

STUDY THE GOVERNANCE OF ACHAEMENID CYRUS II WITH A COMPARATIVE APPROACH TO GOOD GOVERNANCE

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ABSTRACT

Presently, good governance has turned out to be a hot topic in public sector management and this is due to the important role that plays in the governance of the organizations and institutions. The researchers have defined good governance in terms of various approaches, dimensions and objectives. In this study, apart from reviewing the literature and describing definitions and concepts of good governance provided by reputable international organizations and institutions and the expressing diverse views about the characteristics of good governance, in order to determine the validity of good governance, the properties of the reign of Achaemenid Cyrus II by using content analysis and the Delphi technique are discussed. So, the reign of Achaemenid Cyrus II can take credit for good governance.

Keywords: *Good Governance, Achaemenid Cyrus II, Political Stability, Legitimacy, Civilization*

INTRODUCTION

Governance is not a new concept, but it is as old as human civilization (Yap kioe, Sheng; 2004). In recent years, good governance has become a hot topic in public sector management and this is due to the important role that governance serves in determining the community's health. Governance has not clearly been defined.

This ambiguity has led to its plurality and expansion; in a way that institutions and individuals have described their intended concepts through “governance”. The concept of governance has its roots in the Greek word Coubertin (kubernane) which means “conduct”. This was the term that Plato applied to show how to conduct a regime.

This Greek word changed into the word Gvbrns (Gubernance) in the middle ages, in which governance implied the act or manner of governing or the function or operation of government (Kayr, 2007). Oxford Dictionary, governance has been defined as governing or controlling the activities of a company or organization. It is the way in which a country is governed or an agency or institution or a company is controlled (Gholipour, 2004).

Persian culture is one of the oldest and most influential civilizations in human history and Iran, as the origin of the civilization of various periods, has witnessed the reigning of many rulers and dynasties. Some of them were credited to glory and high levels of political and economic power.

Achaemenid, as an authoritarian regime, is one of the most influential civilizations of human life, and has a 230-year history.

Most management experts believe that about 600 years BC, a historical superman, the Achaemenid Cyrus II (Achaemenid Cyrus II), established a government in Persia that created a huge evolution and had a global impact on the performance of managers at different ages (Mahjoub, 2010). The organization and administration of the Achaemenid dynasty have unique feature that is effective in modern administrative state.

Traditional infrastructures in military, politics, management, economics, culture that Persians formed have had ever-lasting impacts not only on Iran but also on the government and West and United States administration (Faqih and Danaee, 2006).

Cyrus who was the founder of the greatest cultural and political civilization of ancient Persia, and the domain of his conquering made Iran the largest geographic range. Cyrus was the founder of the progressive intellectual and ideological foundations that were unique since then and also moral and

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humanistic qualities changed him into a legendary figure; in his charter, Cyrus would introduce himself to posterity as follows:

20- I am Cyrus, king of the world, the mighty king, and king of Babylon, king of Sumer and Akkad, all corners of the world

21- Son of Cambyses, great king, king of Anshan, grandson of Cyrus, great king, king of [the city] Anshan, from the Jaish generation, the great king, king of Anshan (Razmju, 2010).

Cyrus was a wise and strong person and he was one of those people who, (because of their intelligence and following a robust management system), built the history. Cyrus believed in use tact in managing the states. He did not pay attention to the nations' religions and beliefs and, contrary to Babylon and Assyria conventional conduct with conquered people, he was gracious and kind. Provided broad autonomy to the nations with his strong leadership. He was aware of the predominance of civilizations of those conquered kingdoms. His policy was to preserve the cultures and use them. Cyrus' liberalism was coupled with prudent policy. Cyrus held the wisdom that, in the wake of the formation of an empire, not to change the organizational structure of governments that added to his throne. Through his strategic acumen, Cyrus realized that world; civilized cities and savage tribes hardly obey the forces which try to solve everything in a human society; hence, he paid enough attention to the autonomy of nations.

The present study has examined the indicators of good governance in the reign of Achaemenid Cyrus II and has tried to answer this question whether the proposed indicators for good governance existed in this king's reign.

