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Editor in Chief's note

In a world where management and governance are becoming increasingly complex, our attachment to our moral and spiritual roots is felt more than ever. I see this issue of Religion, Management and Governance (RMG) as not just a collection of articles, but also a lively dialogue between long-standing traditions and the new challenges facing today's leaders.

This third issue of the journal is the result of months of collaboration with researchers who have bravely started research. We continue to believe that new ideas come from fresh and young minds, while also emphasizing the importance of continuous work and maturity.

What you will read in this issue:

1. National Competition and Religion: How Do Religious Beliefs Affect Countries' Competitiveness Indicators? Research that takes economics beyond the confines of numbers and looks at the "collective spirit" of societies.

2. The Language of Silence in the Quran: Sometimes a look is worth a thousand words. A new analysis of nonverbal communication in the verses of the Quran that has even veteran exegetes pondering.

3. Development banks and poverty alleviation: A field report on a successful experience in Bangladesh that shows how the principles of Islamic economics can lift villages out of poverty.

4. Training managers based on religious texts: Can the Nahjal al-Balagha be used to train organizational leaders in an era where artificial intelligence makes decisions? This article's answer is both bold and practical.

End of the Beginning

I ask you, dear readers, to read these articles not with the glasses of dry analysis, but with the eyes of the heart. Perhaps the sentences that seem theoretical today will become the basis for your decision-making in your organization or society tomorrow.

And finally, I would like to thank my colleagues on the editorial board who endured hours of passionate discussions behind closed doors—those arguments that sometimes lasted until midnight, but ultimately led to the richness of this issue. With the hope of a tomorrow when management and governance are not tools of power, but a way of service.

Gholam Reza Goodarzi

Research Article

Ideology, Religion, and National Competitiveness

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Abstract

This study investigates the role of Islamic ideology in fostering economic cooperation among nations within the Axis of Resistance. It proposes a strategic framework integrating ideological principles with economic strategies to enhance national competitiveness and resilience. The research highlights the importance of ideological alignment in achieving strategic objectives and fostering unity among member nations. By aligning national values and goals with Islamic principles, the study underscores the potential of Islamic ideology as a driver of economic collaboration and national competitiveness. The findings suggest that economic cooperation among Axis of Resistance nations can mitigate the impact of international sanctions and enhance collective economic efforts. The proposed strategic framework emphasizes identifying unique capabilities, integrating ideology into national strategy, and enhancing economic cooperation. Continuous monitoring and adaptation to changes in the competitive environment are crucial for maintaining a competitive edge. Future research should explore the intersection of ideology and strategy, particularly in emerging geopolitical and economic challenges.

Keywords: Islamic Ideology, Economic Cooperation, Axis of Resistance, Strategic Management, National Competitiveness.

Introduction

The concept of competitive advantage has evolved significantly, becoming a cornerstone in strategic management. Competitive advantage encompasses various dimensions, from tangible and intangible assets to unique organizational and societal characteristics that are difficult or impossible for competitors to replicate (Hayati et al., 2021). The study of competitive advantage has undergone several conceptual developments, categorized into five generations (Nayaka et al., 2022). The fifth generation integrates social and competitive advantages, leading to a human-centric transformation (Cantele and Zardini, 2018; Singh et al., 2019).

1. Literature Review

1-1. Competitive Advantage and Ideology

Previous studies have extensively explored competitive advantage in business management and strategic planning. Porter's (1985) work on competitive forces and generic strategies has been foundational. Barney's (1991) resource-based view (RBV) emphasized unique firm resources in achieving sustained competitive advantage.

In strategic management, ideology is crucial in guiding organizational vision and direction (Khalili, 2005; Collins and Porras, 1996). Eagleton (2001) defined ideology as the process of producing meanings, signs, and values in social life, shaping worldviews and behaviors. Ideological alignment with strategic objectives is essential for long-term success.

1-2. Axis of Resistance

Studies on the Axis of Resistance have examined its geopolitical and ideological dimensions. Researchers such as Aoudé (2022) and Azandehi et al. (2023) have highlighted the role of ideology in shaping strategic objectives. Economic resilience and cooperation within the Axis of Resistance have been emphasized as crucial for enhancing national competitiveness (Yousfi, 2021; Metki, 2018).

2. Islamic Ideology and Economic Cooperation

2-1. Role of Islamic Ideology

Islamic ideology, rooted in principles of justice, independence, and resistance against imperialism, provides a unique competitive advantage for nations within the Axis of Resistance. This ideology fosters unity and purpose, aligning national values and goals (Lodge, 2009). Strategic

alignment of Islamic ideology with national interests enhances a nation's ability to compete globally (Ayatollah Khamenei, 2018).

2-2. Economic Collaboration

Economic cooperation among Axis of Resistance nations can mitigate the impact of international sanctions and enhance resilience. Shared ideological values can create a robust economic network supporting national and collective interests. Economic collaboration can lead to the formation of an economic front countering economic warfare (Esfandiari et al., 2023).

3. Strategic Framework for Ideology-Driven Economic Cooperation

3-1. Identifying Unique Capabilities

Identifying unique capabilities and competitive advantages is essential. These may include tangible assets like natural resources and infrastructure, and intangible assets like cultural heritage and ideological commitment (Hayati et al., 2021). This identification allows nations to leverage strengths and address weaknesses.

3-2. Integrating Ideology into Strategy

Integrating Islamic ideology into national strategy involves aligning ideological principles with strategic objectives. This ensures strategic decisions are consistent with core values, fostering unity and purpose (Khalili, 2005). Continuous monitoring and adaptation to changes in the competitive environment are crucial (Diderich, 2020).

3-3. Enhancing Economic Resilience

Economic resilience is critical for national competitiveness. Policies promoting economic diversification, innovation, and self-sufficiency are vital. Building robust and adaptable economic systems can withstand and recover from disruptions, maintaining a competitive edge (Eisenhardt, 1999).

4. Discussion and Conclusion

Integrating Islamic ideology into national strategy provides a powerful competitive advantage for nations within the Axis of Resistance. Leveraging ideological and economic strengths can achieve sustainable national competitiveness. The proposed strategic framework emphasizes identifying unique capabilities, integrating ideology into strategy, and enhancing economic resilience. Continuous monitoring and adaptation ensure agility and responsiveness to emerging challenges.

Future research should explore the intersection of ideology and strategy, particularly in emerging geopolitical and economic challenges. Interdisciplinary approaches can provide a comprehensive understanding of ideology's role in shaping national competitiveness. Empirical studies examining the impact of ideology-driven strategies on economic performance and social outcomes can offer valuable insights for policymakers and practitioners.

In conclusion, Islamic ideology offers significant potential for enhancing national competitiveness within the Axis of Resistance. Leveraging this ideological strength can achieve sustainable economic and social development, fostering a resilient and competitive future.

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Non-verbal communication in the Holy Qur'an

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Abstract

Considering the scope and importance of non-verbal communication in human relationships, the Holy Qur'an has also directed and regulated this type of communication based on divine thought and purpose in many of its verses. Following the verses of the Qur'an, the topic of non-verbal communication can be pursued in four areas: voice tone, facial expression, eye contact, and body language. The tone of voice has the dual function of identifying people's inner goals and maintaining people's social health. The facial expression also indicates concepts such as humility, anger, hypocrisy, chastity, and remorse. The way of looking and eye contact includes effective concepts in human communication such as anger and opposition and sometimes also expresses anxiety and fear. The movements of other body parts (body language) each symbolically indicate certain meanings, attitudes, and moods, and the Holy Qur'an confirms some of these concepts and rejects others. The most important point in the concepts resulting from non-verbal communication is that these concepts are based on the axis of divine teachings. In other words, the concepts emitted by the eyes, tone, facial expression, and body language should be based on monotheism, lordship, and God. In the Holy Qur'an, while inviting the transmission of some concepts in the form of non-verbal behaviors, God forbids some other concepts, and it is not the case that anyone is allowed to convey any concepts with non-verbal language, but rather, one should consider the audience and pay attention to his attitude. A behavior appropriate to him should be emitted. The result of such a thing will be the emergence of multiple relationships with different concepts and orientations in the community of believers.

Keywords: non-verbal communication, divine orientation, tone context, facial expression context, eye context, body language context.

Introduction

Considering the complex requirements of today's life, the category of communication has a special place among thinkers, and due to the increase in communication ways and the formation of the Global Village, its importance has become more visible and has become the subject of study by many researchers. The importance of communication is such that it can have positive or negative effects on a person's life and change or overturn his path. The necessity of social life, the need for social and human communication, and the extensive level of these interpersonal interactions have caused the emergence of various fields of study in the humanities, of which verbal and non-verbal communication are only a part of those sciences. Despite the great role and importance that language or verbal communication has in the continuation of our individual and social life; however, human communication is not limited to verbal one, a significant part of human communication takes place through non-verbal communication. These form the most important part of interpersonal communication and include a wide range of phenomena such as tone quality, facial expressions, and gestures, body gestures, hand and foot movements, touching others (such as putting a hand on someone's shoulder), standing and sitting position, handshaking, facial signs and different facial expressions, eye contact, body angle, covering style, distance, physical territory and distance of communicators, arrangement of people and objects about each other, etc. The reason behind the importance of non-verbal communication is that non-verbal communication can determine the success or failure of a relationship. Because more than 70% of human communication is non-verbal. The ratio of non-verbal to verbal relationships in the estimation that the researchers obtained is 35% verbal and the remaining 65% is non-verbal. Of course, according to the research of some other researchers, only 7% of the meanings are conveyed to the audience with verbal messages, but 93% of the messages are conveyed non-verbally, of which 38% with phonetic signs and 55% with Facial signs are transmitted. (Farhangi, 2006: 272).

Non-verbal communication is the phonetic and non-phonetic messages that are sent and explained by means other than linguistic means. In general, this type of communication is achieved by establishing communication and conveying the message to the other party with the help of a tool other than words. The knowledge that examines and analyzes the set of non-verbal messages the way they

are sent and how they affect the audience is called the Knowledge of Non-Verbal Communication.

"From the point of view of experts, the communication of non-verbal behaviors in comparison to verbal behaviors indicates our true feelings; because when sending non-verbal messages, we cannot notice all our behaviors and find them out. Usually, we can hear our voice, but we cannot understand the movements of gestures and how to express ourselves; because these and other types of non-verbal behaviors are more important and continuous examples than speaking, besides, they are less important in our self-awareness field. For this reason, this hypothesis has been proposed by some researchers that our non-verbal behavior indicates our true feelings" (Mohsenian Rad, 1369, p. 256).

Since human life is inevitable and dependent on communication, therefore, the Holy Qur'an has paid special attention to it, and to regulate human communication and direct it, it has expressed the components and principles regarding verbal and non-verbal communication. It requires a lot of extensive research. This article has been done in this direction and in presenting a small part of this great truth, it has addressed the topic of non-verbal communication from the perspective of the Holy Qur'an and its characteristics, so that it may be opened for other research.

In terms of the research process, this article is based on the conceptual framework consisting of the concepts of "communication", "message", "sender and receiver" and "non-verbal communication" and based on the interpretative method of the topic with a detailed approach to the topic of "non-verbal communication" in the verses of the Qur'an Karim will reflect on it and infer some of its components and Quranic examples.

1. Research Background

Author(s)	Title	Method	Results
Zahra Mohaghegian, Azam Parcham	Semiotics of non-verbal communication in the verses of the Holy Quran	Descriptive-analytical	The verses of the Holy Qur'an convey various messages to a person through non-verbal communication such as sound, sight, smell, hearing, etc.

Author(s)	Title	Method	Results
Mohammad Javad Sadeghi Majid, Meysham Chitgarha	Investigating the non-verbal communication implications of different body states in the Qur'an	Descriptive-analytical	The Holy Qur'an has not been oblivious to the capacity of non-verbal signs in general and body postures and movements in particular, and by addressing the non-verbal dimensions of all types of human communication, it has deepened and completed the intended message.
Siddiqa Karami, Seyyed Mohammad Reza Hosseini Nia	Communication in the verbal and non-verbal communication section in the family from the perspective of the Holy Qur'an and hadiths	Descriptive-analytical	Communication in the family has a wide scope and is done in both verbal and non-verbal ways. Constructive verbal communication through kind speech, expression of love, preaching, etc. plays an important role in creating hearts between family members. The channels of non-verbal communication are also very wide, and its various dimensions are explained more in the narrations.
Sohrab Maruti, Yar, Mohammad Ghasemi, Narges Shekharbeigi, Fereshte Darabi	Typology of non-verbal communication components in the Holy Qur'an	Descriptive-analytical	The Holy Quran refers to the importance of external characteristics in social and interpersonal relationships. Also, he

Author(s)	Title	Method	Results
			has mentioned things such as walking modestly, smiling and being open-minded, respecting the tone of voice and tone of speech, etc. Body language and paying attention to its signs, such as facial expressions and physical condition, etc., encourages us more careful in our actions and behaviors.
Hossein Fa'al Araghi Nejad	Non-verbal communication in Qur'anic stories	Descriptive-analytical	In the use of non-verbal communication, the stories of the Qur'an pay attention to the types of body language, the functions of the language of objects such as gifts and possessions, clothes and jewelry, and the elements of speech such as the tone and quotient of speaking, and in this revelation, they take advantage of this. The way of communicating and linking them with words has added to the greater conveyance of meaning in the dramatic space of his story.

2. Concepts

2-1. The concept of communication

Many definitions have been provided for communication, but a definition that is agreed upon by all communication science scholars has not been stated. In his book on communication, Mohsenian Rad considers the lack of attention to this field, along with its youth, as the reason for this. But in a definition, he has defined the concept of communication as follows: "the process of transmitting a message from the sender to the receiver provided that the recipient of the message has a similarity of meaning with the intended meaning of the sender" (Mohsenian Rad, 1990: 57).

In another definition, communication is the technique of transferring information about human thoughts and behaviors from one person to another. In general, each person uses various means to communicate with others and express their needs (Hakim-Ara, 2005: 36).

2-2. The concept of the message

The message can be visualized in two ways:

i: Verbal message (both voice and writing): It is the same as what everyone thinks of it and it can be considered as a conversation that is done face-to-face or on the phone. A message is a letter, e-mail, or text message that is sent, it is news that is broadcast in a newspaper or on TV. There is a one-way crossing sign that is installed at the crossing and other similar examples.

ii: Non-verbal messages: Some things are not in everyone's mind, but they are accepted when explained. These items can also be called messages. Such as the state of resentment that is expressed on a person's face in the form of a frown or hand gestures, especially in excited conversations. (Mohsenian-Rad, 2017: 189)

2-3. The concept of sender

In human communication, the person who sends the message voluntarily or involuntarily is the sender of the message (Ahi and Suri, 2015: 28).

2-4. The concept of receiver

A person may intentionally place himself in the place of receiving a message or unintentionally be the subject of receiving a message, in both cases this person is considered the recipient of the message (Ahi and Suri, 2015: 28).

2-5. Non-verbal communication

Non-verbal communication consists of phonetic and non-phonetic messages that are sent and explained by means other than linguistic means (Farhangi, 1996: 22), so the range of communication is more than the exchange of words communication can be done without any words. It is like the communication of two or more people together, which is carefully observed in this type of interaction that the non-verbal communication between them is ongoing all the time, while the verbal communication only takes place sometimes (Mohsenian Rad, 1990: 246).

