

Assessment of Cultural Activities of I.R of Iran in Islamic World; Suggestion of some Suitable Strategies¹

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Abstract

In a view to the local, regional and international developmental and globalization of Culture, The ground is now paved for expansion of Cultural ties of the I.R of Iran with other Countries, particularly the Islamic ones in variety of arenas. However, What is needed for Strategic planning of the Cultural activities at Islamic World is an appropriate assessments of the Cultural activities of Iran, by posing the questions of "how and by which indicators are the Cultural activities of Iran assessed in the Islamic World" and "In this vein, the major question of this article is: What are the strengths and weakness, opportunities and challenges of the cultural activities of the I.R. of Iran for an active interaction with the Islamic world including countries, nations and Islamic organizations as well as Muslim minorities?". This paper comes to the following conclusion: Since coordination of Cultural activities abroad and their implementation process requires the adoption of strategies and prevention of parallel works, accurate assessment of the cultural activities and identification of threats and opportunities facing the I.R of Iran, along with its strength and shortcoming the national interests and goals of the country in the Muslim World. In fact, by implementing the appropriate cultural strategies within the Islamic World and strategic planning and management in the light of cultural diplomacy, while enjoying cultural empowerment, Iran will have the potential to turn into a big cultural power in the realm of the Islamic World.

Key Words: Strategy, SWOT, Cultural Diplomacy, Islamic World, Iran

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1- Introduction

By the victory of the Islamic Revolution and establishment of the Islamic Republic in Iran, the ground was paved for reestablishment of the glorious Islamic civilization. Thus the nature of cultural activities and Iran's influence on the Islamic world should be based on this macro idea i.e. "formation of Islamic civilization". In order to achieve this lofty objective, some other peripheral ones including a "Suitable paradigm for the movement of the Islamic towards the subject Islamic awaking and self-belief", "establishment of a scientific and software movement within the country and its expansion to the other Islamic nations", and "Contribution an all-round development of the Islamic world to prepare all Muslim countries to move towards the Islamic civilization" are also taken into consideration.

During the recent years in which propaganda against the Islamic Republic of Iran, as a unique resisting pattern challenging arrogance, has been intensified the significance of identification of opportunities, strengths, shortcomings and threats facing the cultural activities of the I.R of Iran in the Islamic World gains further significance, in a way that in the current situation in the region at which the 35 years of efforts by Iran in Islamic awakening" is bearing fruit, the adoption of cultural strategies in various dimensions based on the objectives stipulated in the country's overarching document is deemed to be more than ever essential actively interact with the Islamic world at various governmental, national and regional organizations levels. The significance of cultural diplomacy in provision of long-term national interests and security of given country is not less valuable than economic and political diplomacy. (Kramer, 1986:33) In general, the major requirements for the assessment of general, the major requirements for the assessment of cultural activities of the I.R of Iran in the Islamic world and adoption of the cultural strategies are as follows:

The Islamic revolution and its political system have a cultural nature and the most appropriate audiences are Muslims. Thus, adoption and prioritization of the cultural strategies in the Islamic world is deemed to be necessary in the country's long-term perspective.

The need for coordination and correlation of international cultural messages, methods, services and products of the I.R. of Iran with the needs and specifications of the audiences in the Islamic world in compliance with the previously set guidelines.

The need for prioritization of implementation of the activities in various regions and countries in the Islamic world in compliance with the principles stipulated in the subject strategies

Formulation of the new regional context, especially the outbreak of Islamic awaking and the urgency for some kinds of reform in the cultural strategies of I.R. of Iran in the Islamic world.

In order to assess the cultural activities of the I.R. of Iran and to identify the weak and strong points, opportunities and challenges facing these activities to actively interact with the Islamic world including the countries, nations, international, regional and Islamic organizations as well as Muslim minorities, the paper will initially address the strengths, weakness, opportunities and threats of the cultural activities of the I.R. of Iran via analyzing the theoretical principles of cultural relations. Afterwards, by assessing these activities the paper offers the perspectives

and strategies of the I.R. of Iran towards the Islamic world along with the relevant implementation mechanisms.

2- Analytical Framework

The cultural nature of the new global structure (world order) and transformation of information to symbol through the expansion of communication media has resulted in establishment of a virtual space and consequently the creation of cultural, virtual structures and expansion of the nation's interactions of globe, requiring the understanding of societies and their prevailing culture. (Hamid, 2011: 22) This is an emphasis for establishment and development of cultural exchange. The I.R. of Iran with a cultural targeting and adoption of effective strategies in the Islamic world, as a nation enjoying a rich, ancient, vivid, influential, developing and versed culture and civilization is not only part of the interconnected world of information and communication, but consider it as an opportunity to reply the justice- seeking, humanitarian and peace-seeking voice of Islam to the world for property of the mankind and compensation of backwardness in various cultural, scientific and economic arenas. (Salehi Amiri and Mohammad, 2010:238) Application of culture and cultural instruments in diplomacy is more beneficial compared to other instruments and leverages prevailing in international relations, the more important of being as follows:

Cultural diplomacy being more attractive and void of hostile and imperative tone, its application being intangible and its target being the minds and spirits of the audience

Cultural diplomacy provides a better opportunity for serious involvement and more effective role by informal actors, civil society institutions, legal and real non-governmental entities, which in turn enhances the field of maneuver and the range of effectiveness compared to the classic traditional diplomacy

Cultural diplomacy pursues to discover, define and promote the shared and globalized values and interests and then tries to secure the national interests in the light of these common values and interests

Cultural diplomacy may be planned and executed even more innovative, flexible and time- hunter than the traditional political diplomacy. (Khani, 2005:138-139)