Eminent scholars such as Will Durant (Will Daurant) and Fylypany Rvkvny (Filippani Ronconi), believed that the concept of government is the main innovation of Iran that it has been accepted by the East. According to Glover (Glover TR), Persians created new ideas far before human beings; Ideas for good government and the unity of the world with the greatest possible freedom (Mojtahedzadeh, 2009). According to historians, the first three rulers of the Achaemenid era, Cyrus II and his son Cambyses and Darius I, was the era of glory and greatness of this series. During these periods, order, comfort and relative safety of the area dominated by this wide territory and each of these three men, during their numerous conquests broadened their imperial scope (Zarrinkoob, 1989 & Bryan, 1998 and Purina, 2001). Based on the foregoing subjects, it can be concluded that the Persian good governance refers to Empire of these three kings. The present study investigated the reign of Achaemenid Cyrus II. There is a consensus among many scholars that a good government is a prerequisite for good governance (Gavernment Good) is (Gholipour, 2004).

Good governance is a concept that has entered in political science, public administration and, in particular, development management and is illustrated with concepts and words such as democracy, civil society, public participation, human rights and social and sustainable development (Rogers, 2001)

So in this study an historical approach - Adaptive was adopted, so while studying Achaemenid Cyrus II mode of governance, we seek to answer the question what properties the ruling of the Achaemenid Cyrus II had and whether it can be used as a basis for assessing credit history and be introduced as a good governance.

Ruling or mode of administration requires management. According to Simon, the essence of management is decision making. It can be inferred that ruling is based on decision making (Alvani and second Alizadeh, 2007). So governance is decision making process, a process by which decisions are implemented or not (McCall *et al.*, 2012)

In recent years, international institutions, the United Nations Development Programme (United Nation Development Programme), provided a definition of ruling that is noteworthy. According to the definition by the institution, governance is the political, economic and administrative exercise in order to manage the affairs of the country at all levels (Khandakar Qudrat-1 UNDP, 1997, Elahi, 2009).

Ruling has three economic, political and administrative dimensions or pillars:

1- Economically, it includes the processes that affect the activity of a country and is in association with the economy of other countries.

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2- Politically: is the decision-making process for setting policies.

3- Administratively: is the policy implementation system (Farazmand, 1999 and UNDP, 1997).

Due to the emergence of the concept of governance and good governance and using them interchangeably and the impression that good governance means rule-based governance, the ambiguity in the definition of the term governance will also be subject to good governance. Good governance has been defined with different perspectives and goals.

The term good governance was first included in the international economic agenda and was raised as a precondition for development assistance from international financial institutions to developing and poor countries and. Then, in addition to the economic dimension, the political dimension was added to it.

The definitions of good governance in recent decades have consisted of democratization of politics (including elections, accountability and human rights) and economic liberalization. Presently, all approaches and the fresh look of the international community and international organizations like the United Nations, are humanistic and software-based approaches (Jasbi and Nafari, 2007).

Because of its novelty, the concept of good governance is faced with different interpretations. Some individuals and institutions define it on the basis of its characteristics (World Bank) and some introduce it in terms of its elements (Farazmand, 1999).

The first reference that raised issues in this field was the World Bank (1989) that has defined good governance as public services so as to provide efficient, reliable judicial system and responsible administrative system (Stow, 1992).

In 2002, UNESCO's definition of good governance is the mechanisms, processes and institutions through which citizens and civil society groups pursue their civic interests and satisfy their legal rights and enforce their obligations (UNDP, 2000).

Good governance is the management of complex networks that comprise the various innovators at the local, national, provincial levels, social and political groups, lobbyists and interest groups, public institutions and private business organizations; and so the dominant innovative state is not the one that eventually imposes its demands.

Also, good governance is not based solely on increased effectiveness and efficiency, but also the insurance of the legality and legitimacy arises (Kickert, 1997)

In general, it can be said that good governance is management practice (political, economic, administrative, etc.) of a country to achieve the settled goals.

This practice includes approaches and institutions through which individuals and social groups can pursue their legitimate rights and interests according to their limitations (Kaufman, 2003).

MATERIALS AND METHODS

Method

In this paper, after studying the historical texts, a collection of news items about variables was extracted and then were listed in tables using a combination of content analysis and coding and categorization. After that, experts in history and archeology were referred in order to assess the validity of the historical propositions. Experts were selected purposively and judgment; this means using people who will be able to offer the desired information on topics of interest.