3. Methodology

The research method in this article is the method of thematic interpretation based on the detailed approach to understanding the verses of the Holy Qur'an. The most important feature of this approach is that it does not include the structure of the sura and the relationship between its verses in discovering the meanings and concepts of the Qur'an, and examines each word, verse, part of the verse, or verse independently of the overall context of the sura; Therefore, the unit of reference in this method is a single verse or a part of it, multiple verses, narrative interpretation or independent narrations and relying on the literary and linguistic features of words (Ahmadi Ashtiani, 2022: 4). Based on this, Qur'anic verses and phrases related to the topic of non-verbal communication will be considered and the titles and components of non-verbal communication that the Holy Quran indicates will be deduced.

4. Non-verbal communication in the Holy Qur'an

In the Holy Qur'an, communication (both verbal and non-verbal) is not limited to the type of human-to-human, but the scope of communication includes the relationship between God and all beings, God and angels, God and men, men and angels, men and animals, animals and men, God with the devil and the devil with humans, and for each of these very important and complicated matters have been stated. Also, the time and place of some of these connections go back to other worlds, i.e. heaven, hell, and doomsday.

Since paying attention to the components of communication and its correct application is one of the important factors in creating good and effective communication, the religion of Islam has always pointed out subtle points in establishing communication.

Perhaps the main point of the Qur'anic implications in the matter of communication is that human relations (whether human to human or God

and other beings of the world) must be based on God and monotheism, and the servants are obliged to involve God's thoughts and presuppositions in their communications. That's why, their eyes, tone, facial expression, and body language should emit certain concepts and be centered on monotheism and divine lordship. The circuit of communication should be based on faith in God and His teachings. In other words, divine teachings direct human communication and value the type of concepts resulting from communication and address people based on it, and while calling for the observance of certain concepts in the form of non-verbal behaviors, from some It forbids other concepts, and it is not like that everyone is allowed to convey any concept with non-verbal language, but a suitable behavior should be emitted by considering the audience and paying attention to his attitude.

The manifestation of this statement in the Holy Qur'an can be seen in verse 29 of Surah Fath. "Muhammad, the Messenger of God, and those who are with him, are fierce against the infidels, the most merciful among them, bow down in prostration"; According to this verse, God Almighty demands his servants to direct their behaviors based on faith and the axis of the messenger of God and his companions. Therefore, the result of such a thing will be many relations and concepts of communication in the community of believers (Motasharrein), one of these areas is non-verbal communication.

The Holy Qur'an has mentioned this non-verbal communication in some cases. As he says in the face of helpless but restrained people: "For the poor who are confined in the way of God, they are not able to strike in the land, as they are ignorant of the rich." They are known by their faces, and they do not question people with blankets, and we spend from good things, for God is All-Knowing" (Al-Baqarah: 273) The meaning of the expression "Yahsabuhum al-Jahilo Aghniyya" is that people who are not aware of the real condition of poor people among believers think that they are rich due to the severity of chastity that can be seen in their behavior. Because even though they are poor, they don't pretend to be poor and they hide the signs of poverty as much as they can so that people are not aware of their condition unless the color of their skin becomes yellow due to extreme poverty and their clothes are old so the people get to know them through these signs (Tabatabaei, 1996: vol. 2, 613). Therefore, one of the components of non-verbal communication is the characteristics of people's faces. Amir al-Mominin says about the role of the face and facial expression in a relationship: "There is nothing visible to anyone except the

appearance in the flats of the tongue and the surfaces of the face." (Nahj al-Balagha, Hikmat 26)

By induction in the verses of the Holy Qur'an, the manifestation of non-verbal communication can be followed in four areas: voice and tone, facial expression, eye contact, and body language.

4-1. Tone

Tone of speech is considered one of the important and common signs of non-verbal communication, which is always accompanied by human speech and behavior. The tone is the general mood of the conversation that can affect the outcome and its conditions. For this reason, controlling the tone is necessary to achieve desirable results; because the tone determines the direction of the speech more than any other factor. From the point of view of the Qur'an, the function of tone in non-verbal communication can be used in two positions:

First place: the function of tone in identifying people's inner goals

In Surah Muhammad (pbuh), God says about the hypocrites: "If We want, We will show them to you, and you will recognize them by their faces or the way they speak, and God is aware of your deeds" (Muhammad, 30). According to the late Allameh Tabatabai, the meaning of the verse is that "you will soon recognize them by the way they speak because their speech is sarcastic and offensive" (Tabatabayi, 1996, vol. 18, p. 365). Therefore, it can be concluded that from the point of view of paying attention to the tone of speech in understanding and discovering the meaning of a communication, it has an effective and vital role that the speaker should pay attention to.

Second place: the function of tone in maintaining the social health of people

In verse 32 of Surah (Ahzab), God says to the Prophet's women a well-known saying; "O women of the Prophet, you are not like other women, if you fear God. So don't speak softly so that the man who has a disease in his heart will be greedy. And say Ma'rouf." According to the contents of the verse, attention and precision in how to speak and pay attention to the tone of speech is one of the ways that sick people do not covet society's members, especially women.

4-2. facial expression

Facial expressions are the language that express many concepts in human interactions, which may sometimes appear voluntarily and sometimes involuntarily. According to Qur'anic anthropology, a person's mood and

mental state are visible above all in the color of his face and facial expressions. From the perspective of the Qur'anic vision, just as the confusion, turbidity, and darkness of the conscience of the deniers of the unseen world and those who are deprived and useless of faith and spiritual experiences are visible in their faces; In the same way, the inner purity of the people of meaning is found and visible in their faces, and the effects of faith and the signs of God's service are visible in the faces of the believers: "The appearance of them in their faces is in the result of worship" (Fath, 29).

In the expression of the Holy Qur'an, facial expressions indicate concepts such as humility, anger, hypocrisy, chastity, modesty, remorse, and regret, all of which are used in non-verbal language and from facial expressions, which sometimes speak directly. It is also more effective.

A) Humility

The Holy Qur'an mentions this concept in many contexts such as the relationship between the Prophet and the believers, the relationship between the children and their parents, the state of worship of the believers, and the way the believers walk. It is stated in verse 215 of Surah Al-Shaara': "And lower your wings (be humble) towards those who follow you from the believers; A wing of humility descends before every believer who follows you. The Qur'an also declares the quality of non-verbal interaction with parents based on (lowering the wing): " Bow down before them out of kindness and say: O my Lord, have mercy on them just as they raised me when I was a child" (Isra', 24).

The concept of humility in the devotional state of the believers and the relationship with God is also manifested in some verses of the Qur'an, and one of the characteristics of the devotional relationship of the believers with God is humility: And they fall on their faces and weep, and their humility increases" (Isra', 109). Allameh Tabatabai considers the meaning of Kharur (falling on) to be prostration and humility, and the fact that he added it to cry again in the sentence is for this reason to convey the meaning of humility; because kharur is expressing humiliation with body parts and humility is expressing humiliation with the heart (Tabatabayi, 1996, vol. 13, p. 308).

B) Expression of anger

When one was informed in Jaheliya that God Almighty has given you a daughter, according to the text of the Qur'an, sorrow, and sadness occupied the entire space of their face, as the Qur'an says: "And when one of them

is given the news of a daughter, he will turn black and angry." (Nahl, 58 and Zokhrof, 17). Restraining the anger that is accompanied by turning blue and getting angry is also a form of non-verbal communication. The Qur'an's description of the effect of this state is far more effective than a state where a person expresses his anger with his tongue.

C) Hypocrisy

The manifestation of this concept is a kind of double and hypocritical attitude in people who hide an opinion in their hearts, but pretend to be the opposite. In the description of the hypocrites, the Holy Qur'an has beautifully depicted this behavior: "The hypocrites deceive Allah and He deceives them. These are the people who stand for prayer in a state of boredom and laziness, have no interest in prayer, and only pretend to believe and practice religion to trick and deceive the believers and to be close to them. And the real prayers are few" (Nisa, 142). Therefore, laziness and laziness in worship behavior a non-verbal signs of the hypocrisy of its people.

D) Chastity and prudence

Some speechless behaviors show a person's chastity prudence and strong character. In the course of the story of Prophet Moses (pbuh), in the introduction and description of the behavior and the way of acting of Shoeib's daughters, it says: "One of those girls who was walking with prudency came to him and said: My father is calling you to pay you for the water you gave us (to the sheep) and when (Moses) came to him and the story He repeated (himself) to him, (Shoeib) said: Don't be afraid, you have been freed from the group of oppressors" (Qasas, 25).

The wise God has mentioned the word "prudency(Haya)" to make the greatness of that state clear, and the meaning of the fact that her walking was on base of "pudency" means that chastity and decency were found in the way she walked (Tabatabayi, 1996, vol. 16, p. 35). In Surah Noor, God demands prudence from women in a non-verbal way: "Do not tread and stamp their foot on the ground so that what they are wearing from their jewelry be exposed" (Noor, 31).

According to some other verses, sometimes shame and humiliation appear in people because of something unpleasant. As God says in the description of the ignorant thinking of some Arabs: "He hides himself from his people because of the bad news they gave him (a girl is born from him)" (Nahl, 59). This means that when one of the Arabs got the news of having a daughter, he would show his shame by hiding himself.

E) Repentance and remorse

Almighty God says: "And on the Day of Judgment out of remorse when the oppressor will bite his finger, he will say, I wish I took the path with the Messenger" (Furqan, 27). As in the culture of human communication, biting the finger is a sign of expressing regret, and we use this non-verbal concept in our common interactions.

4-3. Eye contact

While dealing with a police officer who is standing at a crossroads and wants to warn us about a mistake, if he doesn't say a word and just looks at us, we can have an impression of this look. Now suppose this policeman starts talking to us with dark glasses. What interpretation can we have in the face of this movement? Do we not describe this situation as a bad situation for ourselves? In this case, we would rather wish him to take off his glasses to get an understanding of his perception of us. Therefore, eye contact and eye expressions are telling things that can be said to be easier to interpret than other signs. Our traditions have also mentioned the importance of this non-verbal communication method:

Hazrat Ali (pbup) said: "Look first at the woman, but don't follow her with another look and avoid sedition" (Ibn Babouye, 1983: vol. 2. page 632). Therefore, due to the meaningfulness of the looking, the causes of sedition appear.

He also said: "The eye is the guide of the heart; the eye is the leader and watcher of the heart" (Tamimi Amadi, 1410 AH: 31) Therefore, eye contact also affects human tendencies.

According to the verses of the Holy Qur'an, the way of looking and eye contact contains effective concepts in human communication. Sometimes looking shows anger and opposition; As the Almighty God says: "And when the danger comes, you see them, like someone who has been swallowed by death, their eyes turn in their sockets [and] they look at you" (Ahzab, 19). Sometimes the gaze expresses the anxiety and fear of the other party; As God, the Exalted said: " But when a clear Surah was revealed and the battle was mentioned in it, you see those who have a disease in their hearts, they look at you like someone who has fallen into a state of unconsciousness of death" (Muhammad: 20). Also, according to some traditions, the type of look conveys the concept of love and affection. The Holy Prophet (PBUH) says: that looking at parents with love and affection is worshiping (Majlesi, 1382, vol. 71, p. 73).

4-5. Body language

In addition to "face and facial expression", the way of movements of other body parts also symbolically indicate certain meanings, attitudes, and moods and cause the formation of different perceptions of us by others. That's why, in religious verses and narrations (Revayat), along with speech and verbal behaviors, much emphasis and orders have been placed on the type of action and the manner of non-verbal behaviors. Shaking hands and hugging is one of the forms of body language that is correctly mentioned in the narration. The handshaking of the believer is better than the handshaking of the angels (Kilini, 1407: vol. 2, p. 183). States such as happy face and reassurance and calmness in walking, calmness in talking, and eating with calmness are behaviors that all convey meaning and communication messages and they are mentioned in Religious sources. Amir al-Mu'minin Ali bin Abi Talib (pbuh) addressed the Hammam and said: "Happiness is in his face and sadness is in his heart" (Kilini, 1407: vol. 2, p. 226). Also, the chapters on the attributes of a believer in our Ravayat books mention the external and internal attributes of a believer.

The Holy Qur'an says the way people walk carries a message. As God Almighty says about the characteristics of believers: "The servants of the Merciful God are those who walk humbly on earth. And when the ignorant address them, they speak gently" (Furqan, 63). Some commentators have expressed the meaning of "humbly (Hon)" as humiliation or friendship and tolerance (Ragheb Esfahani, 1416 AH, p. 848), in which case the meaning of the verse will be that the believers do not act with arrogance while walking.

5. Conclusion

Since the bulk of human communication is non-verbal communication, it can determine the success or failure of a relationship. The importance of the topic prompts us to examine the topic of non-verbal communication, methods, components, and transitional concepts from the perspective of the Holy Qur'an. In terms of subject and approach, this research is in line with the works that have been written in this field, and they have explored the viewpoint of Islam and the holy book of the Qur'an in the subject of communication and message, and in fact, they have taken an interdisciplinary approach in this field. The difference is that the focus and attention of this research are on providing a conceptual framework and model of non-verbal communication, based on the four components of "tone of voice, facial expressions, eye contact, and body language". While other researchers may have only focused on the position and importance

of this issue among religious teachings or stated the importance of one component over another, without looking at providing a conceptual framework and model in the field of this issue.

By induction in the verses of the Holy Qur'an, the topic of non-verbal communication can be followed in four areas: voice and tone, facial expression, eye contact, and body language.

The tone of voice has the dual function of identifying people's inner goals and maintaining people's social health.

Facial expressions also indicate concepts such as humility, anger, hypocrisy, chastity and prudence, remorse, and regret, all of which are based on non-verbal communication and are used based on the indications of facial expressions, which sometimes also refer to speaking directly. It is more effective.

According to the verses of the Holy Qur'an, the way of looking and eye contact contains effective concepts in human communication. In the verses of the Qur'an, sometimes eye contact shows anger and opposition, and sometimes it shows anxiety and fear.

In addition to "face and facial expression", the way the movements of other body parts (body language) symbolically indicate certain meanings, attitudes, and moods and cause the formation of different perceptions us. For example, the Holy Qur'an introduces the way people walk as having a special message. The meaning of the verses of the Holy Qur'an on the existence of such concepts in the form of non-verbal communication of people is a sign of their importance in the relationship between humans and their fellow humans and God and is based on a divine purpose. The main point of the Qur'anic implications in the matter of communication is that human relations (whether human to human or God and other beings of the world) must be based on God and monotheism, and the servants are obliged to include divine thoughts and presuppositions in are their communications. For this reason, their eyes, tone, facial expression, and body language should emit certain concepts and be centered on monotheism and divine lordship. In the Holy Qur'an, while calling for the observance of some concepts in the form of non-verbal behaviors, God forbids some other concepts and it is not the case that everyone is allowed to convey any concept with non-verbal language, but one should consider the audience and pay attention to his attitude. A behavior appropriate to him should be emitted. Therefore, the result of such a thing will be the emergence of multiple relationships with different concepts and orientations in the community of believers. The scope of the subject of non-verbal communication and its connection with religious and Qur'anic

teachings requires a lot of research in this field. In this regard, it is suggested that to develop the knowledge of this topic and to expand the discourse of Qur'an-based human sciences, research should be conducted in the field of theories, concepts, patterns, and methods of communication based on Qur'anic and religious teachings.