The cultural diplomacy of Iran as a dimension and an instrument of its foreign policy may be defined as follows: cultural diplomacy requires the definition, promotion and expansion of the elements and dimensions of Iranian- Islamic culture and civilization and the discourse of Islamic revolution to the nations in the region through the cultural means of these countries and communities. (Dehghani Firouzabadi, 2010: 105)

By deep contemplation of the religious culture and its function as an infrastructure for other realms of culture, The Islamic Republic of Iran attaches top priority to the religious culture, in a way that the Islamic world and , are always the point of focus for the Islamic Republic's administration. In a view to the role of ideology in establishment of relationships with Islamic and international community and the background of cultural ties of the Islamic government during the past two decades, the ground is now paved for revision and identification of the factors affecting the failure of its international cultural activities in governmental organizations. (Raicheska, 2011:78) What would double the significance and the need for enhancing the cultural diplomacy of the

country compared to the early years of the revolution is the launch of a soft full-fledged soft war against the Islamic Republic by the enemies, which is an example of "Cultural NATO War"

3) Evaluation of the Cultural Activities of the I.R. of Iran in the Islamic World

Strong and weak points, opportunities and threats are combination of internal and external factors. The analysis and systematic of these factors and selection of strategy will provide the best combination of all. The logic for the analysis is to maximize the opportunities and strengths in an effective strategy and to minimize the threats and weaknesses. (Reece and Robinson, 1997:207) In this respect, identification of internal and surrounding elements is of prime significance. This analysis facilitates the identification of the elements and adoption of a strategy to make the best adoption among them. (Abdullah, 1998: 14)

3-1) Opportunity for International Cultural activities

A list of the opportunities for international cultural activities of the I.R. of Iran are as follows:

3-1-1- The Need of the world's Nations, Particularly haze of the Islamic World to an Excellent Ideology, Spirituality and Morality Contrasting the Weak Position of Intellectual and Culture Trends of the Global Arrogance:

Promotion of the status of the Iran and its popularity among the regional nations, Islamic world and international arena. As it is stipulated in the countries 20 year vision plan "Iran would be a developed country with the top economic scientific and technological position in the region by an Islamic and revolutionary identity, motivating the Islamic world and productive and effective interaction at international relation" (Izadi, 2011:155)

Iran is demonstrated to be a:

Developed country in the region (establishment of understanding).

An influential and motivating model in the Islamic world (establishment of interest / enthusiasm)

A constructive and effective interaction in international relations (establishment of belief).

Iran would be a developed country:

With the top economics, scientific and technological position in the region with and Islamic and evolutionary identity; Motivating in the Islamic world;

Constructive and effective interaction in international relations based on Islamic teachings and the ideas of the late Imam Khomeini having constructive and effective interaction with the world based on the principle of dignity, wisdom and expediency.

3-1-2- Expansion of Islamic Awakening in the Islamic World:

Intellectual and cognitive engineering of the Islamic Revolution is based on the integration of "world and religion", "Wisdom and religion" and "Individual and community". Thus, the expansion of the wave of Islamic awakening of the Muslims and formation of an integrated. Muslim should

be founded on this intellectual and cognitive engineering of Islam. During the years, one of the schools of thought and political trends trying to awaken the Muslims to stand up against and exit from the current situation to move towards a disable condition was the school of the Islamic Revolution. (Khoramshad and Kiani, 2012:35- 44)

3-1-3- Enhancement of the Role of Culture in International Equisions: In order to study the significant role of culture in the foreign policy of the I.R. of Iran, the four layer of ancient identity, Islamic, modern and Islamic revolutionary identities of Iran should be taken into consideration, since despite the domination of the Islamic revolutionary identity in the current foreign policy of Iran, the other there cultural layers have also indirect and hidden impact on mentality and function of the elites of the country's foreign policy and in some cases direct influence on evolution of the analysis of the Iranian foreign policy action or reaction a bit complicated and it is only possible in two ways, the first is through discourse analysis of the nature of the identify of foreign policy of Iran and the second is through simplification of behavioral pattern of Iran and its overall analysis. (Naghizadeh, 2002:34)

3-2) Threats of International Cultural Activities

Proper understanding of the environmental opportunities and threats facing a nation, helps authorities and policy makers to make decision for better strategies by their insight and acumen and determine an efficient path; at a macro level such factors must be considered when planning for a nation; moreover, there will be investigated some of the most important threats of international cultural activities facing the country:

3-2-1-Development of Cultural Front Conflicting Islam, Shiites and Islamic Revolution as well as Organizing a Soft War and Complicated Cultural System against Islamic Revolution: As cultural invasion is a cultural process, it is necessary to be combated by cultural tools, i.e. developing the cultural products proportional to national and religious culture as well as employing bound forces for making such products; in addition, it is necessary to value the acceptable national culture elements and social customs and cultural reserves and keeping them alive. Naturally, to prevent the fulfillment of soft war objectives, the Islamic Republic of Iran began to reinforce its power sources nationally and internationally and neutralizes the enemies' tricks by designing and implementing necessary plans.

3-2-2- Development of Islamphobia and Iranphobia internationally and Shiite phobia and Iran phobia in the Islam World: It can be stated that such trends result in showing a negative image of the Islamic Republic of Iran in world public opinion with their attempts to weaken the ontological security of Iran during three past years. In a situation as the main regional powers with the Islamic government based on Shiism, Iran is a sign of Islamphobia / Shiite phobia and Iranphobia in the world. Apart from national and international issues, the wave of Islamic awakening caused increased focus on these three issues with applying double pressures on the country due to such developments; pressures that strictly reduces the soft power of Iran in the region and the world and can come with negative

outcomes for political, military, economic and ontological security of our country. (Dehghani Firouzabadi, 2010: 111-119)

3-2-3- Benefiting from Rivals and Enemies, Complicated Systems, Major Investments and Promoting the Controversial Issues among Ethnicities: national political and social policy makers require to have always a better understanding of why and how such ethnic controversies might be occurred with providing proper alternatives by which while removing such conflicts, it could be take necessary action for strengthening the national solidarity. (Gemari, 2005: 72)

External Factors Evaluation (EFE) Matrix

In this section, after assuming the opportunities and the threats of the International Cultural Activities regarding the Islamic Republic of Iran in the Islamic World as mentioned in previous chapter, for benefiting from the views of expert and well-skilled population, there has been prepared a questionnaire and after obtaining the opinion of population in this case and after data collection, the mean scores of any factor was calculated.