After collecting the opinions of experts and the modifications suggested by them, conclusions based on the mentioned results were obtained and the final evaluation were presented the experts, and finally, after experts' verification, the final results of the study were obtained.

In this study, a set of historical propositions based on factors and variables emphasized in the literature were obtained; then these propositions are divided on the basis of the mentioned issues and set in accordant tables (Table 1-4).

In the next step the results of the analysis of these historical propositions were formulated (Table 5) and were released to the experts to be evaluated and after being analyzed by the experts and reaching a relative consensus among them and the final results would be obtained.

RESULTS AND DISCUSSION

Results

Table 1: The five key principles of good governance according to the UNDP (United Nations Development Programme, 2000)

Legitimacy and the right to comment	<p>Participation: All people directly or indirectly are involved in decision-making. This broad participation which is based on freedom, participation and freedom of expression and the capacity of the partnership can be effective.</p> <p>Consensus: good governance modifies the different interests to achieve a broad consensus regarding the best interests of the group and the best policies and procedures.</p>
Justice	<p>Strategic approach: Community leaders have widespread and long-term vision of good governance, human development and what needed to achieve such development. Additionally, the historical, cultural and social complexity in which the point of view embedded is well known.</p>
Performance	<p>Accountability: Institutions and processes try to serve all stakeholders. Efficiency and effectiveness of institutions and processes will be met by effective use of resources and needs.</p>
Responsibility	<p>Responsibility: Decision makers in the public, private and civil society are responsible for the community and stakeholders. This accountability will be different on the basis of the type of organization and whether decisions are internal and external.</p> <p>Transparency: transparency is formed dueto free flow of information and Processes, institutions and information are directly provided to those who associated will them and sufficient information for their understanding and monitoring will be presented to them.</p>
Fairness and Equality	<p>Equality: All men and women have opportunities to improve or maintain their health.</p> <p>Rule of Law: Legal frameworks should be fair and they should be implemented impartially, particularly the laws on human rights.</p>

Table 2: The eight indicators for good governance by United Nations Development Programme (Unescap, 2002)

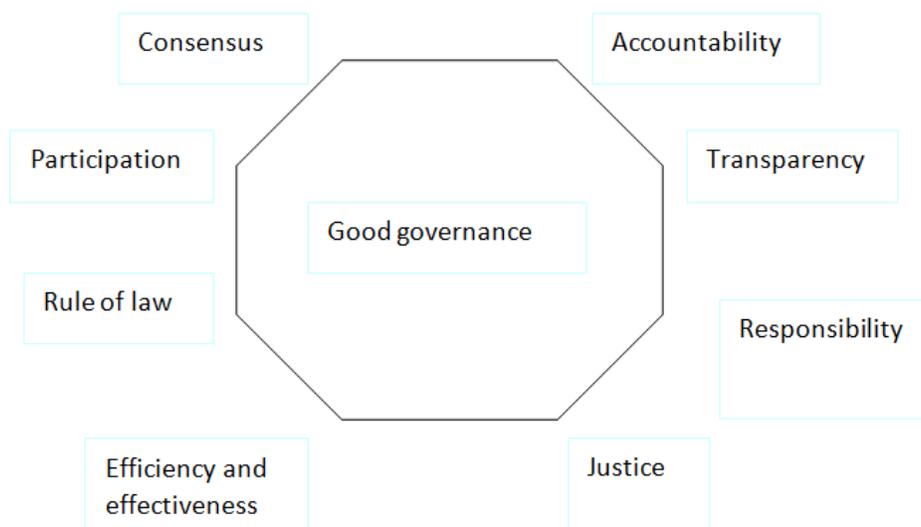


Table 3: Historical statements about accountability

Time	Historical Statements	Available Resource	indicators
Cyrus the Great	Cyrus was personally responsible for overseeing the work of his great officers. Because, he bound to personally oversee their conduct.	Xenophon 1963	Direct oversight and political accountability
	The king had many eyes and ears served as to be informative and spy who were sent to distant areas to check the status of people.	Xenophon 1963	Legal monitoring and evaluation and accountability
	How to manage the done work and how the rulers govern should be reported annually to Cyrus.	Aysrayyl 2001	Periodic monitoring, political and organizational accountability
	Grnfvn says, in a part of the eighth book of “Sardar Shah Director”, that he visited the states annually, accompanied by the army and punished or disciplined abusers or those who had not done their job	Xenophon 1963	Periodic monitoring and legal accountability
	In Achaemenid era, no response to the common people was reported (there is no trace of governors accountability to the people).	Pourezzat and Taheri 2006	The lack of performance performance for the public and accountability of government agencies

