

selection but still has a long way to go. Even within the Pasteur complex, the government has yet to roll out an administration organized and adapted to current conditions. But two features of the government in terms of public engagement are its plus points: First, Pezeshkian does not exploit the “distressed masses” as a political tool. You remember that during the two terms of president Ahmadinejad, thousands of desperate people rushed after the president’s motorcade, desperately trying to get their petitions in and collect 50,000 toman! Pezeshkian is not into these crowd-pleasing tactics but still visits cities and actively pursues resolving people’s problems. Second, Pezeshkian gets straight with the people and acts accordingly. For example, when his deputy praises him in a meeting, Pezeshkian says, “Jafar, cut it out.” Or if the government messes up by submitting a flawed cybersecurity bill, they own up and withdraw it. My impression is that people take to this straightforwardness. Also, despite the many problems people face, the public’s everyday relationship with the Pezeshkian government is not hostile.

What score would you give Pezeshkian and his government concerning actual compliance — not just rhetoric or show — with the Leader’s directives? That consensual approach — the one that posits “we have no quarrels” — really showed its worth in the relationship between the Leader’s office and the government. The government’s success in the 12-day war would not have been possible without this cooperation between the government and the Leader’s office. The Leader of Iran’s Islamic Revolution Ayatollah Seyyed Ali Khamenei himself repeatedly stressed the importance of this collaboration.

The interview first appeared in Persian on IRNA.

Charting new paths in governance

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OPINION

The first year of the Pezeshkian government kicked off under tough and challenging conditions, marked by economic pressures, social and political issues, and international constraints. In this context, the government, taking a realistic approach and steering clear of unrealistic promises, sought to win back public trust through honesty in words and deeds, and by tuning into the voice of society, aimed to break new ground in managing the country. One of the standout features of the incumbent Iranian government over the past year has been its effort to tie together justice with development. Alongside pushing ahead for economic growth and improving macroeconomic indicators, the government has aimed to put forward justice as the main criterion for policymaking, ensuring that the fruits of progress are fairly distributed across the country and to all social classes. In line with this, important steps were carried out to decentralize the governance system and pass on some authority to governors, so that decision-making and implementation at the provincial level could be handled with greater agility and efficiency. “Educational justice” also received special attention as a key pillar of social justice. That same year, the country went through a trying but inspiring experience.

Successful test of imposed 12-day war
The Israeli-imposed war, which lasted 12 days, was resolved without giving up national positions, thanks to the exemplary resistance of the people and smart management by the government and ruling authorities, while maintaining internal cohesion. This experience not only put to the test the country’s defensive and managerial capacities but also brought about increased social solidarity and strengthened the sense of national belonging; a solidarity that today acts as a driving force to keep up government activities and underpins the advancement of future programs.

Strengthening ‘national unity’
Another significant achievement over this one-year period has been the strengthening of “national unity,” that is, setting up an atmosphere for dialogue and convergence among vari-



Iranian President Masoud Pezeshkian (c) shakes hands with a lawmaker after his proposed cabinet members were all approved by the Parliament in Tehran, Iran, on August 21, 2024.
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ous political currents and social groups, aiming to bridge political and social divides. This course, based on overcoming fabricated political lines and leaning on national commonalities, has become a valuable asset for facing future challenges. While the one-year experience has brought to light signs of progress in parts of domestic and foreign policy, it has also sent out a clear message: Successfully navigating the complexities of today calls for a rethink of governance and mapping out a fresh path for the country’s future. The future ahead of the government and nation demands attention to several key essentials that could form the main pillars of governance in the coming years:

1. People-centered and society-driven governance: The country’s management in the next decade cannot simply rest on centralized and state structures. Opening up real opportunities for participation and contribution by the youth, social groups, and experts in the decision-making and implementation process is not a political slogan but a prerequisite for effective governance. This approach, rather than recycling artificial political boundaries, relies on meritocracy and harnessing all the country’s human capacities.

2. Domestic economic diplomacy: Sustainable development will come about when each province and region can play a part in national growth based on their relative advantages. Building up effective connections between the private sector and local institutions, enhancing the role of councils and chambers of commerce, and channeling investment toward local projects can balance out the national economy and

close down regional disparities.

3. Institutional agility and flexibility: One of the chronic flaws in the governance system is slowness in decision-making and execution. Delegating authority to local bodies, streamlining government structures, cutting down unnecessary bureaucratic steps, and making use of technology to speed up processes are vital necessities to snap into action quickly during crises and seize opportunities. A forward-looking government is one that can roll with unforeseen changes and events and jump into immediate action.

4. Political rationality in decision-making: Today’s politics, more than ever, needs to steer clear of fleeting emotions and pointless polarization. Replacing rash decisions with dialogue, consensus-building, and leveraging expert opinions can set up a collaborative and stable environment for advancing national programs.

5. Proactive regional diplomacy: The first year’s experience

has shown that constructive relationships with neighbors are more than a political necessity; They are an effective economic and security tool. Continuing this path, along with innovative approaches to hammer out new ways for economic, transit, and energy cooperation, can boost Iran’s standing in regional equations and lay down a strong foundation for internal growth.

6. Strengthening social capital and public trust: No structural reform or development plan can take root without enduring public support. Maintaining transparency, accountability, and honesty in performance, combined with involving people in decision-making, can build up public trust and revive social capital.

7. Justice-centrism alongside developmentalism: The government’s ongoing path must make sure that economic development goes hand in hand with social justice. This

means paying special attention to less privileged areas, supporting vulnerable groups, and preventing the build-up of inequalities. Only then can economic growth translate into public welfare and social cohesion. The one-year experience of the Pezeshkian government has clearly shown that combining these essentials — from people-centered, justice-driven governance to domestic economic diplomacy, institutional agility, and political rationality — can chart a course toward a stable and development-oriented future for the country. Overcoming today’s challenges doesn’t just boil down to government willpower but requires a synergy between the government, society, and elites; a synergy that can pull together the country’s scattered capacities into a unified national direction and turn hope for the future into a tangible reality.

The article first appeared in Persian on IRNA.



Iranian Foreign Minister Abbas Araghchi (L) meets with his Egyptian and Omani counterparts, Badr Abdelatty (C) and Badr Al-Busaidi, respectively, on the sidelines of the Oslo Forum in the Norwegian capital on June 11, 2025.
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