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Examining the Challenges of Implementing Performance Management in Executive Agencies; A Case Study of the Office of Performance Management of Public Administration and Recruitment Organization Based on the Civil Service Management Act

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Abstract

Performance assessment in executive agencies is a vital tool for improving efficiency and effectiveness in the delivery of public services. Inaccurate assessments based on subjective judgments and short-term assessments reduce the credibility of these assessments and fail to provide an accurate picture of the performance of executive agencies. The performance assessment of executive agencies, based on Articles 81 and 82 of the Civil Service Management Act, is conducted annually, and the results are announced in September during the "Shahid Rajaee Festival". This research examines the challenges of implementing performance management in executive agencies according to these articles. Initially, the theoretical foundations of performance management at the organizational level were studied, and selected sources were reviewed and categorized. Subsequently, semi-structured interviews were conducted with 20 experts in performance management from public sector organizations. These experts were identified using the snowball sampling method, considering their scientific, experiential, and perceptual qualifications. The interview data were then subjected to inductive thematic analysis, leading to the identification and analysis of various challenges. The study identified and analyzed the challenges in three main layers: theoretical, legal planning,

and implementation. The theoretical layer encompasses conceptual issues and the basic principles of performance assessment, which arise due to the complexity and difficulty of understanding performance across different levels of organizations, managers, and staff. This layer is deep-rooted and foundational, influencing the other layers. The legal and planning layer addresses the legal and planning challenges within executive agencies. The implemental layer involves factors that cause deficiencies or weaknesses in the execution of performance assessments. This research indicates that to improve performance assessments in executive agencies, substantial and coordinated reforms are necessary in all three layers: theoretical, legal, and implemental. Only through these reforms can more accurate and reliable assessments be achieved, thereby enhancing the overall performance of the agencies.

Keywords: Performance Management, Performance Assessment, Public Administration and Recruitment Organization, Thematic Analysis.

Introduction
The efficiency and effectiveness of a country's executive system a vital factors in achieving developmental plans and the prosperity and welfare of its people. However, the high cost of public organizations in delivering public services and the financial constraints of governments make it even more necessary to improve the performance and productivity of the country's executive agencies (Ghanizadeh et al, 2021). Additionally, the importance of increasing effectiveness and achieving results, continuously improving the quality of services and goods provided, and ensuring citizen satisfaction emphasizes the need for performance management and organizational assessment. As enhancing the efficiency and performance management of executive agencies creates numerous growth opportunities within organizations, both the government and organizations make significant efforts in this direction. Performance assessment can provide insight into the progress of performance improvements, thereby providing the motivation and opportunity needed to enhance the quality of agency performance (Ghanavati, 2022).

   Neglecting performance management and assessment means lacking a clear strategy to align employees with the organization's actions and goals and to manage and plan performance. A performance management system can play a role in all organizational dimensions, from setting goals to utilizing resources and facilities, developing employees, and achieving objectives and strategies. Its absence is considered a sign of organizational dysfunction. As Talbot states, agreement on performance planning lays the

foundation for performance management (Talbot, 2010, pp. 43-45). Through the performance assessment of employees and managers, organizations can, on one hand, identify, review, and continuously improve organizational goals, thereby enhancing the performance management cycle. On the other hand, employees, considering the resources and facilities at their disposal and the costs incurred, can collaboratively and consciously strive to achieve the organization's desired goals (Tabatabai, 2015).

According to Article 81 of the Civil Service Management Act, executive agencies are required to establish a performance management system at three levels: employees, managers, and the organization. They must annually submit the results of their performance assessments to the Public Administration and Recruitment Organization. Based on Article 82 of the Civil Service Management Act, the Public Administration and Recruitment Organization is tasked with reviewing the process of establishing the performance management system in executive agencies and assessing these agencies under general and specific indicators. The results of these assessments are presented to the President and the Parliament and are reflected annually in the Shahid Rajaee Festival.

Each year, the Public Administration and Recruitment Organization assesses the performance of the executive agencies based on Articles 81 and 82 of the Civil Service Management Act, and the top-performing agencies are introduced at the Shahid Rajaee Festival. This report aims to examine the performance assessment process of executive agencies to identify and analyze its shortcomings. Specifically, it seeks to explore and analyze the extent and quality of the implementation of Articles 81 and 82, along with their related regulations and guidelines, by the Administrative and Employment Organization. This includes aspects such as the establishment of the performance management system, the accuracy of assessments in providing performance reports, and the interrelationship of performance assessments of managers, employees, and executive agencies.

1. Theoretical Basis of Research

1-1. The Concept of Performance Management

The concept of government performance management has been discussed since the formation of the first governments and is not a new thing. Perhaps the concept of performance management can be seen as far back as 2000 BC when Chinese officials began measuring the skills of government officials to assess their civil service (Fitzpatrick, Sanders, and Worthen, 2011, p:23). According to the long historical background of the concepts related to performance management and different types of

organization in terms of function and duty, various words have been established in this field. In the following table, an overview of some of these words has been tried:

Table 1; Key concepts in performance measurement

Word	Description
Performance	In general, performance refers to "completing, executing, fulfilling, and carrying out an assigned or committed task". Specifically, performance at the individual level is "the extent to which individuals contribute to the achievement of organizational goals," and at the organizational level, it is "the set of behaviors and outcomes that determine results" (Lalwani, 2020).
Assessment	This is a concept used to inform decision-makers about the nature and quality of performance, which is applied to ongoing government actions and their completed actions (Pour Ezzat, 2017, p: 58).
Control	Continuous comparison between what is and what should be (Rafizadeh, 2008, p: 39).
Performance assessment	The process of measuring performance in executive agencies is based on scientific management concepts to achieve organizational goals and objectives, within the framework of executive programs (Ronagh & Rafizadeh, 2018, p: 38).
Performance management	A systematic approach that, through the processes of setting strategic goals, measuring, collecting and analyzing data, reviewing performance data reports, and applying their results, leads to organizational performance improvement (Ronagh, Rafizadeh, 2018, p: 35).

Government performance in pursuing programs and actions is divided into several levels of the political-administrative system, ranging from macro-level policies to micro-level organizations. In this regard, government performance can be analyzed and examined at two levels:

Macro level: This typically involves general discussions about government performance in various policy areas. The key element of macro-level government performance is the policy areas (e.g., health or education) or the performance of a set of organizations within a network (e.g., organizations involved in an urban development project).

Micro level: This is defined as the performance of a single organization concerning the public and other organizations. In other words, government programs at the macro level become organizational goals at the micro level. However, it should be noted that due to various reasons such as the multiplicity of stakeholders with different goals, networks with diverse

powers, and high conflict of interests, government performance has become a very complex performance pattern (Bouckaert, Halligan & Dooren, 2017, p: 97). This complexity hinders the proper measurement of government performance using performance indicators. However, governments have relied on performance indicators to align their performance with ongoing programs. It is clear that the relationship between performance measurement and complexity is far from being resolved, but performance measurement can cover the entire planning chain from input to outcome (Pollitt, 2013).

1-2. Performance Management and Performance Assessment

There is a conceptual difference between performance management and performance assessment, and performance assessment is considered a part of the performance management process of an organization. Performance management is a process that aims to set goals and ensure that such goals are achieved at the organizational level, using performance assessment to monitor results for continuous performance improvement. Consequently, performance assessment can be considered a tool for the implementation and execution of performance management (Rezaeean & Ganjali, 2016, p: 68).

1-3. Performance Assessment Models in The World

Performance assessment models are used as tools to provide a picture of organizational performance. Models are abstractions of different components and relationships of the organization in reality that try to identify and display the dimensions of organizational performance with a systemic approach (Talbot, 2010, p: 65). Performance assessment in the private and public sectors is very different. This issue became more pronounced when governments, in the course of managerialism in the 1980s, tried to apply private-sector performance assessment models in the public sector. This issue has serious critics to this day, and some believe that the use of performance assessment in the public sector leads to organizations' efforts to data fabrication and divert from their core to non-core tasks. Changing models that were originally intended to examine the profitability of private organizations into models that are supposed to target public satisfaction will be difficult. The goals of these organizations are very different from the goals of commercial organizations and the private sector, and this can make performance management in the public sector more complex (Ensslin et al, 2022). The following is a list of the most important models of public sector performance assessment:

Table 2: The most important performance management models in the public sector in the world

Models	Originators	Date, Location	Description
European Public Service Awards (EPSA)	European Institute of Public Administration (EIPA)	From 2009 until now, the European Union	The European Public Sector Award (EPSA) is a Europe-wide award scheme for public sector entities at all levels of government. It has been organized biennially since 2009 by the European Institute of Public Administration (EIPA). The EPSA aims to recognize and reward innovative projects submitted by public administrations across Europe, under various overarching themes.
Common Assessment Framework (CAF)	European Institute of Public Administration (EIPA)	From 2019 until now, used throughout Europe and 4100 organizations in other countries	The Common Assessment Framework (CAF) is a Total Quality Management (TQM) tool inspired by major Total Quality models, particularly the Excellence Model of the European Foundation for Quality Management (EFQM). It's designed specifically for public-sector organizations, considering their unique characteristics. The CAF model serves as a self-assessment and performance assessment tool to introduce public administrations to the culture of excellence and TQM principles. It guides organizations through a full 'Plan-Do-Check-Act

Models	Originators	Date, Location	Description
			(PDCA)' cycle, aiming to catalyze comprehensive improvement processes.
Management Accountability Framework (MAF)	Treasury Board of Canada Secretariat	From 2006 until now, Canada	The Management Accountability Framework (MAF) is a tool for assessing management excellence and performance within Canadian government departments and agencies. in Canada, it's used by the Treasury Board Secretariat to assess federal departments and agencies annually. The MAF covers areas such as financial management, human resources, information management, results and performance, risk management, and governance. It helps ensure that these entities are accountable for their management decisions and actions, aligning with policy implementation and government-wide practices.
Comprehensive Performance Assessment (CPA)	UK Government Audit Commission	From 2002 until now, UK	The CPA is a system used in the United Kingdom to assess the performance of local authorities and the services they provide. CPA classified local authorities such as Excellent, Good, Fair, Weak, or Poor based on their performance. This assessment aims to

Models	Originators	Date, Location	Description
			improve management and service delivery at the local government level by providing a clear and comprehensive assessment of their operations and outcomes.
Program Assessment Rating Tool (PART)	Office of Management and Budget (OMB)	From 2002 until 2018, USA	PART was developed by the United States Office of Management and Budget (OMB) as a systematic method of assessing the performance of federal program activities. It was introduced by President George W. Bush in 2002 and was used to rate the effectiveness of all federal programs. PART was designed as a diagnostic tool to: -Improve program performance -Inform budget decisions -Identify actions to improve results. The tool consisted of a questionnaire that assessed a program's purpose, design, planning, management, results, and accountability to determine its overall effectiveness. The PART assessments were used to help drive improvements in federal programs by focusing on outcomes and results.

Source: Talbot, 2012, p. 312.

2. Performance Assessment Model in Iran

According to experts from the Public Administration and Recruitment Organization, this organization has been inspired by the EFQM model to assess the performance of executive agencies, and its assessment model has changed and been localized over time. Currently, the Public Administration and Recruitment Organization uses the following model:
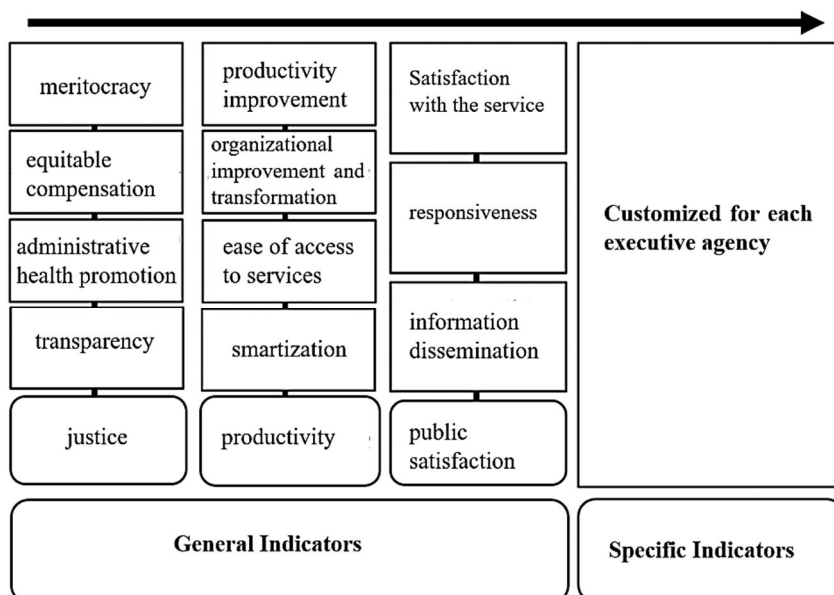
Figure 1: Performance assessment model of The Public Administration and Recruitment Organization

Source: The Office of Performance Management of Public Administration and Recruitment Organization

General indicators encompass the provisions of the Civil Service Management Act and its relevant regulations, guidelines, and circulars. Additionally, specific indicators are customized based on the goals, programs, and upstream documents of the executive agency.

3. Assessment Process of The Performance of Executive Agencies

Chapter 11 of the Civil Service Management Act establishes a framework for performance assessment within executive agencies and the Public Administration and Recruitment Organization. It mandates the implementation of a comprehensive performance management system encompassing organizational, managerial, and employee assessments, performance measurement and assessment programs, and productivity

assessments. Regular reports on the outcomes of these systems are required, and the Public Administration and Recruitment Organization is tasked with monitoring and supervising their implementation across all agencies. An annual report summarizing the performance of executive agencies and their assessment against specific and general indicators, as well as the implementation of the law's provisions, is prepared and submitted to the President and the Parliament. Additionally, the Public Administration and Recruitment Organization conducts an annual assessment of the country's position and progress in comparison to other nations using international indicators and reports received from relevant agencies. This assessment is aligned with the communicated vision, and the resulting report is submitted to the President and the Parliament. The findings of the performance assessment are utilized to inform the development of development program strategies.

This chapter emphasizes the importance of performance assessment as a tool for accountability, continuous improvement, and benchmarking against international standards. It ensures that performance management systems are implemented effectively across all executive agencies and that the results are used to guide strategic planning for development programs[1].