Table 4: Historical statements about participation and the right to comment

Time	Historical statements	Resource Access	indicators
Cyrus the Great	Plato: If there was a sane and intelligent person among Iranians who would induce beneficial ideas to the king, he would give him complete freedom instead of filling him with jealousy so that he showed and articulated his inner intention	Ehtesham, 1976	Freedom of expression and the right to comment and political freedom
	When Cyrus invaded Babylon, he spun round the city walls, summoned his commanders and consulted with them on how to enter the city.	Aysrayl 2001	The right to comment and participation
	Cyrus rewarded those who, out of wisdom and experience, gave pieces of advice for administration and consistency Empire and this was why they would try to find ways to provide better and more useful approaches.	Xenophon, 1963	The right to comment and participation

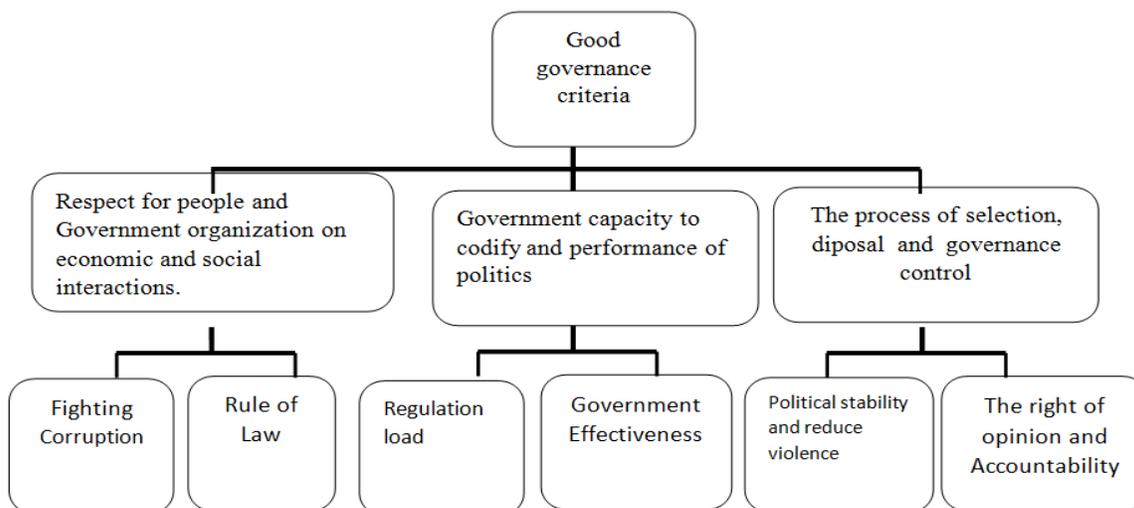


Figure 1: Criteria and indicators of good governance (Gholipour, 2004)

Table 5: Historical statement on consensus

Time	Historical statements	Recourse Access	Indicators
Cyrus the Great	Cyrus decisions were through consensus, and he believed in consensus. Cyrus the great called Mahestan (Mahestan Parliament) for a vote on the attack to Masazht and also gave way to Croesus, the deposed Lydian king, in their consultative meeting.	Flannery 2003 Lamb 2006 Shapur Shahbazi 1971 Ehtesham 1976	Consensus and political participation and respect for different opinions