Stage One: Like stages as conducted in the internal factors, here, we also calculate the mean scores of previous stages. Initially, we list the external factors- opportunities and threats-, giving an importance coefficient to any factor (from 0 to 1 such that total summation of weights equals with one). As giving the coefficients between zero and one with their summation equals with one is practically complicated, therefore we give any factor based on the view of experts collected by questionnaires, a figure between 1 and 4 (1 is used for factors with minimum effect and 4 is used for factors with maximum effect for preparing the strategy) and then by dividing the coefficient of any factor on total scores, their factors will be normalized. After calculating the mean for influencing of all opportunities and threats, we form following table and by normalizing the coefficient of any factor, we have:

Matrix1. Average impact opportunities and threats

Item	Opportunities	Importance coefficient mean	We normalize columns obtained by routine. (In this case we sum the means obtained and then divide individual means on this summation. Therefore, there will be obtained a column with summation of its elements equal	Normalized coefficient (strengths)
1	O1	3.9		17%
2	O2	3.4		15%
3	O3	3.2		14%
4	O4	2.5		11%
Item	Threats	Importance coefficient mean	Normalized coefficient (strengths)	
1	T1	3.2	14%	
2	T2	3.9	17%	

3	T3	2.7	with 1)	12%
Total		22.8		1

Stage Two: in this step, we give a score between 1 and 4 to any factor. 4 means using opportunities and threats have excellent reaction and 1 means that such reaction is weak. In this part, for using the view of expert population, like before, we prepare a questionnaire and obtain the view of population in this case and after data collection, the mean score of any factor will be calculated.

Matrix2. Check out the response of each agent

Item	Opportunities	Mean score
O1	Increased need of world nations, particularly the Islamic world to the better ideology of spirituality and ethics as well as weakening the situation of mental and cultural hegemonic currents before the public opinion and the world nations	2.7
O2	Promoting the situation of the Islamic Republic of Iran and more attendance of regional nations, the Islamic World and international area to Islamic Iran	3.5
O3	Spread of Islamic Awakening in the Islamic World	2.1
O4	Increased role of element in International Equations	2.3
Item	Threats	Mean score
T1	Organizing the soft war and complicated cultural system against the Islamic Revolution	2.5
T2	Spread of Islamophobia and Iranophobia currents internationally and Shiia and Iran conflict in the Islamic World	2.3
T3	Benefiting from rival and enemy, complicated systems, major investments and promoting the controversial issues among ethnicities	2.1

Stage Three: In this step, we multiply the score of any factor in its importance coefficient (it gives a weighted score) and then we sum the weighted scores together (by this action, the weighted score of population is obtained in the external environment medium).

Matrix3. Assessment of external factors

Item	Opportunities	Score importance coefficient	×	Weighted score
1	O1	2.7	×	17%
2	O2	3.5	×	15%
3	O3	2.1	×	14%
4	O4	2.3	×	11%

Item	Threats	Score importance coefficient	× Weighted score
1	T1	2.5 × 14%	35%
2	T2	2.3 × 17%	39%
3	T3	2.1 × 12%	25%

Total weighted score: 2.5

This score indicates that the international cultural activities of the Islamic Republic of Iran in the Islamic world has an average reaction against external environment factors causing opportunities and threats; however, it could be improved and it is necessary to use such opportunities and neutralize the threats by obtaining proper strategies and even turning them to the opportunity.

3-3) Strengths of the International Cultural Activities

Here some of the most important strengths of the international cultural activities of Iran have been mentioned:

3-3-1- Development of National Cultural Capacities: Undoubtedly, besides abundant natural and human sources, the Islamic Republic of Iran has also a very rich culture and civilization and presence of such sources could provide the authorities and policy makers with an exceptional opportunity for progress of cultural diplomacy. Therefore, cultural development is an origin of the political development; existing issues internationally in recent century indicate that such propaganda are increasing day to day. It must be mentioned that, it is necessary to prepare an follow from fundamental approaches for cultural development in the countries with no cultural congruity.

3-3-2- Shiite and Iranian Cultural Capabilities based on National Value and Historical Approaches: Stressing this point that Iran has one of the oldest and noblest cultures through the world, it required national authorities to consider the culture as one of the fundamental basics of the society with a special situation for preparing and determining the major policies and objectives for long term. This approach progressed to such extent that spirit of the 20 years vision of Iran is also subject to its cultural aspects to such extent that in the first clause of 8 clauses of this document, its culture and elements and particularly general culture of the community has been stressed and in other clauses, proportional to the subject, the culture has been mentioned. (Salehi Amiri & Mohammadi, 2010: 203-205)

3-3-3- Considering the Strategic Planning and Engineering the Cultural Relations among Organizations and Institutes having International Cultural Activities: Now and in the third decade of the Islamic Revolution, there are more than 30 public and private institutes and organizations having cultural and propaganda activities internationally; sparse activities of these organizations is such that they spend more than thousand billion Rials annually with less consolidated programs governed on it and most of their activities are overlapping each other; this is while, by development of conflicting cultural front and increased needs, opportunities and cultural international threats as well as increasingly development of cultural institutes internationally in the

fourth decade of Islamic revolution, it requires more than any time a strategic planning and consolidation of such activities and on the other hand, systematic designing and engineering of cultural affairs in this area.