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1. Chapter 11 - Performance Assessment
Article 81: Executive agencies are mandated to establish a performance management system encompassing organizational, managerial, and employee assessments, performance measurement and assessment programs, and productivity assessments within their units. This system shall be implemented in accordance with regulations approved by the Council of Ministers upon the proposal of the Public Administration and Recruitment Organization. Executive agencies shall prepare regular and systematic reports on the outcomes of their performance management systems and submit them to the Public Administration and Recruitment Organization.
Article 82: The Public Administration and Recruitment Organization is responsible for monitoring and supervising the implementation of performance management systems across all executive agencies. Annually, the Public Administration and Recruitment Organization shall prepare a report summarizing the performance of executive agencies and their assessment against specific and general indicators, as well as the implementation of the provisions of this law. This report shall be based on regulations approved by the Council of Ministers upon the proposal of the Public Administration and Recruitment Organization and submitted to the President and the Parliament.
Article 83: The Public Administration and Recruitment Organization shall annually conduct an assessment of the country's position and progress in comparison to other nations using international indicators and reports received from relevant agencies. This assessment shall be aligned with the communicated vision. The resulting report shall be submitted to the President and the Parliament, and its findings shall be utilized to inform the development of development program strategies.

Performance assessment of executive agencies, as per Article 3 of the Executive Regulations for Articles 81 and 82 of the Civil Service Management Act, commenced in February of the previous year. Since then, executive agencies have been submitting their proposed indicators, categorized into general and specific indicators, to the Public Administration and Recruitment Organization.

Subsequently, working groups comprising The Public Administration and Recruitment Organization specialists, representatives from the Planning and Budget Organization, executive agency representatives, and experts in the field of performance assessment, convene to review the proposed indicators. By the end of February, The Public Administration and Recruitment Organization will finalize and communicate the approved indicators.

Executive agencies have until the end of May to upload their self-assessment reports based on The Public Administration and Recruitment Organization's approved indicators onto the designated system. Starting in June, the performance assessment process commences based on the documentation submitted by executive agencies, and the assessment results are communicated to the agencies by the end of June.

A two-week window is provided for agencies to appeal their assigned scores, followed by another two weeks for reviewing these appeals and addressing any discrepancies in the assessment scores. Upon completion of these steps, the final results are announced by The Public Administration and Recruitment Organization in September during the Shahid Rajaee Festival, and the winners of the festival are recognized.

Throughout this process, agencies are informed of their assessment scores, and the assessment process is repeated similarly for subsequent years.

4. Literature Review

The field of performance assessment of executive agencies in Iran has witnessed a growing body of research over the past few decades. These studies have explored various aspects of performance assessment, including:

Table 2: Research conducted in the field of performance assessment in the public sector in Iran

the writer(s)	Title	Research sampling	research methodology	Findings and results
Ghanizadeh, Hasanpour, 2021	Pathology of Performance Management in Iranian Public Sector Organizations	Semi-structured interviews with 19 performance management experts in Iranian public sector organizations	The research methodology was qualitative, employing thematic analysis to identify the pathologies.	The identified pathologies were categorized into one overarching theme, six organizing themes, and 55 subthemes.
Motahari et al, 2021	Designing the performance management model of government organizations based on social approaches using a mixed method of quantitative and qualitative data.	Interview with 16 senior and middle managers of government organizations by snowball method	The research employed both exploratory and confirmatory factor analysis. In the qualitative section, theoretical sampling was used from texts related to the social fields of the organization using the thematic analysis method. In the quantitative section, a survey method was used with a questionnaire distribution	Presenting a Social Approach-Based Performance Management Model for Public Sector Organizations with 10 Dimensions, 39 Components, and 136 Indicators.

the writer(s)	Title	Research sampling	research methodology	Findings and results
			approach. Cronbach's alpha coefficient was used to determine reliability, and the statistical analysis of the data was performed using SPSS software.	
Ghanavati, 2022	Aspects of performance measurement in public sector organizations	Examining reports and articles in the field of performance assessment of public sector organizations.	Systematic analysis of scientific reports	The Necessity of a Contingency Approach to Performance Assessment Systems in Public Sector Organizations Aligned with Missions and Approaches
Moghimi, Pour Ezzat, Latifi, Ebrahimi, 2021	Presenting a comprehensive model of the participation of experts and non-governmental organizations in the performance management of the public sector	Interviews with 21 assessors, assessment managers, and experts involved in the informal performance management process of public sector organizations	The research method is qualitative and the current state is modeled using the Glaserian approach of the grounded theory strategy.	Examination of the Effective Components of the Current State of Expert and NGO Participation in Public Sector Performance Management and Presentation of a Comprehensive Model of Expert and NGO Participation in Public Sector

the writer(s)	Title	Research sampling	research methodology	Findings and results
				Performance Management
Bekdalo, Rahnavard, 2017	Measuring inter-organizational coordination and identifying factors affecting it in public organizations	A sample of 59 organizations using Morgan's table and systematic random sampling.	Exploratory Factor Analysis (EFA)	Research shows that the influencing factors on inter-organizational coordination are as follows: willingness to cooperate, regulation of inter-organizational relations, mutual understanding and interests, alignment and interdependence, and legal agreement.

Source: Research Findings

The results of the literature review emphasize that although performance assessment faces many challenges, the existence of this process is essential for increasing productivity and efficiency. Performance assessment, as a tool for improving the quality and efficiency of public services, plays a vital role in achieving strategic goals and improving services to the public. Addressing the identified challenges and striving to overcome them can lead to an improvement in assessment systems and ultimately improve the performance of the public sector. This chapter, by reviewing the studies conducted, will lay the groundwork for a more detailed analysis and the presentation of appropriate solutions in the subsequent chapters of this article.

5. Research Methodology

Thematic Analysis (TA): Thematic analysis is a qualitative research method used for identifying, analyzing, and reporting patterns (themes) within data. It minimally organizes and describes the data set in (rich) detail. The thematic analysis goes beyond simply counting phrases or words in a text and moves on to identifying implicit and explicit ideas

within the data. Codes are then developed to represent the identified themes and are applied or linked to raw data as summary markers for later analysis. Unlike many qualitative analytic methods, TA is distinct because it provides a methodological tool that is not bound by any theoretical framework (Clarke & Braun, 2016). In this research, thematic analysis was employed to understand the various issues associated with performance assessment in executive agencies and among managers and staff in the public sector. The analysis was conducted using the MAXQDA software, which facilitated the coding and categorization of interview data.

Research Implementation

1. Review of Theoretical Foundations:

Initially, the theoretical foundations of performance management at the organizational level were studied. Relevant sources were reviewed and categorized to establish a comprehensive understanding of the subject.

2. Semi-Structured Interviews:

Semi-structured interviews were conducted with 20 experts in performance management from various public sector organizations. These experts were selected through a snowball sampling method, considering their scientific, experiential, and perceptual qualifications.

3. Data Analysis:

The interview data were then subjected to inductive thematic analysis. This involved coding the data and identifying recurring themes and patterns. Through this process, various issues and challenges related to performance assessment were identified and categorized.

By using thematic analysis, this research systematically uncovered the underlying issues in performance assessment practices, providing a detailed understanding of the theoretical, legal, and operational challenges faced by public sector organizations.

6. Results and Findings

The present research concludes that the implementation of performance management in the executive agencies of the country based on Chapter 11 of the Civil Service Management Act faces two main and secondary categories of factors. According to the present research, the main factors are divided into three main layers: theoretical, legal, and planning and implementation.

Theoretical layer: These flaws relate to theoretical issues and fundamental concepts of performance assessment. The problems at this

level are mainly due to the complexity and difficulty of understanding performance at different levels of organizations, managers, and employees. These flaws are deep and theoretical, and the root of many other problems lies in this layer. In other words, without a proper and clear understanding of performance and its criteria, assessments cannot be accurate and valid.

Legal and Planning layer: The next layer of flaws is legal and planning flaws, which describes the legal and planning problems at the level of executive agencies. These problems include several factors such as ambitious laws and policies, lack of appropriate enforcement mechanisms, lack of appropriate accountability mechanisms, and so on. Each of these factors can have a significant impact on the efficiency and effectiveness of performance assessment. Weaknesses in this layer often lead to serious problems in the proper and fair implementation of assessments.

Implementation layer: Finally, implementation flaws include factors that cause performance assessment to be flawed or weak in implementation. This category of flaws includes a lack of appropriate training and development, a lack of financial and human resources, the use of inefficient information technology systems, the lack of appropriate systems for management and troubleshooting, and so on. These implementation problems make it difficult for the performance assessment process to be implemented effectively and efficiently, and the results of the assessments may not be reliable and valid. The following table describes these factors:

Table 3: Challenges of Implementing Performance Management in Executive Agencies

Main Factors	Secondary Factors
Theoretical layer: This category includes issues related to the fundamental theories and concepts of performance assessment. The problems at this level are mainly due to the complexity and difficulty of understanding performance at different levels of organizations, managers, and employees.	1- Abstract Concept of Performance: Due to the multiplicity of stakeholders and the wide range of goals and functions of the government, it is not possible to provide a precise definition of the concept of performance. Performance, as an abstract concept, includes various dimensions such as efficiency, effectiveness, quality, and productivity, which makes it very difficult to define precisely and comprehensively. This leads to differences in interpretations and understandings of performance.
	2. Difficulty in Breaking Down Performance from Top to Bottom:

Main Factors	Secondary Factors
	Establishing a link between goals from the macro-planning level to the organization and employee level is very difficult due to the complexity, lack of clarity in the boundaries of performance outcomes of agencies, and unclear objectives. Each agency plays a different role in the implementation of macro-plans, and these roles are not easily modeled and defined.
	3. Multiplicity of Factors Influencing Performance Outcomes: Due to the nature of the public sector, there are a significant number of environmental factors that influence performance outcomes, and it is not possible to identify a specific person or entity responsible for the consequences. This issue prevents assessments from fully and accurately reflecting the actual performance of agencies and employees.
	4. Plurality of Values in the Public Sector: Due to the non-financial nature of most performance indicators and objectives, it is not possible to assess the performance of executive agencies based on the diverse values prevailing in society. Evaluating intangible outcomes requires specific approaches that consider qualitative factors and stakeholder perceptions.
Legal and Planning layer: This section describes the legal and planning problems at the level of executive agencies, which include several factors that can each have a significant impact on the efficiency and effectiveness of performance assessment.	1. Lack of Adequate Laws and Regulations to Support the Assessor: The laws and regulations are designed in such a way that assessment bodies do not have sufficient power to hold agencies accountable. If these laws are not sufficient, assessment bodies will not be able to properly perform their duties.
	2. Ambitiousness of Top-Level Laws and Policies: Many top-level laws and policies are highly ambitious and do not pay sufficient attention to existing implementation capabilities and resources. This issue prevents agencies from properly implementing these laws and achieving the set goals.

Main Factors	Secondary Factors
	3. Lack of Proper Prioritization of Goals in Top-Level Laws and Policies: Top-level laws and policies typically include a multitude of goals without prioritizing them. This causes confusion among executive agencies and prevents them from effectively allocating their resources and efforts.
	4. Insufficient Attention to Appropriate Enforcement Mechanisms in Laws and Regulations: Laws and regulations often lack adequate enforcement mechanisms, meaning there are no effective mechanisms to hold agencies and managers accountable if goals are not met.
	5. Lack of Link between Individual Performance Assessment and Executive Agencies: There is no direct link between the performance of managers and employees and the results of executive agencies. This issue prevents the performance of managers and employees from being assessed accurately and in proportion to organizational achievements.
	6. Failure to Adhere to the Principle of Feedback in Performance Management: There are no regular feedback processes to inform managers and employees about the results of assessments. This causes opportunities for improvement and development to be overlooked and assessments to have no positive impact on performance improvement.
	7. Lack of Legal Requirements for Annual Performance Plans: The legislature has not imposed any requirements on agencies to provide annual performance plans, and top-level laws cannot be converted into indicators due to their numerous ambiguities.
Implementation layer: This category includes factors that cause performance assessment to	1- Lack of Proper Training and Development: One of the major problems in the performance assessment process is that evaluators may not have received

Main Factors	Secondary Factors
be flawed or weak in implementation.	adequate and necessary training to conduct accurate and fair assessments. This leads to incomplete and inaccurate assessments.
	2. Use of Inefficient Information Technology Systems: Many agencies use outdated and inefficient information technology systems that cannot properly meet the needs of performance assessment. The use of advanced data analysis tools can help improve the accuracy and quality of assessments.
	3. Lack of Financial Resources: The lack of adequate financial resources to support assessment processes and develop the necessary tools leads to a decrease in the accuracy and quality of assessments.
	4. Lack of Belief Among Managers in the Importance of Performance Management in Executive Agencies: Perhaps the most significant obstacle to the implementation of performance management systems is the lack of belief among managers in the importance of assessment. The formality and impracticality of assessments make managers uninterested in developing performance management in their organizations.
	5. Failure to Comply with the Legal Planning Timeline: In almost all periods of the Shahid Rajaee Festival, the performance assessment process and the determination of assessment indicators have not been carried out within the legal deadline. Executive agencies need to have access to the indicators announced by the Public Administration and Recruitment Organization from the beginning of the year in order to activate their programs; however, these indicators are generally announced to the agencies in the second half of the year.

Source: Research Findings

To improve performance assessment in executive agencies, managers, and employees, attention must be paid to three main layers. Theoretical improvements for a better understanding of performance concepts and criteria, strengthening laws and planning to create appropriate legal frameworks, and addressing implemental issues for accurate and precise implementation of assessments are all essential. By making these reforms, more accurate and reliable assessments can be achieved, and the overall performance of agencies can be enhanced.

7. Discussion and Conclusion

The findings of the literature review show that the performance assessment process in the public sector faces many challenges, but it is still recognized as a necessary process to increase the productivity and efficiency of public services. In this vein, the present paper builds upon past research with the aim of shedding further light on the performance assessment process. By conducting a more thorough examination, categorizing performance assessment challenges, and providing deeper analyses, this paper complements and enhances previous research, serving as a significant step towards improving performance assessment and addressing existing challenges.

Based on the findings of this research, the following practical recommendations are suggested:

To improve performance assessment in executive agencies, managers, and employees, attention must be paid to three main layers: theoretical reforms, legal and planning reinforcements, and practical executive enhancements.

1 .Theoretical Reforms:

- Comparative Studies: Conduct comparative research between performance assessment systems in different countries and examine best practices.

- Foster a deeper understanding of performance concepts and criteria among managers and employees.

- Create a comprehensive framework for performance assessment that includes both quantitative and qualitative criteria.

2 .Legislative and Planning Reforms:

- Strengthen legal frameworks to ensure the validity and reliability of performance assessment processes.

- Develop comprehensive performance assessment programs that align with organizational goals and objectives.
- Implement mechanisms for regular review and assessment of performance assessment policies and procedures.

3 .Implementation Reforms:

- Utilize robust performance assessment tools and technologies to streamline data collection and analysis.
- Provide adequate training and support to evaluators to ensure consistent and accurate assessments.
- Foster a performance-oriented feedback culture and continuous improvement throughout the organization.

By implementing these comprehensive measures, executive agencies can enhance their performance assessment practices, resulting in more accurate, reliable, and impactful assessments. This, in turn, will contribute to increased employee engagement, productivity, and overall organizational effectiveness.

The review of previous research shows that performance assessment in the public sector faces numerous challenges, yet it remains an essential process for increasing the productivity and efficiency of public services. In this vein, the present article, aimed at clarifying the performance assessment process of executive agencies in the country under Chapter 11 of the Civil Service Management Act, builds upon past research. By examining performance assessment challenges in greater detail and providing deeper analyses, this article complements and enhances past research, serving as a significant step towards improving the performance assessment process and addressing existing challenges.