Table 6: historical statements about political stability and absence of violence

Time	Historical Statements	Recourse Access	Indicators
Cyrus Great	Riots took place relatively few and were mostly partisan political attempts to seize power of the central government rather than autonomy and getting out of control the central government. Cyrus behavior in Babylon was described in lines 22-26 The people of ancient world considered the fall of Median regarded as transitions from Styag Cyrus. The transmission of power was so secret that the Persian rule was regarded by the Western nations as the manifestation of the materiality. Cyrus introduction and assignment by gods in lines 12-15 from Cyrus charter Cyrus introduction and assignment by gods in lines 18-19 and his titles and ancestors by himself in lines 20-22 and enhance the offerings to the gods in lines 27-28 and the obedience of the peoples of other lands described in lines 28-30 of Cyrus Charter	Faghihi and Danaee Fard 2006 Razmjy 2007 Dandamayf 2002 Ghirshman 1987 Sandor 2001 Razmjy 2007 Razmjy 2007	The absence of violence and conflict and strikes and political instability,etc. Establish peace in Babylon Transparent and peaceful Process of the transition of power and political stability Legitimacy Legitimacy (Public satisfaction and common acceptance)

Table 7: Summary of historical statements

Variable	Conclusions
Accountability	In the reign of Achaemenid Cyrus II, no trace of accountability to the people has been reported. Apparently there was only the one-way respond of the king's satraps and military commanders to the king and there was no public accountability of the governors and performance data was not available to the public because there was a monitoring and evaluation system at the time.
Participation and self-expression	According to historians, prominent writers such as Plato, Cyrus the Great consulted with his commanders and took credit to the opinions of the wise on various occasions and intelligent people who, on the experience, made comments on the consistency in the administration of the Empire and gave full authority to such persons to express their views.
Consensus	Inviting the members of Mahestan committee by Cyrus the Great to vote for the attack to masazht represents that Cyrus believed to consensus and respected numerous comments.
Political Stability and Absence of Violence	The transparent and peaceful process of transition of power and the absence of violence are leading indicator for the political stability that at the beginning of the reign of Cyrus II, the fall Mudd was supposed to as a transition of power from Styag to Cyrus and also at the time of Cyrus in Babylon, there were no traces of violence, and he entered Babylon without bloodshed.

Table 8: Results of the expert survey

Discipline of Responsible experts number	Evaluation	history		Archaeology		total	
		10 verification	correctio n	7 verificati on	correctio n	17 verificati on	correctio n
Accountability		8	2	7	-	15	2
Participation and self expression	-	7	3	6	1	13	4
Consensus		10	-	5	2	15	2
Political stability and absence of violence		9	1	5	2	14	3

Discussion and Conclusions

By studying the newest translation of Cyrus, which is based on the latest discoveries in the field, and arguing that the text scrolls were written at the behest of the kings themselves could have been exaggerated, the researcher examined to assess their governance based on other evidence. In this method the researcher studies the literature and historical works recorded by scholars, historians and writers and while researching the history and content of the statements and by the advice of experts, has adapted them to the characteristics of good governance.

According to the results that have been validated by experts, the discussed indicators in this study that have been raised by the international community as indicators of good governance, had been considered by the Achaemenid Cyrus II's reign, around 600 BC. It may be argued that the rule of Cyrus II was an example of good governance and in fact, he laid the foundations of good governance in the country and all over the world and his rule is considered as a credit and switching of good governance.

King decisions were based on advice from various sources including the nobles, the official bureaucracy of experts, consultants Council and the Council of Ministers (Fagihe and Danaee, 2006). Moreover, the decisions of Cyrus the Great were by consensus, and he believed in consensus. Cyrus the Great invited

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Mahestan (Mahestan Parliament) for a vote on the attack to Masazhtha and also he called, the Lydian deposed king at the time of his consultation session.

As it was mentioned in historical documents, Cyrus held the responsibility of supervising his high-rank agents, because he was bound to oversee their affairs personally (Xenophon, 1963). Moreover, they reported to Cyrus how they had managed governance and the work carried out by the authorities annually (Aysrayl, 2001). These issues prove the existence of the monitoring and evaluation system during the reign of Cyrus, which is regarded as one of the tools of accountability, according to Frederickson. It is clear that this concept is different from what means to be a response in the present era and in fact, it can be a minimalist approach to it.

ACKNOWLEDGMENT

This article is extracted from my thesis under the title of “Study the Governance of Achaemenid Cyrus II with A Comparative Approach to Good Governance”. Hereby, I extend my sincere appreciation to Islamic Azad university of Jahrom for the efforts and supports they provided to me.

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