3-3-4- Power of Controlling the Public Opinions by Media and Culture Making under Critical Conditions: Media diplomacy, in general, means using media for complementing and promoting the foreign policy. In their diplomatic role, public media may act negatively or positively. It must be mentioned that diplomatic objectives and policies of a nation may determine the situation of media in such spectrum and lack of any general policy and objective may neutralize the role of medial diplomacy; while the nations can make best benefit from their media diplomacy who first have an international media, second enjoy from necessary knowledge and skill in the field of media activities. (Edward & Pevehouse, 2006:21)

3-4) Weaknesses of the International Cultural Activities

Followings indicate some of the most important weaknesses of the international cultural activities of Iran:

3-4-1- Lack of management system for Iran's international cultural activities and lack of coordination and synergistic activities in different regions and countries and gap of focal theory and systematic strategies: After the Islamic revolution, in terms of temporal interests as well as specific effects from establishing a revolution and split decisions and the most important one, lack of controlling mechanisms due to number of centers in the community during the first years of the revolution, there was born a phenomenon called "Parallel Systems"; following its appearance, the parallel operation also emerged gradually. In addition to parallel systems followed by the emergence of parallel operation, there were conducted integrated and continuous duties that must be controlled based on organizational concentration management unity.

3-4-2- Failure in development of efficient human resources in the Islamic Republic of Iran for having activity in the international culture area and lack of determining the cultural activities and ignoring the new cultural propaganda tools: Determining the index of cultural activities by cultural institutes and approximating these activities to related objectives as well as strengthening the effective cultural actions taken will have good results but this requires recognizing the existing strengths and damages by providing the alternatives proportional to cultural activities and knowing how to promote such activities; it is obvious that preparing the indices is important as the first step towards developing the cultural justice and public benefit from cultural products. On the other hand, in order for detecting the cultural developments of the community, increased efficiency of organizations and full supervision on their cultural activities, it is necessary to define the cultural indices proportional to objective of the Islamic Republic of Iran as well as cultural policies approved by the Supreme Council of Cultural Revolution by determining the definitions and main concepts of culture, followed by producing the statistics and information required based on defined indices facilitating the planning process for the cultural issues (Karimi, 2011).

3-4-3- Lack of defining the role and situation of international culture relations in the foreign relations of the regime and ignorance to public diplomacy capacities of Iran's international culture activities:

The Islamic revolution caused a discourse space based on the element of spiritually oriented and returning to original organized its audiences and advocates around a unique discourse. Structurally, the Islamic revolution caused promotion of new players such as Islamic civilization, Islamic world, Islamic nation, liberation movements and nations and made the role of religion clear as a power influencing on international quests; in addition it stressed to the role of Non-Aligned Movement (NAM) and the third world players, by determining a given border between oppressed and arrogant people by which it clearly indicated the model of the Islamic Republic of Iran for all oppressed people. (Motaghi, 2011:135)

3-4-4- Interest of different organizations and institutes for entering to international culture area with no enough knowledge and skill in this case:

since the Islamic Revolution, one of the main concerns of the regime has been providing integrity and coordination between cultural propaganda activities by different organizations abroad, however, actions taken for managing such activities couldn't provide such integrity and coordination with meeting such concerns. To improve the conditions an accessing to proper concentrated management method as well as planning for international cultural activities, it is necessary investigating the developments and pathology of actions taken for integrating and planning or such activities. (Salehi Amiri & Heidarizadeh, 2010: 17)

Preparing the strategies of the I.R of Iran in the Islam World based on SWOT Model

After evaluating the strengths, weaknesses, opportunities and challenges of Iran's cultural activities in the Islam world area, it is necessary to prepare cultural approaches in different dimensions based on objectives as mentioned in the upstream documents for having active interaction with the Islam world in different levels of governments, nations and regional organizations (Vahid, 2007: 54- 55). Although there has not been approved the objectives and cultural relations in the Islamic Republic of Iran by any official authority, however, objectives of Iran's cultural activities and relations in its major level has been verified by the Supreme Council of Cultural Revolution at its expertize level. In order to prepare the cultural approaches of Iran in the Islamic world, it is necessary to investigate the perspective, objectives, fields, components, executive mechanisms and actions taken; but this paper dealt only with its executive approaches and mechanisms.

4-1- Approach of Preparing, Promoting and Deepening the Basics, Knowledge and Discourse of Pure Islam in the Islamic World based on the Islamic Revolution Discourse

Some of the most important mechanisms and actions taken for executing this approach in the Islamic world include:

- Creating an information- researching system and assessing the needs along with cultural products related to the knowledge of pure Islam for foreigners;
- Organizing and promoting the quality and development of services and products made by the Islamic Republic of Iran internationally stressing the elite audience and developing the native services and products for whole audiences;

- Establishing a global discourse center for “pure Islam” and providing alternatives for developing its idea by interference of seminary;
- Development of high quality services and products by Iran, whether transferred or native and in parallel with its objectives internationally in the fields of religious propaganda, scientific-educational, media, cyberspaces and cultural and artistic;
- Recognizing and nurturing the native human resources in all Islamic countries to prepare and propagate the Islamic knowledge and culture of holy Quran with supporting them; (Motaghi,2011:135)

4-2) Approach for promoting the messages and achievements and successful models of the Islamic Republic of Iran with providing an actual inspiration image of the Islamic Revolution

Some of the most important mechanisms and actions taken for executing such approach in the Islamic world include:

- Establishing Islamic Religions University in Tehran and admitting students from around the world;
- Formation of discussion meetings and holding cultural and scientific conferences during Hajj by the attendance of different Islamic scholars by the interference of Supreme Leader;
- Development of the Islamic- human culture and extending the message and culture of Islamic Revolution in the society and in the world;
- Completely fulfilling the Cultural Revolution for establishing the values of Islam and Islamic revolution in the social and individual life as well as safeguarding them and continuance of cultural movement for attaining to a desirable community;
- Promoting the spirit of resurrection for social justice and fairness in the cultural and artistic fields to explain and develop the political Islamic thought and religious democracy;
- Development of Iranian and non-Iranian media networks and preparing and distributing the popular cultural-art products and providing the achievements for presenting a positive image from the Islamic Republic of Iran. (Vahid, 2007:19)

4-3) Synergistic strategy of Islamic World Capacities for Common Interest by Correlation, Unity and Closeness of Islamic Religions by Promoting the Unity Diplomacy

Some of the most important mechanisms needed for implementing this strategy in the Islamic World are as followings:

- Increased support of developing the native and consistent services and products in religious- propaganda, scientific- training, media, cyberspace and cultural artistic fields for preparing and promoting the Islamic brotherhood and unity focusing on mass audiences;
- Development of religious dialogue with other Islamic religions by approximate approach and deepening the Islamic brotherhood for referrals, understanding and confidence;
- Increased support of approximate populations in the regions, countries and Islamic communities;
- Evaluating the reasons of dispersion and difference between Muslims and determining the bad effects of division and its irrevocable damages;
- Holding conferences, seminars and scientific and cultural meetings as well as conferences for thinkers of religions and scholars to make necessary coordinated decisions for justifying and guiding the Muslim nations to maintain and develop the cooperation spirit for development of the Islamic communities;

- Encouraging the students and professors for selecting the closeness subjects for studies and researches as well as academic thesis;
- Properly benefiting from the new technologies for data sharing and making websites and internet databases;
- Recognizing and introducing the myths of the Islamic world and historical experiences of Islamic nation for closeness of religions and Islamic unity using propaganda.

4-4) Strategy for Supporting the Development of Self-Esteem and Islamic Awakening of Nations and Organizing the Islamic Resistance Front in the Islamic World

Some of the most important approaches for executing this strategy include:

- Increased support of development of native services and products in the field of religious propaganda field, scientific- training, media, cyberspace and cultural and artistic for explaining and promoting the ideal of Palestine, self-esteem, Islamic resistance and awakening, justice, supporting the oppressed nations and combating with dominating regime and Zionist;
- Increase supports from elites, reference groups, thinkers and awakening currents and Islamic resistance supporting the Muslims and opposed people and ideal of Palestine, arrogance and anti-Zionist;
- Designing and preparing a step-by-step document for removing the regional tensions and holding a referendum in Palestine;
- Making scientific integrity and unity in the Islamic world;
- Acknowledging the project for Dialogue of Civilizations, cultures and religions. (Ahmadi, 2008:21-29)

4-5) Strategy for Actively and Comprehensively Combating with Islamphobia, Shiite phobia and Iran phobia Issues

To prevent Islamphobia, Shiite phobia and Iran phobia, currently Iran must take necessary action nationally and regionally in Islamic world including:

- Translating and publishing the Islamic knowledge and works of the great people participating in the Islamic Revolution and Great people of Shiite particularly by native translators; (Khani, 2005:29)
- Development of International activities of the Islamic Republic of Iran in cyberspace and different media for explaining the message and achievements of the Islamic Revolution;
- Recognizing and attracting the native news reporters in other countries as well as donating the study opportunity to media authorities in other countries;
- Increasing the attraction for foreign tourists to visit Iran (Hamid, 2011:11)
- Development of training activities in the field of Islamic- Iranian studies internationally for combating to oppositions.

4-6) Strategies for Comprehensive Combating with Global Domination System and International Zionism

Followings provide most important alternatives by Iran throughout the Islamic world for combating with domination system.

- Holding the discussion meetings as well as cultural and scientific conferences during Hajj by attendance of different Islamic scholars by the order of Supreme Leader;
- Development of exchange by scientific and cultural boards from different Islamic religions to practically fulfill the Muslims unity;

- Promoting the dialogue of the Islamic revolution and neutralizing the approaching issues for great powers;
- Organizing and developing the cyberspaces and media networks as well as preparing and distributing the popular cultural and art products internationally in the field of introducing the Islamic Iranian culture and civilization. (Bashir, 2012:20-24)

4-7) Strategies for Development of Script, Persian Literature and Language as well as Explaining and Introducing the Islamic Iranian Culture and Civilization Values

Some of the most important mechanisms for executing such strategy include:

- Increased support for making, developing and activity of researching centers, libraries, chairs, fields of study, lessons and Persian Language Training courses in the official training systems and non-official education abroad; (Roohbakhshan,2002:120-122)
- Increased granting the academic scholarship and fellowships to international students and researchers in the field of Persian language, literature and script;
- Holding the standard tests, competitions, Olympiads and rewards for Persian literature, language and script nationally, regionally and in the Islamic world;
- Necessity of planning for Iranian universities to nurture specialists in the field of training the Persian language to teach the foreigners and supplying the textbooks and defining proper training plans for teaching;
- Implementing the training programs in common with scientific centers, social and training services and universities of UAE in order for providing reciprocal training opportunities particularly for elites and cultural, scientific, training characters as well as medical team and specialists and teachers for both countries;

4-8) Strategy for Effective Use of Capacity of Cultures and Civilizations, Divine Religions and Justice Actions

Now, for effective use of capacity of cultures and civilizations, divine religions and justice actions, it is to take necessary actions nationally and through the Islamic world including:

- Development of communication, discourse and cooperation with religions, cultures and civilizations for explaining and promoting the principles and values and common trainings stressing on ethical principles and values such as family, fairness, peace, justice, supporting the oppressed nations, awakening of nations, respect and peaceful coexistence of different religions, and environmental friendly;
- Rehabilitating the Islamic culture and reviving the Islamic identity;
- Making an independent front by religions in International system;
- Holding scientific discussions and discourses as well as cultural relations with followers of other religions.