In addition to confirming the findings of previous research, this study explores and challenges new dimensions of performance assessment in the public sector. For example, it emphasizes aligning individual and organizational goals to enhance assessment accuracy and accountability, the necessity of cultivating a culture and educating managers about the importance of performance management for a better understanding, and the need to improve the precision of planning and strategic documents as solutions to the challenges of implementing performance assessment. By addressing these new aspects, this study contributes to a more comprehensive understanding of performance assessment in public sector organizations and offers practical suggestions for improving the assessment process.

Ultimately, recognizing and addressing these challenges is crucial for strengthening trust, accountability, and effectiveness in public sector agencies, ultimately leading to better outcomes for the societies they serve. By directly confronting these obstacles, stakeholders can pave the way for more informed decision-making and improved governance in the social, political, economic, and public safety domains.

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The functions of development banks in poverty alleviation in economically disadvantaged areas of I.R.I

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Abstract

Development Banks play an important role in infrastructure projects all over the world. These banks support long-term finance to our strategic economic sectors. They played a vital role in shaping Iran's economic landscape by promoting industrial growth, infrastructure development, and financial inclusion. This article aims to study the Development Banks in Iran, including their meaning, types, and their roles in facilitating financing for infrastructure projects that bring growth and poverty alleviation in less developed areas in Iran. Development is necessary and inevitable in any country which has been accepted globally as a fact. Economic development is the most important element in the process of development while no country may be considered to be developed without economic growth. Banks are financial intermediaries that can bring economic growth in society with connecting people who have excess capital and people or entities who need additional capital. In the banking industry, there are different types of institutions that serve distinct customers and offer various services different types of customers in each special economy.

Keywords: development banks, poverty, Economic Growth

Introduction

A development Bank is a national or regional financial institution designed to provide medium and long-term capital for productive investment. They finance development in all its senses, whether infrastructure projects or industrial projects, usually at the larger end of the scale; and are often accompanied by technical assistance, in poor countries. Development banks are state-backed financial institutions that are concerned with the provision of long-term loans to not only profitable projects but also to socially beneficial ones.

In the table below, you can see different types of banks

different types of banks
Retail Banks : Retail banks offer banking services such as deposit accounts and loans to the general public.
Commercial banks : Commercial banks serve corporate or government clients. They also provide loan and deposit services but their products are tailored to the needs of their target audience. Commercial banks may provide equipment loans or other types of business financing as well as lines of credit and deposit accounts.
Private banks : Private banks offer services similar to those offered by retail banks, but generally to a high-net-worth client base. In addition to loans and deposit accounts, they offer comprehensive financial advisory services and investment management services for private clients. Coutts is an example of a private bank.
Investment Banks : Investment banks help corporate and government clients raise capital through stock and bond issues and other complex transactions. They also represent corporate clients in mergers and acquisitions.
Credit Unions: A credit union is an institution that is non-profitable but gives the same basic benefits to its members.
Savings and loan associations: The savings and loan and associations are an institution that mainly helps individuals with their residential mortgages or properties.
Online and neo banks: Online and neo banks are online banks without physical branches. The bank is popular because anything can be done online, and it is convenient and hassle-free.

The concept of "development banking" emerged in the 1950s when development economists theorized that the growth of income is directly and positively related to savings. In other words, the more an economy can save and invest, the greater the country's GDP growth.

Historically, DBs have been an important instrument used by governments to promote economic development in practically all countries around the world, regardless of their stage of development. DBs have been established in former socialist economies, advanced capitalist countries and emerging economies to finance the construction of roads, highways, energy plants, dams, and telecommunication infrastructure; foster incipient industries and small and medium enterprises (SMEs); and provide financial services to low-income households. In emerging market economies, for instance, DBs usually constitute the main source of long-term credit, loan guarantees, and other financial services in the infrastructure, housing, and agriculture sectors. Even in some advanced economies, where private financial institutions and capital markets satisfy the financial needs of firms and individuals, several DBs continue to play an active role in providing financial services to so-called strategic sectors of the economy. Typically, DBs are institutions owned, administered, and controlled by the government (state), which provides the strategic direction of the DB and appoints their senior management and board members.

The development banks apply a major part of their potential capacity for the performance of banking functions to the aim of narrowing down the qualitative gap between the latent demand for banking services and the supply of such services by the rest of the banking system which is a characteristic of developing economies. DBs operate in several sectors of the economy and serve different types of clients, creating a wide range of intervention modes through which governments provide credit and other financial services in the economy.

The DBs appeared worldwide in the 1940s, because of the global postwar reconstruction and the need for credit for small and medium-sized industries. Since then, the DBs have a historical importance in the economic growth of many countries, including the developed ones.

During the 2008 crisis, DBs had outstanding performance in many countries, through a countercyclical role that was able to alleviate the shortage of liquidity in the credit market. After this period, they came out strengthened, raising interest of some countries in the creation of these institutions.

The DBs also stand out in supporting innovation projects. Besides increasing the competitiveness of enterprises, many investments in innovation, such as research in the health sector, transcend the economic interest and generate positive externalities for society. The funding of public institutions is crucial since innovation projects are subject to greater

uncertainty as to their results and, therefore, often have limited access to private credit. Supporting environmentally sustainable projects, in turn, also becomes increasingly important.

Since the performance of the DBs aims to complement the private financial system, an important contribution is stimulating the development of innovative and sustainable long-term financial industry. The DBs use various instruments to achieve this goal, such as:

    (1) participation in long-term funds

    (2) investment in companies through venture capital

    (3) Securitization

    (4) shareholding in companies and in the fixed income market

    (5) joint financing to share project risks.

maintaining an active DB is not an option, but a rule for those countries which want to maintain a stable financial system, healthy and vigilant to inefficiencies in the credit market.

Development banks - national, regional, bilateral, multilateral - are established financers of infrastructure, and this role can be further strengthened to shift investment for low-emission, resilient infrastructure. Their value added is three-fold:

- **Financing:** Development banks provide concessional and non-concessional finance for greenfield low-emission, resilient infrastructure projects in developing countries. These projects provide a proof-of-concept for specific technologies investments, and business models, in new markets. They also have the potential to be refinanced later in the project cycle by commercial investors.

- **Mobilizing:** Development banks can attract commercial investment *directly* to projects by improving the risk-adjusted returns from renewable energy and sustainable transport projects through risk mitigation tools and approaches. They also act as intermediaries in blending finance from donor governments and investors to scale up commercial investment.

- **Reforming policies and creating markets:** Development banks can also mobilize investment *indirectly* by supporting governments in reforming core climate and broader investment policies, removing specific barriers to investment, and stimulating the creation of markets to scale up climate action. They also help to shape and direct public investments by supporting governments in planning their infrastructure developing pipelines of projects

and bringing these projects to bankability through targeted project development support.

1. Methodology

The library method was used in this research .The library method involves a systematic approach to the collection, evaluation, and effective use of information. It consists of several basic steps that guide researchers in navigating the vast sea of knowledge in library resources.

2. Theoretical Basis

Types of banks and Development Banks

There are some 500 development banks across the globe, present on all continents and operating within an international, regional, national, or sub-national perimeter. They are independently managed and ensure the financial implementation of the public mandate entrusted to them. First, we take a look at the institutions affiliated with the World Bank that have development goals. Then we will discuss the introduction and functions of well-known development banks in the world and at the end, we will discuss the banks that operate in Iran with development goals.

World Bank

The World Bank is an international financial institution that consists of five institutions, including the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The World Bank focuses on reducing poverty and promoting sustainable development. It provides loans, grants, and technical assistance to developing countries for various projects, including infrastructure development.

The International Development Association (IDA)

The International Development Association (IDA) is an integral part of the World Bank Group and was established in 1960 as the concessional arm to address the unique challenges faced by the world's poorest countries. Unlike the IBRD, IDA provides interest-free loans and grants to the world's most vulnerable nations, ensuring that they receive the necessary financial support for their development needs. IDA's operations are financed through contributions from its member countries and donor nations committed to poverty reduction and sustainable development. IDA focuses on projects and programs that directly target poverty reduction and human development. It supports initiatives in essential sectors such as

education, healthcare, agriculture, rural development, infrastructure, water and sanitation, and social services.

By investing in these areas, IDA aims to improve living conditions, enhance opportunities for the most marginalized populations, and promote inclusive economic growth.

International Bank for Reconstruction and Development (IBRD)

The International Bank for Reconstruction and Development (IBRD) is one of the five institutions that make up the World Bank Group. Established in 1944, the IBRD's primary objective was to facilitate the reconstruction of war-torn Europe after World War II. Over time, its focus shifted to supporting long-term development projects in middle-income and creditworthy low-income countries across the globe. The IBRD's lending operations are financed through the issuance of triple-A-rated bonds in international financial markets, allowing it to offer competitive borrowing terms to its member countries.

International Finance Corporation (IFC)

The International Finance Corporation (IFC) is the private sector arm of the World Bank Group, established in 1956 with the primary goal of promoting private sector development in developing countries. Unlike the IBRD and IDA, which focus on financing public sector projects, the IFC provides financial products, investment, and advisory services to private companies and enterprises. By leveraging the expertise of the private sector, the IFC aims to stimulate economic growth, create jobs, and foster sustainable and inclusive development. Infrastructure projects supported by the IFC include investments in energy generation, transportation, and telecommunications, among others. These projects play a vital role in improving the quality of life for people by providing reliable access to essential services and fostering economic opportunities.

The Islamic Development Bank (IsDB)

The Islamic Development Bank (IsDB) is a Multilateral Development Bank established pursuant to Articles of Agreement signed in the city of Jeddah, Kingdom of Saudi Arabia, on 21 Rajab 1394H, corresponding to 12 August 1974. The Inaugural Meeting of the Board of Governors took place in Rajab 1395H (July 1975), and the IsDB formally began operations on 15 Shawwal 1395H (20 October 1975).

The IsDB has 57 member countries across various regions. The prime conditions for membership are that the prospective country should be a

member of the Organization of Islamic Cooperation (OIC), that it pays the first instalment of its minimum subscription to the Capital Stock of the IsDB, and that it accepts any terms and conditions that may be decided upon by the Board of Governors.

This Bank strives to become a world-class development bank, inspired by Islamic principles, that helps to significantly transform the landscape of comprehensive human development in the Muslim world and to restore its dignity. The mission of this bank is to promote comprehensive human development, with a focus on the priority areas of alleviating poverty, improving health, promoting education, improving governance, and bringing prosperity to the people.

The Asian Development Bank (ADB)

The ADB seeks to advance the economic and social progress of Asian countries. Focusing on reducing poverty and promoting sustainable development, it offers grants and loans to its multiple member nations from high-income economies such as Japan to struggling states in Southeast Asia. The bank's approach combines sustainable development, poverty alleviation, and regional collaboration to ensure that initiatives meet the unique developmental requirements of each nation. The Asian Development Bank is dedicated to promoting economic and social progress in the Asia-Pacific region. ADB's main objective is to alleviate poverty and improve living standards. It offers loans, grants, and technical assistance to support infrastructure projects in sectors such as transportation, energy, water supply, and urban development. Sustainable development and *environmental conservation* are core principles of ADB's operations. ADB funds projects that promote renewable energy, energy efficiency, climate change adaptation, and natural resource management. By integrating environmental considerations into its projects, ADB contributes to the region's efforts to address climate change and build resilience. ADB operates across Asia and the Pacific region, working closely with its member countries to identify development priorities and design projects tailored to their specific needs and challenges. It collaborates with governments, local communities, and other stakeholders to ensure that projects are inclusive, sustainable, and aligned with national development plans.

The African Development Bank (AfDB)

The African Development Bank is focused on promoting economic growth and poverty reduction in Africa. Its primary objective is to

foster sustainable development on the continent. AfDB provides financial assistance, technical expertise, and capacity-building support to African countries for infrastructure development, including transportation, energy, and water and sanitation projects. AfDB supports a wide range of projects spanning various sectors critical to Africa's development. Infrastructure development is a key focus, encompassing investments in transportation (roads, railways, airports, and ports), energy (renewable energy, power generation and distribution), water supply, sanitation, and urban development. By improving and expanding infrastructure, AfDB aims to enhance regional connectivity, boost trade, and facilitate economic growth. AfDB operates across the African continent, providing financial assistance and technical support to its regional member countries. It works closely with African governments, regional institutions, and other development partners to address Africa's development challenges and foster regional integration.

The European Bank for Reconstruction and Development (EBRD)

The EBRD provides a wide range of financial solutions in addition to a variety of services such as policy and business consulting for SMEs. With operations in almost 40 economies across three continents, the EBRD has benefited numerous regional industries, private enterprises, and sustainable infrastructure. Its objective is to transform into a majority green bank by 2025 by making significant investments in climate mitigation and response.

The Inter-American Development Bank (IDB)

IDB is an important source of development financing for Latin America and the Caribbean. The organization strives to raise living standards in its 26 borrowing nations. With an emphasis on diversity, infrastructure, education, healthcare, and tackling climate change, it provides financial and technical support to national, subnational, and local governments, as well as to NGOs and the private sector.

The IDB funds a broad spectrum of projects across various sectors, contributing to the region's economic growth, poverty reduction, and sustainable development. One of its key focuses is on infrastructure development, including transportation, energy, water and sanitation, and urban development. Infrastructure investments aim to improve connectivity, enhance productivity, and create an enabling environment for business and trade.

The Latin American Development Bank (CAF)

The Latin American Development Bank, formerly named Corporación Andina de Fomento (Andean Development Corporation), is another important multilateral financial institution. Focusing particularly on the Andean region, CAF provides twice the level of financing regionally that the IDB does. About half of the $3.5 billion it loaned in 2004 went to large infrastructure projects. The CAF has very weak environmental and social policies, and has no independent body to address complaints by populations adversely affected by its loans. The IDB operates in Latin American and Caribbean countries, fostering regional cooperation and integration. It works in close collaboration with its member countries to identify development priorities and design projects that address their specific needs and challenges. The bank's regional approach enables countries to share experiences and learn from each other's successes and lessons in sustainable development.

New Development Bank (NDB)

The New Development Bank (NDB), also known as the **BRICS Development Bank**, is a multilateral development institution established in 2014 by the BRICS countries: Brazil, Russia, India, China, and South Africa. The NDB was founded with the aim of mobilizing resources to support sustainable development projects in emerging economies and developing countries. By providing financial assistance and technical expertise, the NDB seeks to address infrastructure gaps, promote inclusive growth, and foster sustainable development in its member countries and beyond. The NDB funds a wide range of projects that contribute to the economic and social development of its member countries. Infrastructure development is a major focus, including investments in transportation (roads, railways, airports), energy (renewable energy, power generation, and transmission), water supply, and urban development.

These projects aim to improve connectivity, enhance productivity, and create a solid foundation for economic growth. The NDB primarily serves its five founding member countries: Brazil, Russia, India, China, and South Africa. However, it has also expanded its operations to support projects in other emerging economies and developing countries beyond the BRICS group. The NDB is open to working with countries that share its objectives and principles, providing an opportunity for wider international cooperation.

