arab and Islamic identity and culture, nurturing talents, and creating spaces that enable the honing of these talents, thereby fostering a generation capable of building a better future.

#### Implementation Action Matrix

To make the initiatives and recommendations a tangible reality, the team proposes an action matrix that, at a minimum, includes the objectives and activities to achieve them, the roles and levels of participation of stakeholders, the timeline, and the indicators for measuring the achievement of each objective, as detailed in Table (28) below.

Proposed Implementation Action Matrix



## Launching the Human Development Report 2023- 2024 in Libya

In partnership with the United Nations Development Programme (UNDP), the Board organized the launch celebration of the Human Development Report 2023-2024 at its headquarters. The event was attended by the representatives of the Ministries of Education and Youth, the Advisor to the Prime Minister for Youth Affairs, the Deputy Qatari Ambassador, the Deputy Dutch Ambassador, the Resident Representative of the UNDP, the Director of International Cooperation at the European Union Mission in Libya, representatives of international organizations, the Chairman of the Standing Committee for Monitoring Sustainable Development Goals at the Audit Bureau, and a group of



experts specialized in the fields of education, health, and economics.

The working team from both sides reviewed the key points of the report and discussed them in a panel session titled «Tomorrow's Dialogue on the Perspective of Human Development in Libya and Its Challenges.» This session, held on the sidelines of the celebration, focused on social and economic aspects and

climate change based on the evaluations in the report.

In conclusion, the following recommendations were issued:

Harnessing the demographic dividend for sustainable development through future developmental policies and strategies that ensure the integration of demographic data into development programs.

Sustainable development is more effective when there is broader and stronger

participation between government and international institutions.

Considering climate change in developmental planning processes and its impact on the local economy.

Enhancing the inclusion of population groups in all development programs and achieving the principle of equal opportunities.

Working on changing social behavior regarding the dependence on oil resources as the sole revenue source and promoting the culture of alternative resources and promising economic opportunities.

The future generations are the general goal of all human development programs.

## Transboundary Water Basins and Their Relation to National Water Security

The National Economic and Social Development Board, as the hub for proposing policies and strategies for the national priorities of the Libyan state to maintain its sovereignty and protect its resources, has been following up on the important file of the «Water Security Strategy.» The team formed to prepare the strategy clarified the true picture of some of the conflicts published on social media, which caused a lot of confusion and mixed concepts. This necessitated organizing a scientific technical dialogue on Thursday, July 4, 2024, at the Board's headquarters,

on transboundary water basins. Experts in this field attended to exchange views in order to achieve the public interest.

In conclusion, the following recommendations were issued:

Strengthening legislation and policies to protect shared water basins, including developing the structure of water-related institutions to enable them to perform their assigned roles.

Taking measures and means to activate the work of committees and bodies related to shared water basins and providing them with the necessary resources to ensure their

success and role activation.

Introducing modern technologies in monitoring, managing, and rationalizing the use of water in shared water basins and establishing monitoring networks.

Raising awareness about shared water basins and encouraging the role of local communities in their protection.

Supporting the Joint Authority for the Nubian Basin and appointing members of the Libyan side

to the Basin Committee from among specialists and administrators.



# Within the tasks assigned to the Board: Preparation of the Executive Regulations for Law No. 13 of 2010

The working team formed by the Council, regarding the preparation of the executive regulations for the Libyan Investment Authority Law No. (13) of 2010, began its work today, Monday, July 1, 2024, by holding its first meeting. During the meeting, the participants developed a work plan to facilitate tasks and identify the difficulties and obstacles that previously hindered the preparation of the regulations. The meeting



was chaired by the General Director of the Board and was attended by his deputy for administrative and financial affairs as the team leader, as well as the directors of the Economic Development

Department and the Legal Affairs Office, and a group of experts from the Libyan Investment Authority as team members.