4-9) Strategy for Promoting the Capacity and Political, Social and International Functions of Hajj, Pilgrimage and Shrines

For promoting the political, social and international capacities of Hajj in Islamic world, Iran comes with some capacities including:

- Development of cultural and religious services and products of regime for providing to Mecca pilgrims in terms of TV programs and cyberspace;
- Increasing the knowledge and view of public and pilgrims to Hajj rituals and its philosophy;

- Knowing and benefiting from blessings and benefits of Hajj;
- Development of up-to-date technologies in the mission of Hajj-based organizations;
- Planning for increasing the participation of the world’s Muslims for Ceremony of Innocence and Arrogant of World’s Pagan;
- Establishing Islamic Culture Scientific Organization for the Islamic World by the attendance of Public and private activists;

4-10- Strategy for Active Reaction of Islamic Republic of Iran against Muslim Minorities in the West

In the case of active reaction against Muslim Minorities in the west, the Islamic Republic of Iran comes with capacities including:

- Development of cultural and religious products and services to present to the minorities in terms of TV programs and cyberspace;
- Making data sharing and propaganda programs for Islamic minorities as well as increasing their knowledge and viewpoint as well as pilgrims’ to Hajj rituals and its philosophy;
- Stressing the actions taken by ISESCO Organization against Muslim minorities (Karimi, 2011)

Internal Factors Evaluation (IFE) Matrix

Stage One: We initially list the main internal factors (strengths and weaknesses); and provide any factor with an importance coefficient (from zero to 1, such that total weights equals 1). As it is complicated giving the coefficients between zero and one, with their summation equals with 1; we initially give any factor based on the view of experts collected by questionnaires, a figure between 1 and 4 (1 is used for factors with minimum effect and 4 is used for factors with maximum effect for preparing the strategy) and then by dividing the coefficient of any factor on total scores, their factors will be normalized. After calculating the mean for influencing of all opportunities and threats, we form following table and by normalizing the coefficient of any factor, we have:

Matrix4. The average impact strengths and weaknesses

Item	Opportunities	Importance coefficient mean	We normalize columns obtained by routine. (In this case we sum the means obtained and then divide individual means on this summation. Therefore, there will be obtained a column with summation of its elements equal 1)	Normalized coefficient (strengths)
1	S1	3.1		12%
2	S2	3.5		14%
3	S3	2.2		19%
4	S4	3.8		15%
Item	Threats	Importance coefficient mean		Normalized coefficient (strengths)
1	w1	3.3		13%
2	w2	3.8		15%
3	w3	2.9	12%	
4	W4	2.5	10%	
Total		24.1	1	

Stage Two: in this step, we give a score between 1 and 4 to any factor based on their adaptation for using the opportunities and removing the threats. 4 means using opportunities and threats have excellent reaction and 1 means that such reaction is weak. In this part, for using the view of expert population, like before, we prepare a questionnaire and obtain the view of population in this case and after data collection, the mean score of any factor will be calculated.

Matrix5: Check out the response of each agent

Item	Strengths	Mean score
S1	Development of national cultural capacities	2.24
S2	Cultural capabilities of Shite and Iranian people based on national historical and value approaches	3.09
S3	Attending to the strategic planning and engineering the cultural relations in the institutes performing in the international cultural activities	2.10
S4	Power of guiding the public opinion by media and making cultures under critical conditions	3.53
Item	Weakness	Mean score
w1	Lack of a system for managing the International Iranian culture as well as lack of coordination and synergism of such activities in different regions and nations and presence of theoretical focal void as well as codified strategies	2.18
w2	Inadequacy in skilled HR development in the Islamic Republic of Iran for international cultural activities and lack of determining the indices for cultural activities and weakness in attending to new methods of cultural propaganda	2.62
w3	Lack of defining the situation and role of international cultural relations in the foreign relations of the system and insufficient attention to public diplomatic capacities for international cultural activities of the Islamic Republic of Iran	2.15
w4	Tendency of different institutes and organizations for entering to the international cultural arena with no enough knowledge and specialty in this field	2.45

Stage Three: In this step, we multiply the score of any factor in its importance coefficient (it gives a weighted score) and then we sum the weighted scores together (by this action, the weighted score of population is obtained in the external environment medium).

Matrix6. Assessment of internal factors

Item	Opportunities	Score importance coefficient ×	Weighted score
1	S1	2.24 × 12%	26%
2	S2	3.09 × 14%	43%
3	S3	2.10 × 9%	18%
4	S4	3.53 × 15%	52%
Item	Threats	Score importance coefficient ×	Weighted score
1	w1	2.18 × 13%	28%
2	w2	2.62 × 15%	39%
3	w3	2.15 × 12%	25%
4	w4	2.45 × 10%	24%

Total weighted scores: 2.55

This score indicates the median situation in the internal factors of the population; it indeed indicates that internal conditions of population have neither high strength nor extreme weakness; therefore, it is possible to plan and provide an approach in this period.

SWOT Matrix

We create a SWOT matrix based on internal and external factors and moreover, we will provide strategies from any four zones of the matrix. It should be noted that the strategies from this matrix are very general with possibility of providing the details in any zone.