China Development Bank (CDB) is a policy bank of China under the State Council. Established in 1994, it has been described as the engine that powers the national government's economic development policies. It

has raised funds for numerous large-scale infrastructure projects, including the Three Gorges Dam and the Shanghai Pudong International Airport.

The Agricultural Development Bank of China (ADBC)

It is a policy bank of China under the State Council. The bank was established in November 1994. Its main responsibilities are to raise funds based on national credit in accordance with national laws, regulations and policies, undertake agricultural policy financial services, act as an agent for the allocation of fiscal support funds for agriculture, and serve agriculture and rural economic development.

The Brazilian National Bank for Economic and Social Development

The history of the BNDES focusing heavily on infrastructure and development of industrial production capabilities. Today, the BNDES offers a wider portfolio of products supporting industrial production and infrastructure projects, but orients these offerings around regional development, fostering innovation, and supporting the integration of Brazilian firms in global supply chains.

China Development Bank Corporation

The bank provides a variety of loan products and consulting services across the public and private sectors, both domestically and internationally. However, the CDB offers equity financing mostly to large firms, rather than SMEs, and does not offer any grants.

Development Bank of Japan Inc.

This bank is a Japanese development bank incorporated on 1 October 2008 under the Development Bank of Japan Inc. Law (Law No. 85 of 2007). Current ownership structure of DBJ is solely owned by the Government of Japan through the Minister of Finance. The Bank provides integrated investment and loan services to domestic and international clients. A large number of the clients are Japanese companies requiring basic investments.

The Industrial Bank of Kuwait (IBK)

IBK was established in 1973 in the State of Kuwait through a government initiative. It specializes in providing financial support for the Kuwaiti industrial sectors.

Korea Development Bank (KDB Bank)

KDB is a South Korean state-owned development bank which aims to encourage the industrial development of South Korea.

It was founded in 1954 in accordance with The Korea Development Bank Act to finance and manage major industrial projects to expedite industrial development of Korea. As of 2018, it was the 61st biggest global bank according to The Bankers Top 1000 World Bank List. KDB Bank has not only fostered the growth of strategic industries but also facilitates the turnaround of troubled companies through restructuring and providing capital for strategic development projects.

2-1. Difference between other types of banks and Development Banks

Commercial banks generate revenue through making loans, including mortgages, vehicle loans, business loans, and personal loans, and charging interest on those loans. Banks receive their funding for these loans from customer deposits.

Commercial Banks are primarily concerned with profit, Development Banks aim to promote economic and social development by providing financial resources for projects that might not otherwise secure financing from Commercial Banks due to their high risk, long gestation periods, or because they are not immediately profitable but have significant long-term benefits for the economy.
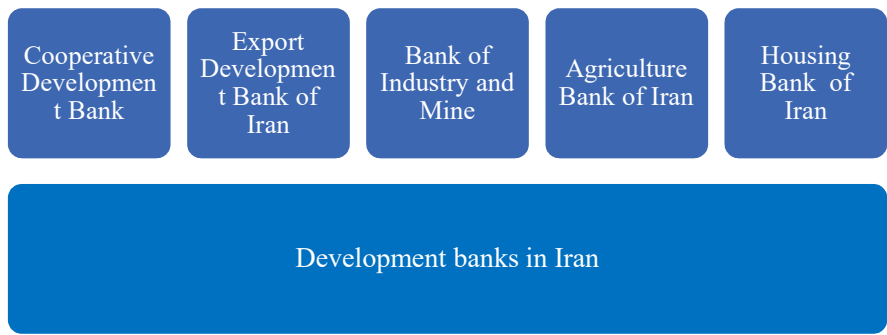
Commercial banks primarily focus on providing comprehensive financial services to a broad range of customers while aiming for profitability. Development banks, on the other hand, concentrate on fostering economic development by providing long-term financing for projects and sectors that contribute to social progress and development.

Investment banks specialize in raising long-term funds in financial markets through the underwriting and issuing of securities. These types of banks are not in the money market and they are categorized in the security market in Iran. they are under the control of security and exchange organization (SEO). There are 12 Investments banks in Iran as we described in the table below:

Investment Banks in Iran		
Amin Investment Bank	Kardan Investment Bank	Novin Investment Bank
Mellat Investment Bank	Lotus Investment Bank	Kimia Investment Bank
Omid Investment Bank	Tamadon Investment Bank	Persian Gulf Investment Bank
Sepehr Investment Bank	Damavand Investment Bank	Maskan Investment Bank

Banks with development goals in Iran

Five banks have been categorized with development objectives in Iran such as chart below:

Cooperative Development Bank	Export Development Bank of Iran	Bank of Industry and Mine	Agriculture Bank of Iran	Housing Bank of Iran

Development banks in Iran

2-2. Types of Development Banks in Iran

Based on their primary function or sector of focus, we have different types of development banks as described in the chart below:

Export Development Bank of Iran	Export Development Bank of Iran was founded in 1991. plays a leading role in providing financial facilities as well as other banking and advisory services to Iranian exporters and their foreign counterparts and clients. EDBI mainly focuses on the promotion of non-oil exports of goods and services. it also acts as the EXIM Bank of Iran to offer its clients the best possible international banking services.
Bank of Industry and Mine	Bank of Industry and Mine was established by the integration of the Industrial Credits Bank, industrial and Mineral Development Bank, investment and Development of Iran Bank, Iranian Banking Investment Association, industrial and Guarantee Fund, and Mines Fund. Purposes: ▪ Proceeding to developing banking work and avoiding administration of companies and manufacturers. ▪ Awarding financial facilities for the establishment, development, completion, and enhancement of industrial and mine units. ▪ Make the best use of financial means for procurement and assign required resources.
Cooperative Development Bank	Cooperative Development Bank was established in 2009 as an independent legal entity. This bank is to attain Specialized and Developmental Goals for Cooperative

	Sector. As Iran's only specialized bank of the people that supports the cooperative sector, this Bank considers itself to be inherently more socially responsible than other banks. The objectives of Iran's legislators for establishing this bank include: providing opportunities for the less privileged to develop; creating employment and hence, achieving social justice; and finally, generating wealth for the country.
Housing Bank of Iran	Housing Bank of Iran known as the *Maskan Bank*, was established in 2008. It is a specialized bank for supporting housing and construction. It provides appropriate financial instruments and financing solutions depending on the national economy of Iran and settles the issues and barriers of financing in housing, real estate, urban development, and urbanism.
Agriculture Bank of Iran	the Agricultural Development Bank of Iran (ADBI) was founded in 1969 to finance large-scale development projects in the agricultural sector. After the Islamic revolution, based on the "Banking Nationalization Law", the two aforementioned banks were merged to form "*Bank Keshavarzi*" (Agriculture Bank of Iran). It is now a state-owned financial entity supporting the agriculture sector with financial resources funded by the government, mostly in the form of capital. Within the initial years of operations, the bank was less concerned over the mobilization of its financial resources and its basic performance was the distribution of resources supplied by the government.

They have several key goals and objectives that we can mention the most important ones below:

• **Promoting Sustainable Economic Growth**

Development banks can develop specialized knowledge and tools to address problems of access by working closely with the private sector. They are primarily aimed at fostering Sustainable economic growth by financing long-term investments in key economic sectors in Iran such as the housing industry, agriculture, mining industry, export industry, etc.

• **Facilitating Infrastructure Development**:

These banks play an important role in financing the construction and development of essential infrastructure projects in Iran. infrastructure projects such as highways, bridges, big dams, communication, and agriculture project.

• **Supporting Strategic Sectors**:

Development banks provide technical support to strategic sectors in our economy such as the housing and construction industry, transportation, communication, etc.

• **Balanced Regional Development**:

development banks strive to bridge regional disparities by directing investments toward underdeveloped regions, especially in the eastern and western parts of the country.

• **Export Promotion**:

 The EXIM Bank in Iran provides financial assistance to exporters and importers and helps in promoting cross-border trade.

• **Promoting the participation of the non-governmental sector in the economy**

They provide a suitable platform for the development of the participation of the non-governmental sector in economic activities with the priority of the cooperative sector.

• **Promoting Social and Cultural developments Development:**

These banks by facilitating financing for rural and agricultural projects, contribute to inclusive growth and poverty alleviation. they also promote social and cultural developments in Iran.

3. research further

Considering the possibility of financing regional development projects in the direction of economic growth and poverty alleviation in less developed areas, it is suggested that a model for the use of development banks be designed for each of the organizations in charge of deprivation reduction in Iran.

4. Conclusion

Development banks are specialized financial institutions that are concerned with the provision of long-term loans to not only profitable projects but also socially beneficial ones. They support Infrastructure projects in our economy. Five development banks in Iran play their special role in our strategic sector in Iran. it also provides a suitable platform for the development of the participation of the non-governmental sector in economic activities with the priority of the cooperative sector. By financing regional development projects and promoting big ones they can enhance economic growth and poverty alleviation in less developed areas in Iran.

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Summary of Researches

Summary of Book "Strategic Decision-Making: A Shi'ite Apocalyptic Approach"

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In this article, the author has attempted to summarize one of the books by Dr. Gholamreza Goodarzi, a renowned scholar in Islamic management, and present it in simpler language for an international audience.

Introduction

The book "Strategic Decision-Making with a Messianic Perspective," authored by Dr. Gholamreza Goodarzi, is written with the aim of examining and analyzing strategic decision-making with a Mahdist approach. This book, consisting of seven sections, addresses various topics including foresight, eschatology, and strategic decision-making models, and endeavors to present indigenous and practical models for macro policy-making by combining religious concepts and strategic management. The expectation of the Savior, which belongs not only to the Shi'ites but to all justice-seekers, is the central theme of this book. Dr. Goodarzi seeks to demonstrate how the thought of Mahdism can be utilized in macro decision-making and transform this expectation into a new civilizational culture. The book, by offering the Global Horizon model and a detailed examination of related concepts, aims to assist managers and policymakers in making more long-term and comprehensive decisions.

Cultural Foundations

The Islamic Revolution of Iran is based on cultural foundations aimed at cultural transformation, with its essence entirely reliant on a cultural system. This has led the Islamic society to face various cultural crises and cultural invasion threats. Therefore, one of the evaluation criteria for programs, in addition to specialized criteria, is their cultural impact. The term culture here is used in a general sense, encompassing all areas of customs, traditions, beliefs, and convictions. Hence, the effectiveness of cultural management in Iran is of critical and special importance, making cultural issues and their management among the most important strategic issues and decisions of the country.

Strategic Decision-Making

Numerous studies have been conducted on the subject of strategic decision-making at the national level. What is often overlooked is the basis and governing principles of the methodologies and mechanisms proposed in the management literature. Given the sensitivity of the topic of macro and strategic decisions for countries and the necessity of finding practical, indigenous models based on Islamic and religious beliefs, another solution must be sought and proposed. Years of planning experience in Iran have shown that despite many successes in achieving program goals, the efficiency and effectiveness of programs from the perspective of culture and beliefs remain debatable.

Cultural Challenges

The Islamic Revolution of Iran is based on cultural foundations aimed at cultural transformation, with its essence entirely reliant on a cultural system. This has led the Islamic society to face various cultural crises and cultural invasion threats. Therefore, one of the evaluation criteria for programs, in addition to specialized criteria, is their cultural impact. The term culture here is used in a general sense, encompassing all areas of customs, traditions, beliefs, and convictions. Hence, the effectiveness of cultural management in Iran is of critical and special importance, making cultural issues and their management among the most important strategic issues and decisions of the country.

The present book aims to examine current global developments from the perspective of strategic decision-making in macro policy-making and to show the significant context of foresight in this field, combined with an operational and practical approach and a belief-based perspective. In other words, in defining the country's strategic decision-making model, attention to the significant factor of Mahdism as part of the belief-based perspective will hold a special and prominent place. The most important objectives of the book are:

1. Identifying the key axes of the country's strategic decision-making model in policy-making.
2. Designing the country's strategic decision-making model in policy-making.

Research Questions and Hypotheses

To achieve these objectives, the author has initiated the study with three questions and hypotheses as follows:

1. What are the important components of the country's strategic decision-making model in policy-making?
2. What is the main distinguishing feature of the country's strategic decision-making model in policy-making?
3. How does the country's strategic decision-making model in policy-making differ from existing models?

Research Hypotheses

1. The thought of Mahdism is the main distinguishing feature of the country's strategic decision-making model in policy-making.
2. Strategic expectation imaging and proactive response to global developments are among the most important components of the country's strategic decision-making model in policy-making.
3. Existing strategic decision-making models in policy-making are primarily based on future-building, whereas the country's strategic decision-making model in policy-making is based on divine foresight.

Key Terms

The most important key terms in this book along with their English equivalents are as follows:

1. Strategic Decision-Making

Definition and Importance: Strategic decision-making means choosing the best solutions to achieve the organization's long-term goals. This process involves recognizing the problem, analyzing information, evaluating options, and selecting the best solution. Strategic decision-making is essential not only for managers but also for everyone in their personal lives.

1-1. Decision-Making Models

1. Rational Model
   o This model seeks to find the best possible solution based on the available data and logical analysis.
   o The basic assumptions of this model include unlimited information, the absence of cognitive limitations, and sufficient time for decision-making.
2. Organizational Model

- o This model makes decisions based on organizational and informational constraints.
- o The assumptions of this model include setting achievable goals, having limited information, and facing time and cost constraints.

3. Incremental Model:
   - o This model makes decisions step-by-step, considering environmental changes.
   - o The assumptions of this model include analyzing the differences between the current situation and proposed alternatives and examining possible solutions.

4. Political Model:
   - o This model bases decision-making on the power and interests of various groups.
   - o The assumptions of this model include limited goals, unlimited information, and the impossibility of quantification.

5. Process Model:
   - o This model involves applying a process approach to decision-making and emphasizes decision-making as a process.
   - o The assumptions of this model include dynamic goals, cognitive limitations, and an open system.

1-2. Public Policy-Making

Definition and Role: Public policy-making is a process used by governments and organizations to solve public problems and achieve social and economic goals. This process includes problem analysis, policy formulation, implementation, and evaluation.

Types of Policy-Making:

1. **Distributive Policy-Making:** Allocates resources and facilities among various groups and individuals.
2. **Regulatory Policy-Making:** Regulates and controls behaviors and activities in society.
3. **Redistributive Policy-Making:** Changes the distribution of existing resources and facilities in society.

1-3. Vision

Definition and Role: Vision means a desirable future image that an organization aims to achieve. Vision formulation involves setting long-term goals and strategies to reach them.

Principles of Vision Formulation:

1. **Realism:** The vision should be achievable and realistic.
2. **Coherence:** All parts of the organization should move towards achieving the vision in an integrated manner.
3. **Flexibility:** The vision should be adaptable to environmental changes.

1-4. Islamic Management

Definition and Approaches: Islamic management is based on Islamic principles and values and seeks to achieve justice, fairness, and divine satisfaction in management processes. This approach includes topics such as management and leadership in Islam and ethical and religious principles in decision-making.

Islamic Management Models:

1. **Rational Model:** Emphasizes rationality and the use of knowledge and experience in decision-making.
2. **Ethical Model:** Emphasizes ethical and religious values in management processes.
3. **Participatory Model:** Emphasizes the participation and collaboration of organization members in decision-making.