The participants welcomed this decision and expressed their

satisfaction with these positive changes towards improvement. They praised the Board's previous projects, and immediately opened a discussion on the importance of enhancing the performance of the Libyan Investment Authority by developing the executive regulations for the aforementioned law in accordance with best practices and international investment standards

## Celebration of the Launch of the First National Youth Status Report in Libya and the Inauguration of the Youth Development Indicators Platform

The launch ceremony of the first National Youth Status Report in Libya was held at the conference hall of the National Council for Economic and Social Development. Dr. Mahmoud Al-Futaisi, General Director of the Board, opened the event with a welcoming speech, during which he greeted the esteemed attendees. The event was attended by the Advisor to the Prime Minister for Youth and Civil Society Affairs, deputies from the Ministries of Youth, Social Affairs, and Economy and Trade, directors of departments related to this file, members of the Youth Parliament, a group of researchers and interested parties, as well as representatives from local and international organizations.

The Council prepared this

important report in partnership with the Ministry of Youth, several government entities, and a select group of experts. The report addresses the developmental challenges facing the youth in terms of social, economic, health, security, political, and civil participation, and their future outlook. The aim of the report is to serve as a foundation for developing a national strategy to empower youth in Libya.

The inauguration of the Youth Development Indicators Platform was also announced, which serves as an important database to help decision-makers understand the realities of the youth. Additionally, it supports researchers and interested parties in easily accessing this data.



## Economic Indicators Platform in Its New Version by the Efforts of the Board Team

On Thursday, August 8, 2024, several council employees showcased the new version of the Economic Indicators Platform to the General Director of the Board, his Technical Affairs Assistant, and several department and office directors.

During the presentation, the team provided a detailed explanation of the platform's operation



mechanism and introduced the updates and new indicators implemented. They also outlined the different

stages of the development process.

The platform aims to offer an outstanding user experience and efficient

economic data analysis, providing comprehensive insights into the performance of the Libyan economy for specialists and interested parties.

In conclusion, the General Director of the Board and the attendees expressed their admiration for the new updates to the platform, which were the result of the training received by the team in the recent period

## President of the Audit Bureau Discusses Strategic Files with the Director of the National Economic and Social Development Board

On Tuesday, the President of the Libyan Audit Bureau, Khaled Shakshak, met with the General Director of the National Economic and Social Development Board, Mahmoud Al-Futaisi, in the presence of Abdulrazzaq Al-Baybas, Director of the General Administration of Oversight on Service Sectors. The meeting focused on the Council's vision regarding some of the state's strategic files, in accordance with the agreement between the Bureau and the Council on rationalizing government decision-making.

This discussion falls



within the Board's remit as an advisor to the government, providing support through initiatives and proposals for economic and social policies, assessing their impacts, encouraging community dialogue, and

promoting the principle of decentralization. The Audit Bureau's role is to provide the necessary support to the Council to aid in rationalizing government decisions.

The meeting addressed the National Economic

and Social Development Board's vision for the comprehensive health insurance project in the country. It was agreed to finalize the board's vision and present it in its final form to the government, with the participation of relevant stakeholders, to ensure value and benefit for the Libyan citizens.

The President of the Audit Bureau emphasized the importance of implementing the health insurance project, given its positive impact on the level of health services provided to the citizens of the state, in line with best practices.

# Technical Meeting between the Minister of Higher Education and Scientific Research and the General Director of the National Economic and Social Development Board

A technical meeting was held yesterday, August 25, 2024, between the Minister of Higher Education and Scientific Research and the General Director of the National Economic and Social Development Board to discuss ways to coordinate scientific efforts for the development of higher education and scientific research, in accordance with the shared objectives between the Ministry of Higher Education and



Scientific Research and the National Council for Economic and Social Development.

The meeting was attended by the Director

General of the Libyan Authority for Scientific Research, the President of the Libyan Academy for Postgraduate Studies, the Deputy Director General

for Administrative and Financial Affairs, and several directors of departments and offices from both the Ministry and the Council.