Matrix7. SWOT matrix (SWOT)

	Strengths (S)	Weakness (W)
Internal Factors Evaluation Matrix	S1- Development of national cultural capacities S2- Shite and Iranian Culture Capabilities based on national value and historical approaches S3- Attending to the strategic planning and engineering the cultural relations in the organizations and institutes acting in the field of the international cultural activities	W1- Lack of a system for managing the International Iranian culture as well as lack of coordination and synergism of such activities in different regions and nations and presence of theoretical focal void as well as codified strategies W2- Inadequacy in skilled HR development in the Islamic Republic of Iran for international cultural activities and lack of determining the indices for cultural activities and weakness in attending to new methods of cultural propaganda
External Factors Evaluation Matrix	S4- Power of guiding the public opinions by media and culture making under critical conditions	W3- Lack of defining the situation and role of international cultural relations in the foreign relations of the system and insufficient attention to public diplomatic capacities for international cultural activities of the Islamic Republic of Iran

		W4- Tendency of different institutes and organizations for entering to the international cultural arena with no enough knowledge and specialty in this field
Opportunities (O)	SO strategies	WO strategies
<p>O1- Increased need of world nations, particularly Islamic world to the better ideology of spirituality and ethics as well as weakening the situation of mental and cultural hegemonic currents before public opinion and world nations</p> <p>O2- Promoting the situation of Islamic Republic of Iran and more attendance of regional nations, Islamic World and international area to Islamic Iran</p> <p>O3- Spread of Islamic Awakening in the Islamic World</p> <p>O4- Increased role of</p>	<p>SO1- Strategy, explanation, propagation and deepening the principles, knowledge and discourse of Pure Islam in the Islamic World based on the Islamic Revolution Discourse</p> <p>SO2- Strategy, promotion and spread of messages and achievements as well as successful models of Islamic Republic of Iran and providing an actual inspiring image from Islamic Revolution</p> <p>SO3- Strategy for developing the script, language and Persian literature as well as explaining and introducing the values of the Islamic Iranian Culture and Civilization</p>	<p>WO1- Strategy for synergistic capacities of Islamic world for providing common wealth by alliance, unity and closeness of the Islamic religions by strengthening the unity diplomacy</p> <p>WO2- Strategy for effectively benefiting from capacity of cultures and civilizations, divine religions and course of justice</p> <p>WO3- Strategy for promoting the capacity and political and social and international functions of Haj, pilgrimage and shrines</p>

<p>element in International Equations</p>		
<p>Threats (T)</p>	<p>ST Strategies</p>	<p>WT Strategies</p>
<p>T1- Development of cultural fronts against Islam and Shite as well as the Islamic Revolution with organizing the soft war and complicated cultural system against the Islamic Revolution. T2- Spread of Islamophobia and Iranophobia currents internationally and Shia and Iran conflict in the Islamic World T3- Benefiting from rival and enemy, complicated systems, major investments and promoting the controversial issues among ethnicities</p>	<p>ST1- Strategy for actively and comprehensively combating with Islamophobia currents, Shite and Iran Conflicts ST2- Strategies for general combating with world domination system as well as international Zionism</p>	<p>WT1- Strategy for active action of the Islamic Republic of Iran against Muslim minorities in the west ST2- Strategy for supporting the development of self-esteem and Islamic awakening among nations as well as organizing the Islamic Resistance Front in the Islamic World</p>

SO Strategies

This state is the most desirable and suitable situation for strategy, it means that such strategies, while benefiting from considerable capabilities and strengths, encounter desirable opportunities in an interactive and background environment.

ST Strategies

In this state, although strategy enjoys from reliable strengths, however, in its interactive and background environment, it also encounters serious challenges and threats.

WO Strategies

In this state, although there are many precious opportunities for organization in the environment, however, it has been surrounded by serious weaknesses, incapability and vulnerabilities on the other side.

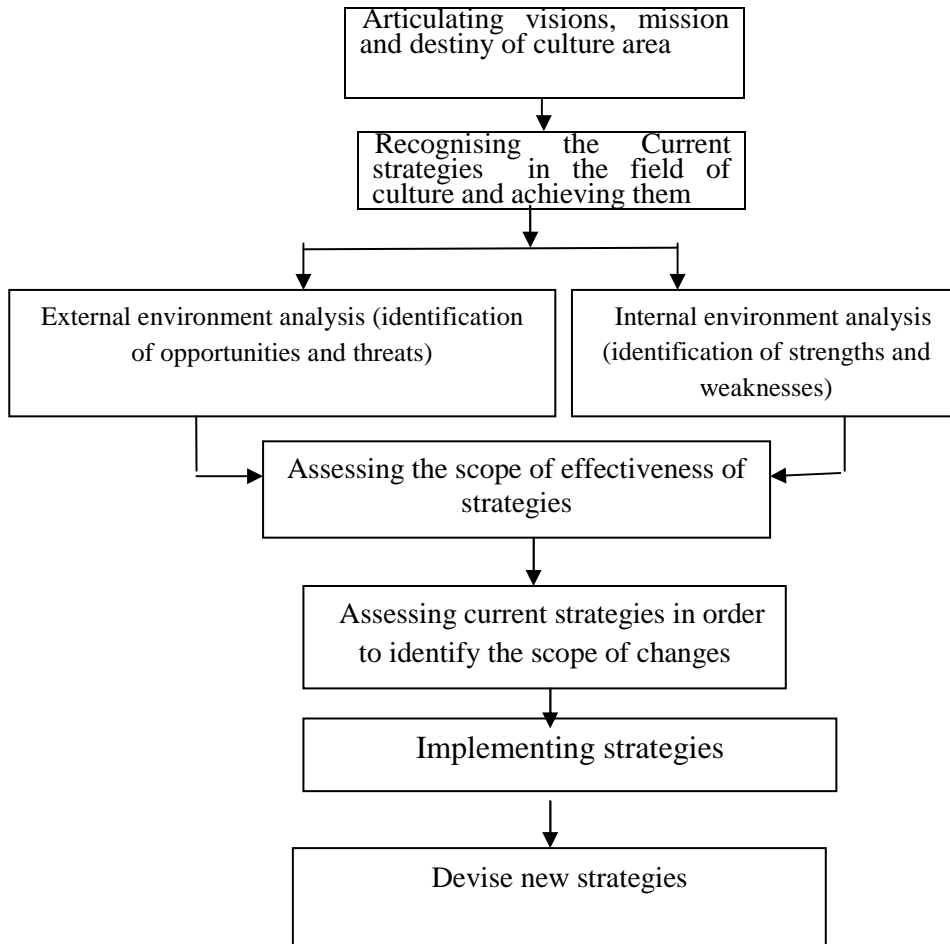
ST Strategies

This state is the worst and more complicated and more risky condition for a strategy be drawn; because despites encountering many weaknesses and disabilities, it must combat various threats and pressures in its interactive and field environment.