Media and its Role in Strategic Decision-Making

Definition and Importance: Media, as tools for transmitting information and news, play a significant role in shaping public opinion and influencing strategic decision-making.

Role of Media:

1. **Information Dissemination:** Providing information to the public and managers for better decision-making.
2. **Education:** Increasing the awareness and knowledge level of individuals in society.
3. **Supervision:** Monitoring and controlling the performance of governments and organizations.

Strategic Decision-Making Process

1. Identifying the problem
2. Awareness of strengths, weaknesses, opportunities, and threats
3. Formulating general information
4. Determining potential solutions
5. Selecting and implementing the appropriate solution
6. Evaluating the implemented solution and identifying necessary adjustments

Table Comparing Decision-Making Models

Model	Basic Assumptions	Disadvantages	Advantages
Rational	Unlimited information, absence of cognitive limitations	Not achievable in real-world conditions	Optimizes decisions
Organizational	Setting achievable goals, limited information	Limited quantifiability	More realistic
Incremental	Analyzing differences between current situation and proposed alternatives	Uncertainty in final outcomes	High flexibility
Political	Limited goals, unlimited information	Conflicting interests	Considers group interests
Process	Dynamic goals, cognitive limitations, open system	Complexity in implementation	Focuses on long-term outcomes

2. Global Foresight

The study of human civilization shows that foresight was initially conducted by divine prophets, emphasizing religious teachings and doctrines, as well as by the general public. With the expansion of epistemology and the prevalence of scientific perspectives, foresight entered its golden age.

2-1. Foresight in Iran

Foresight in Iran has a history of over 50 years but has never been seriously included in the agendas of various planning organizations in the country. Except for a few instances, due to its episodic nature and lack of methodological coherence, the efforts made have remained fruitless. Notable attempts include the development of long-term 20-year visions for various economic sectors in the years 1974 and 1975 and the formulation of the Iran 1400 Vision Plan during the reconstruction era.

2-2. Position and Role of Foresight

Foresight plays a vital role in science and technology policy-making. Scientific policy focuses on the impact of the future on an innovative, scientifically and technologically advanced society. This policy, with broad goals and responsibilities, offers systematic guidance and fosters stronger links between the various stages of technological transfer to technological innovation.

2-3. Futurists and Their Characteristics

Futurists must possess specific characteristics, including:
- Being planners, not soothsayers
- Having a broad and long-term perspective
- Possessing the ability to infer, generalize, and be creative
- Being less confined to established rules and relationships
- Being very meticulous, sensitive to changes, and observant

2-4. Principles and Rules of Foresight

Foresight values the interests, attitudes, and behavioral principles of the futurist highly. Some general principles and guidelines in foresight include:
- **Uncertainty:** The future cannot be known with certainty, but the degree of understanding depends on conditions and the types of systems involved.
- **Combining Methods:** Utilizing multiple methods simultaneously rather than relying on a single foresight method.
- **Participation:** The necessity for the involvement of all decision-makers and stakeholders in implementing methods.
- **Fallibility:** All forms of human foresight have a degree of deviation and error.

2-5. Approaches to Foresight

There are two major approaches to foresight:

1. **Predictive Approach:** Emphasizes the current state of society and uses exploratory, descriptive, and causal methods.
2. **Prescriptive Approach:** Focuses on creating a desirable foresighted state and uses strategic and normative methods.

2-6. Future-Makers

Future-making involves efforts to construct the future by presenting a desirable image of tomorrow to the global community. This process requires coordination and mobilizing public determination on a wide and global scale. Challenges include addressing the diverse desires and inclinations of human societies and coordinating the public towards a common goal.

2-7. Philosophical Foundations of Foresight

Scientific foresight has been influenced by epistemological foundations and social transformations in the 1960s and 1970s. The philosophy of post-positivism and critical realism as philosophical foundations of foresight emphasize that all knowledge is conjectural, and this approach makes conjectural knowledge possible.

2-8. Foresight in Religious Perspective

Many view religion as a great source of foresight. Religion represents the link between science, knowledge, and foresight. Divine foresight includes specific principles and rules, conducted in the realm of religion by the Imams (peace be upon them) and by divine permission.

Table Comparing Foresight Terms

Term	Definition
Prophecy	The declaration of the inevitable occurrence of future events, lacking scientific basis
Prediction	A scientific guess regarding the future continuation of specific variables
Futurology	The process of studying and investigating probable futures using scientific methods
Foresight	The ability to envision the future through study, research, or scenario planning

3. Strategic Decision-Making Models in Policy-Making

3-1. Classification Presumptions

Strategic decision-making at the societal level requires analyzing human behaviors and social systems. This analysis is challenging due to the dynamic and ever-changing components of social phenomena and their diverse dimensions. Nonetheless, foresight encourages individuals and countries to move in this direction for growth and progress in a highly competitive global environment.

3-2. Strategic Decision-Making Models in Policy-Making

Based on the foresight framework, strategic decision-making models in policy-making are categorized as follows:

1. Reactive Model:
   o The decision-maker has a passive stance towards the future and feels powerless in shaping it.
   o They are content with the position that the future-maker has delineated and do not make significant efforts to improve their situation.

2. Conformist Model:
   o The decision-maker adopts a cooperative and conformist stance towards the future-maker and believes they are capable of achieving the future-maker's goals.
   o The decision-maker is satisfied with the position delineated by the future-maker and strives to attain it.

3. Active Model:
   o The decision-maker has an ambitious stance and seeks to increase their share of the future and attain a higher position than that defined by the future-maker.
   o The decision-maker accepts the generalities of the future and relatively trusts it.

4. Super-Active Model:
   o The decision-maker comprehends the depth and foundations of the future and understands its goals and objectives.
   o The decision-maker engages in foresight themselves and redefines the foundation of the future according to the future-maker's objectives.

5. Chaotic Model:
   o The decision-maker cannot trust the future-maker or lacks sufficient capability to confront it.
   o The decision-maker acts in a chaotic and unstable manner and does not maintain a stable position.

3-3. Case Studies

1. Nostradamus' Prophecies:
   o Nostradamus, a French astrologer and seer of Jewish descent, made prophecies about the future of human society, some of which have come true.
   o Despite their scientific skepticism, Western theorists engage in distorting and promoting his prophecies.

2. Clash of Civilizations Theory:
   o Huntington, an American theorist, portrays the future as international conflicts with cultural and civilizational natures.
   o Despite numerous criticisms, his theory remains discussed due to its focus on cultural differences and violence.

3. Fukuyama's End of History Theory:
   o Fukuyama believes that the 20th century culminated in the ultimate and global victory of Western liberal democracy.
   o His theory is not considered a scientific prediction but more of an emotional endorsement.

3-4. Images and Media

Images and media play a crucial role in strategic decision-making and policy-making. The West has recognized the power of imagery and uses it through cinema and visual media.

1. Hollywood Films:
   o Films such as "Independence Day" and "The Matrix" promote and advertise Western cultural and political systems.
   o These films, with special effects and implicit messages, showcase the cultural and political power and influence of the West.

2. Video Games:

- o Video games like "Gulf War Hell" engage in specific imagery and promote Western thoughts and beliefs.
- o These games indirectly justify the U.S. military presence in the Persian Gulf.

This section reviewed strategic decision-making models in policy-making and analyzed the role of imagery and media in defining and promoting these models. The importance of using strategic decision-making models and an accurate understanding of foresight and eschatology for designing macro policies and effective decision-making was highlighted.

Table Comparing Strategic Decision-Making Models

Model	Advantages	Disadvantages	Characteristics
Reactive	Acceptance of current status	Inability to improve status	Passive stance towards the future
Conformist	Capability to achieve goals	No change in future status	Cooperative and conformist stance
Active	Improvement of current status	Requires more resources	Ambitious stance and increased share
Super-Active	Capability to change the future	Requires high capability	Understanding depth and foundations of the future
Chaotic	Diverse reactions	Lack of trust in the future-maker	Unstable and erratic decision-making

4. The Expectation of the Savior

In this section, we examine one of the most important pillars of the proposed model, namely the concept of Mahdism. This discussion is analyzed from two perspectives: civilizational and strategic. Before delving into these discussions, we first explore the concept of Mahdism and its related domains within this research, as well as the theological and doctrinal topics associated with it.

4-1. Mahdism Thought

Mahdism thought is a form of foresight in which the past, present, and future of the world are portrayed as a continuous, dynamic, purposeful movement towards perfection. This thought is based on the Holy Quran, which states: "And We have already written in the book [of Psalms] after the [previous] mention that the land is inherited by My righteous servants" (Quran 21:105). In this thought, the end of the

world is accompanied by the governance of the righteous and the establishment of justice.

4-2. Foundations of Mahdism Thought

During the major occultation, although the Imam is not present visibly, he remains the axis and source of movement and blessing in the Shiite community. The type of relationship between the Shiites and their Imam, as well as the issue of governance and leadership, are among the most important issues facing the Shiites in this era. The theory of Velayat-e Faqih (Guardianship of the Jurist) during the major occultation is one of the fundamental discussions that has been expanded by Shiite scholars.

The main questions in this field are:

1. Is it permissible to establish an Islamic government during the major occultation?
2. Who has the right and the conditions to govern?
3. What are the conditions and characteristics of the desired ruler?
4. What are the limits and boundaries of interaction between the ruler and the people?
5. What is the role of the people's choice in determining the ruler and his legitimacy?

4-3. Systemic Model of Mahdism Thought

In this perspective, Mahdism thought is represented as a system and a framework for analyzing events and strategic decision-making models. The input to this system can be any issue or decision under consideration by analysts, with the output being an analysis based on this viewpoint.

4-4. Theological and Doctrinal Discussions

The issue of Imamate, like Prophethood, is divided into general and specific Imamate. General Imamate deals with general and macro topics such as the necessity of Imamate, its essence, and the attributes of the Imam. The principle of the necessity of Imamate is agreed upon by most Islamic sects, though there is disagreement on the attributes and instances of the Imam.

4-5. Theory of Velayat-e Faqih

The discussion of Velayat-e Faqih among Shiite scholars is divided into two main theories: the elective guardianship and the appointive guardianship of the jurist. This research examines the theological and jurisprudential foundations of the theory of Velayat-e Faqih and discusses the legitimacy and acceptance of a qualified jurist.

4-6. Principled and Jurisprudential Discussions

Since the time of the minor occultation, Shiites have always awaited the appearance of Imam Mahdi (May God hasten his reappearance) and considered the existing governments as usurpers, showing reluctance to cooperate with them. Therefore, the political theories of the Shiites during the major occultation of the infallible Imam have not been elaborated and have mainly been discussed in scattered jurisprudential sections. The relationship and interaction between scholars and the Safavid rulers became more novel and serious over the years, leading to the formulation and development of the theory of Velayat-e Faqih.

4-7. Messianic Discussions

The concept of the savior and the expectation of a reformer during the end times is not exclusive to Shiite or Islamic thought but exists in all religions and perspectives. This research delves into messianic discussions in various religions and examines their common points.

4-8. Examples of the Savior in Different Religions:

- **Zoroastrianism:** Multiple saviors are introduced, known as Saoshyants.
- **Hinduism:** The expected reformer is the avatar of Vishnu.
- **Buddhism:** The awaited savior is the fifth Buddha.
- **Judaism and Christianity:** The concept of the savior is discussed in the Bible and various books of the Torah.

4-9. Savior in Sunni Islam

In Sunni sources such as Sahih Bukhari, Al-Risala of Shafi'i, and Musnad Ahmad ibn Hanbal, the discussion of the savior of the end times is mentioned. Many Sunni scholars have referred to the narrations regarding Imam Mahdi (May God hasten his reappearance) in their works, discussing his life, characteristics, signs of his appearance, and other attributes.

4-10. Savior in Shiite Islam

In Twelver Shiite beliefs, Imam Mahdi (May God hasten his reappearance) is the son of Imam Hasan al-Askari (peace be upon him), who is both an infallible Imam and the promised savior of religions and the ultimate redeemer. There are evidences and testimonies regarding his birth, visitations, and letters during the times of his father, the minor occultation, and the major occultation.

4-11. Historical Discussions

The concept of Mahdism as the promised Mahdi and awaited Imam is a historical topic in both Shiite and Sunni Islam. Some individuals and followers of Islamic sects have exploited the concept of Mahdism by promoting someone as the promised Mahdi.

4-12. Civilizational Discussions

Despite its importance, the civilizational discussion within Mahdism thought has received less attention. However, this research attempts to analyze and review civilizational and civilization-building discussions scientifically.

4-13. Strategic Discussions

Messianic and foresight-related discussions are examined as an executable and reliable theory in strategic management and decision-making. The main goal of this research is to demonstrate the capability of Mahdism thought in delineating the vision of strategic programs.

5. Global Horizon

The sixth section of the book "Strategic Decision-Making with a Messianic Perspective" presents the proposed model for strategic decision-making in the field of public policy-making. This model, which is the result of studies, research, expert opinions, and the experiences of the researcher, is introduced as the Global Horizon model. This model must be tested and validated in comprehensive future studies.

To explain the research model, it is necessary first to review different types of models to determine the position of the designed model among other models. Models can be categorized as follows:

1. **Iconic Models:** These are physical substitutes for the real system and are usually shown in different sizes from the original

system. Examples include three-dimensional models of airplanes or cars.

2. **Analog Models:** These represent the relationships governing reality and can refer to organizational charts.

3. **Mathematical Models:** These use symbols to abstractly describe system behavior and are often expressed quantitatively.

4. **Verbal Models:** These interpret and define the connections and various components of reality in the form of sentences and words.

5. **Conceptual Models:** These describe the constituent elements of a reality in the form of a series of concepts and the relationships between them. The model designed in this research is also a conceptual model.

The model in this research is based on two fundamental pillars: theoretical and doctrinal. The values and beliefs upon which the model is designed are highly sensitive and decisive. The present model is built on the following theoretical and doctrinal foundations:

Theoretical Foundations: This model is based on the emerging theory of insight-based strategic decision-making, which the researcher introduces.

Doctrinal Foundations: The values governing this model stem from the pure Mahdist thought elaborated in the previous section.

Basic Assumptions of the Model

The Global Horizon model is designed on a set of fundamental assumptions. Some of these assumptions are:

- **Mahdism Thought as a Vision:** The Islamic Revolution of Iran in 1979, through divine providence and under the guidance of Imam Khomeini (RA), was realized with the movement of the people.

- **Divine Foresight Framework:** Foresight based on Islamic principles and divine traditions is used to identify and solve current and future crises.

- **Justice-Centeredness in All Dimensions:** The glad tidings of all divine religions about the dominance of the oppressed on earth and human efforts towards true happiness and prosperity.

5-1. Global Horizon Model

The Global Horizon model is a strategic decision-making model where the input is the strategic issue, and the output is the strategic decision. This model comprises six critical components that act as the brain of the model, responsible for processing and making decisions.

5-2. Position of the Global Horizon Model in Management

The Global Horizon model is among qualitative decision-making models with a foresight perspective. In this model, the primary context for decision-making is justice, whereas in other models, the primary context is profitability.