## Implementation of Prime Minister Abdulhamid Dbeibah's Instructions to Develop Administrative Contracts Regulations

As part of the tasks assigned, and in accordance with Prime Minister Abdulhamid Dbeibah's instructions to develop the Administrative Contracts Regulations to keep pace with advancements in this field, the working team assigned by the National Economic and Social Development Board has presented a project to develop the regulations, comprising more than 100 articles.

We congratulate the National Economic and Social Development Board and the Administrative Contracts Regulations Development Project team

on the recommendation issued in the second regular meeting of the Council of Ministers for the year 2024, to adopt one of its most significant projects (Development of Administrative Contracts Regulations) after the final amendments are made by the relevant authorities within two weeks from the meeting date to come into effect.

We would also like to thank the team members and council employees for their efforts during the past period to accomplish this work, which is of great importance to both citizens and the government alike.

### مشروع تطوير لائحة العقود الإدارية

إعداد: المجلس الوطني للتطوير الاقتصادي والاجتماعي

**مراحل المشروع**

1. تجميع الملاحظات والدراسات السابقة وتم مراسلة أكثر من 34 جهة لاستيفاء ملاحظاتها
2. دراسة التشريعات والتجارب الدولية ودراس الفريق تشريعات وتجارب 12 دولة مختلفة
3. دراسة وإعداد مشروع اللائحة عقد الفريق أكثر من 40 اجتماعاً خلال مدة عمله لأكثر من سنة

7 أبواب تتضمن 171 مادة

**أهم المبادئ المعتمدة في المشروع**

- تعزيز مبدأ الشفافية والنزاهة
- تحقيق مبدأ الفصل بين السلطات
- تنفيذ مبدأ الجهاد خدمة للطالح العام
- تكريس ثقافة (الرائدون جميعاً)
- مراعاة مبدأ المشروعية والتدرج التشريعي
- تطبيق قواعد الحكمة في العلاقة التعاقدية
- تحقيق العتد عن كاهل الخزنة العامة
- الموازنة بين جميع التخصصات لتنفيذ العقود

# The Competitive Advantage of NEDB

Striving for excellence and aspiring for the finest, through seeking the most effective ways to accomplish work and engaging the recipient in an appealing presentation that piques their interest, satisfies their taste, and fulfills their thirst for knowledge and hidden truths – that is our goal and the height of our ambition.

At the start of this journey, we were apprehensive about the reaction from our target audience, addressing their insight before their sight. We were hopeful to succeed in creating a publication that highlights the scientific and intellectual activities undertaken by a select group of researchers, scholars, and experienced individuals whose intellectual and knowledge contributions are not to be underestimated. Our aim was to introduce the esteemed reader to the accomplishments of these individuals in advancing and elevating the nation. We aspired to capture attention, even if only once, and here we are at the third issue of this young publication, now in your hands. We have committed ourselves to exploring new topics and broader horizons with each issue, making a sincere effort to clarify the path the NEDB has embarked upon.

The ability of any institution to stand out hinges on its capacity to achieve a competitive advantage, enabling it to perform tasks and responsibilities in a more efficient, effective, and high-quality manner. This requires flexibility, adaptability to changes and developments, continuous improvement of methods and tools, sustainable resource management, and optimal utilization of diverse opinions and ideas through a feedback system the council is committed to upholding at all administrative and technical levels and within specialized work teams. Additionally, partnerships with universities and relevant research centers provide valuable information and data to enrich discussions, overcome obstacles, identify issues, and innovate and develop solutions. This leads to formulating policies, setting appropriate strategies, proposing them to executive bodies, and following up on implementation, all while keenly considering the parameters of sustainable economic, social, and environmental development.

Amid this extensive array of tasks and functions, the council has not neglected the development of its human resources, continuously building and investing in empowering staff to adapt to modern technologies and new trends. This will have a profound impact on the institution, improving its positioning, enhancing its competitive capability, enabling it to adapt to change, and achieving the desired level of excellence.

Dear reader, your publication is now in your hands, awaiting your feedback to help us serve you better.

With best wishes, and may the nation endure.

## Editors Word



◆ Atif Ben Mansur