5-3. Components of the Global Horizon Model

The Global Horizon model includes the following components:

- **Mahdism Thought:** A systemic perspective on the Mahdist issue, where Imam Mahdi (AJ) is at the center of attention.
- **Leadership:** Key roles in this model include decision-maker, guide, evaluator, and supporter.
- **Policies and Strategies:** These policies and strategies are determined based on the vision, logic, and governing assumptions of the model.
- **Country's Conditions:** While strategic decision-making in this model is future-oriented, attention to the current conditions of the country is necessary.
- **Global Conditions:** Global conditions also influence strategic decision-making.
- **Divine Eschatology:** Practical implementation of divine foresight in the decision-making process.

In this section, the most important part of the book, the design of the strategic decision-making model in the field of public policy-making, was reviewed and introduced as the Global Horizon model. This model should be further refined and operationalized in future studies.

Table Comparing Types of Models

Type of Model	Definition	Examples
Iconic	Physical substitutes for the real system	Three-dimensional models of airplanes
Analog	Represent the relationships governing reality	Organizational charts
Mathematical	Abstractly describe system behavior using symbols	Multi-criteria decision-making models
Verbal	Interpret and define connections and various components in words	Explanatory models
Conceptual	Describe the constituent elements of a reality in the form of concepts	Proposed and abstract models

6. Conclusion and Recommendations

The seventh section of the book "Strategic Decision-Making with a Messianic Perspective" summarizes the findings and provides recommendations. This section includes a brief review of the previous sections, analysis of the research questions and hypotheses, and presentation of the findings and recommendations for future studies.

Summary of Sections

- **Section One:** Provides the overall framework of the research, including questions, hypotheses, research methodology, and data collection methods.

- **Section Two:** Reviews the literature, covering strategic decision-making, public policy-making, vision, and communication theories.

- **Section Three:** Discusses foresight and eschatology, including the differences between human and divine foresight, and the general principles and rules.

- **Section Four:** Examines various models and strategies in the field of policy-making and presents case studies.

- **Section Five:** Elaborates on the concept of Mahdism and its various philosophical, jurisprudential, rational, and traditional dimensions.

- **Section Six:** Introduces the Global Horizon model, including its theoretical and doctrinal foundations, components, features, and practical examples.

6-1. Analysis of Research Questions and Hypotheses

Key components of the country's strategic decision-making model in policy-making:

- Mahdism Thought
- Strategic Expectation Imaging
- Proactive Response to Global Developments

Main distinguishing feature of the country's strategic decision-making model in policy-making:

- Mahdism Thought

Differences between the country's strategic decision-making model in policy-making and existing models:

- Existing models are primarily based on future-building, whereas the proposed model is based on divine foresight.

Strategic decision-making model in policy-making based on divine foresight:

- This hypothesis is confirmed by introducing divine foresight and eschatology.

6-2. Findings and Achievements of the Research

Hypotheses Confirmation:

- Mahdism Thought is the main distinguishing feature of the country's strategic decision-making model in policy-making.
- The country's strategic decision-making model in policy-making is based on divine foresight and eschatology.
- Existing strategic decision-making models in policy-making are primarily based on future-building.

Key Assumptions of the Strategic Decision-Making Model:

- Mahdism Thought as a Vision
- Divine Foresight Framework
- Insightful Strategic Imaging Method
- Justice-Centeredness in All Dimensions
- Reliance on Islamic Resources alongside Benefiting from Positive Human Achievements
- Global Perspective

- Belief in Divine Guidance
- Relying on Both the Public and the Elite

Adoption of the Expectation Strategy Based on Proactive Response to Global Developments:

- This strategy is one of the key components of the country's strategic decision-making model in policy-making.

Global Horizon Model:

- The most important outcome of this research is the design of the insightful strategic decision-making model or the Global Horizon model.
- Key components of the Global Horizon model include Mahdism Thought, Leadership, Policies and Strategies, Country's Conditions, Global Conditions, and Divine Eschatology.
- The requirements of the Global Horizon model include focusing on truth and potential intellectual capabilities, methodological criteria in scientific theorization, and providing a comprehensible and critique-able vision of the promised society.

Necessities of Designing the Global Horizon Model:

- The necessity of cultural and intellectual renaissance
- The necessity of moving away from a passive stance
- The necessity of relying on divine guidance in foresight and confronting future-building
- The necessity of establishing and upholding justice and creating hope among the people
- Protecting value and belief boundaries
- Preparing against future-building media and theoretical waves

6-3. Research Limitations

1. Sources:
   - In some areas, such as the strategic and civilizational perspective on Mahdism, available resources are limited, while in other areas, resources are abundant.
2. Model and Design:

- The designed model is in its initial stages and is currently a conceptual model. It has content and formal deficiencies.

3. Challenges and Problems in Mahdism Discussions:

- Neglecting the unique historical conditions of Iran and the world in the present era
- Ignoring the cultural transformations and activities of adversaries over the past two centuries

6-4. Research Innovations

A new and fresh perspective on the issue of the savior and Mahdism thought from the viewpoint of Islamic management:

- Providing new definitions for terms such as policy-making and Islamic management
- Presenting information in the form of various charts and diagrams for quicker and better understanding
- Avoiding repetitive and tedious content

Presenting the initial idea of two new theories in the field of decision-making:

- Religion and Decision
- Image and Decision

A new and practical perspective resulting from interdisciplinary studies in management, communication, and political science on real global issues:

- Presenting the insightful strategic decision-making model
- Presenting the Global Horizon model in contrast to the globalization theory

6-5. Recommendations

Examination of each of the foundations of Mahdism thought by a team of experts under the supervision of a central team:

1. Conducting messianic-oriented studies on the policy-making model in selected countries
2. Defining principles, concepts, components, and interrelations of the Global Horizon model
3. Designing an operational strategic decision-making model for the country based on Mahdism thought

6-6. Final Word

Given the prevailing global conditions and their impact on Islamic countries, especially Iran, it is essential to pay attention to fundamental differences and define and interpret Islamic management with its specific methodology. Ignoring these fundamental differences can reduce the desired effectiveness. Macro organizational and even individual decisions should be based on principles of justice, perfectionism, enhancing intellectual power, and fulfilling responsibilities.

6-7. Fundamental Assumptions of the Global Horizon Model:

1. Mahdism Thought as a Vision
2. Divine Foresight Framework
3. Insightful Strategic Imaging Method
4. Justice-Centeredness in All Dimensions
5. Reliance on Islamic Resources alongside Benefiting from Positive Human Achievements
6. Global Perspective
7. Belief in Divine Guidance
8. Relying on Both the Public and the Elite

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Teaching public-sector managers based on religion

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public-sector managers around the world are a symbol of efforts to serve the public sector. Therefore, the efficiency or inefficiency of these people plays an important role in the public perception of the performance of governments. Considering that government managers have a high prominence and influence in society, religion-based education will help them to benefit from more moral and social values and make the best decision in their decisions according to religious principles and get moral In addition, education based on religion helps government managers to respect the beliefs and beliefs of the people in performing their duties and to be recognized as a superior example of morals and religious and social values. Based on religion, it has been proposed to government managers as one of the methods that can help improve their performance in the implementation of government duties. In this type of training, in addition to teaching religious and moral basics, social, political, and economic issues are also addressed so that government managers gain more knowledge about matters in general and make decisions based on religious values and morals, to make the best decision. In addition, this type of training helps government managers to respect people's beliefs and beliefs in the performance of their duties and to be recognized as a superior example of morals and religious and social values in dealing with people. As a result, due to the prominence and influence of government managers in society, religion-based education can lead to the improvement of organizational culture and the quality of government services.

The use of religious teachings in management education has been investigated in different ways in different parts of the world. For example, in some Muslim countries, Islamic principles have been integrated into management and leadership training programs. These programs aim to provide an understanding of how core Islamic values such as justice, ethics, and accountability can be used in the context of modern management practices. Similarly, in some Christian-majority countries, biblical teachings may be included in educational programs. Include

management to promote ethical decision-making and servant leadership. There are also cases where Buddhist teachings are used to promote mindfulness and compassion in leadership practices. The main idea of training public-sector managers based on topical religious teachings is to include religious values and principles in the education and development of public-sector managers to improve their leadership skills, decision-making abilities, and overall performance. A variety of religious teachings can be seen as applied to the cultural and religious domains of public-sector managers in their training. Human resource education from the perspective of Islam includes all the actions that, by accepting or guiding religion in the direction of establishing or realizing the flourishing of intellectual powers and its sovereignty over other powers and the fulfillment of orders It takes place so that in its shadow, human nature follows his nature and lives according to the natural requirements of human.

The reason for the involvement of religious teachers in the education of public-sector managers is as follows:

1. Incompatibility of the educational system of government administrators with the values governing the country's administrative system:

   Despite the general policies of the development of the administrative system and the guidelines provided by the senior leaders of the system that emphasize the formation of codes of conduct arising from the country's value system, there is no trace of training related to these areas in the educational programs of the center.

2. The importance of the performance of public-sector managers in line with the country's goals:

   The Islamic Republic of Iran has designed and introduced its identity and goals based on the blends of Islam, so the public-sector managers of this country must be bound by Islamic blends and try to achieve the goals of the Islamic Revolution.

3. The need to rule the spirit of serving the people:

   In Islamic contexts, the government has the originality to serve the people, so the motivation to serve the people should be created for managers, which may be that many rewards have been mentioned in the religious texts, and they have mentioned the same thing as the goal of taking responsibility for the government post.

In any government, the growth and promotion of public-sector managers play a significant role in taking a purposeful path to achieve the values that govern the society. The Islamic Republic of Iran, to realize the values of Islam, needs managers who are both agents of these values and spread them at the level of the society. The value system of the Islamic Republic can be summed up in the word "Islam". Ayatollah Khamenei, as the helmsman of the Islamic Republic and a person who interprets the desirable values of the Islamic society, has listed the values hidden in the Islamic religion as follows:
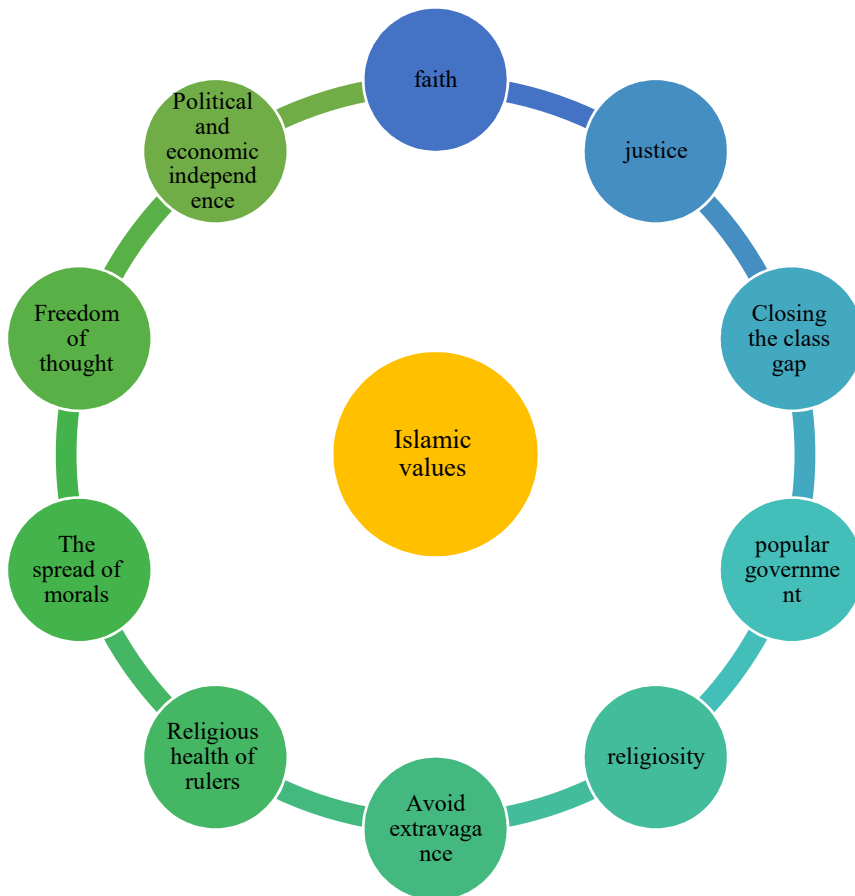
Figure 1: Islamic values

The framework for training government managers based on the values of the Islamic Republic of Iran:

The training of managers is based on the values of the Islamic Republic, based on Islamic culture and civilization, theoretical and practical views of Islamic management and moral values, Sharia laws, and wise traditions. In this mode of training, attention has been paid to the following topics:

- Education of Islamic moral values: in the framework of the education of managers based on the values of the Islamic Republic, attention is paid to the education of Islamic moral values, including humility, love, justice, forgiveness, honesty, etc., to strengthen morals and authentic behaviors in government managers.

- Promotion of organizational culture: in the training of managers based on the values of the Islamic Republic, attention has been paid to the promotion of organizational culture and the promotion of original and ethical views among government managers. Among the pedagogical resources envisaged in this area are training in human communication, communication skills, salary, etc.

- Personal skills development training: Personal skills development training based on Islamic values, includes communication skills, critical thinking, theright to make decisions, creative thinking, and other necessary skills for government managers. In this type of education, paying attention to the values of Islamic ethics and Sharia laws is also important
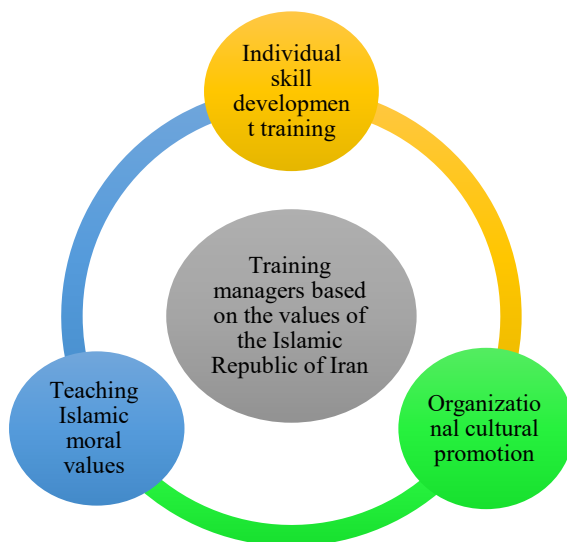
Figure 2: Training managers based on the values of the Islamic Republic of Iran

Conclusion

Religion-based education emphasizes guiding government managers to make ethical decisions in line with religious principles. By integrating the main values such as justice, ethics, and responsibility from different religious traditions in management education programs, it is possible to increase the quality of education by the values of that society. Education of public sector managers based on religion leads to leadership skills, decision-making abilities, and overall performance Finally, it helps to improve the organizational culture and the quality of government services, he emphasizes .By instilling moral and social values derived from religious teachings, managers are encouraged to uphold ethical standards and act as role models in their communities. Religion-based education not only equips managers with the necessary knowledge to deal with social, political, and economic issues but also fosters a culture of respect and understanding toward different beliefs and perspectives. Finally, by integrating religious principles into the education of public sector managers, organizations can promote a value-based approach to decision-making and leadership that leads to a more ethical and effective governance system.

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