5- The I.R of Iran's Pattern of cultural activities in the Muslim world, based on guidelines developed

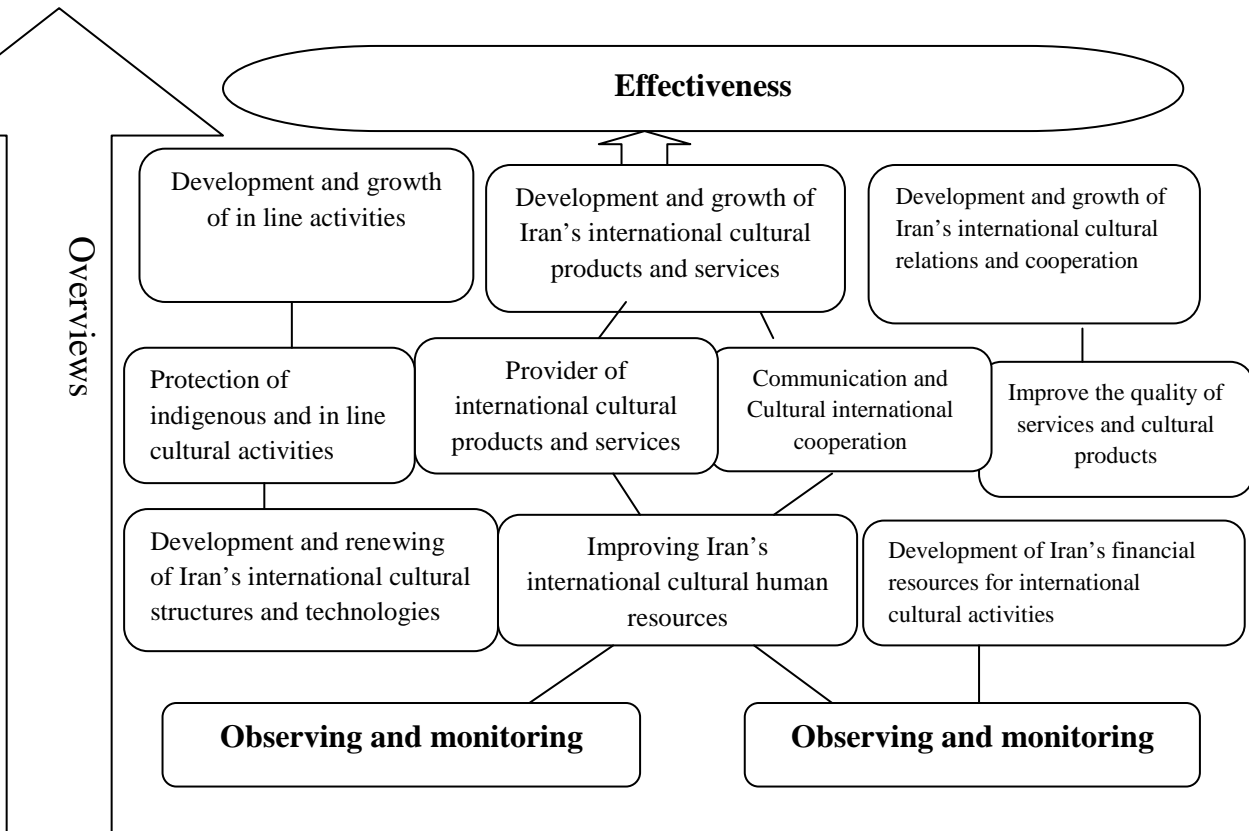
After formulating the strategies, the next step is to prepare situations for implementation. Designing appropriate mechanisms to assess the operations in order to identify some possible cognitive distortions and applying corrective measures, and at the same time, prospecting actions towards the missions, visions and destinies show a comprehensive review of the ongoing process of evaluating strategic and cultural programs (Strategic Management by Fred R. David)

Figure 1: the model of planning in the field of culture



What's the selected Iranian model of cultural policy and international cultural relations is an issue related to the country's internal affairs; so it is the responsibility of its policymakers, researchers and local cultural agents to try to study and explore its different aspects. According to BSC model, each strategy has an independent strategic plan in which strategic objectives of the various perspectives and their relationship with each other has been determined and the exact path of the I.R. of Iran's international cultural actions in internal and international domains for five years has been drawn. For example, the diagram of Iran's strategy of cultural activities is shown below. (Strategic document of the first Iran's program of cultural activities development in Turkey, 2010: 15-8).

Figure 2: Diagram of Iran’s cultural actions strategy



Any Iranian cultural institutions (public and private) must follow this strategy in determining their orientation and path of every cultural activities and actions.

6) Conclusion

With its special attention to the Islamic world, by promoting its weaknesses and removing the threats and stressing on its strengths and opportunities the Islamic Republic of Iran could take necessary action in the field of cultural activities as well as implementing the prepared strategies for cultural policy making on the Islamic world and this is possible merely by interaction and playing role in all activities and plans; attending to the cultural strategies of the Islamic Republic of Iran may of course have a contextual and planning effect and this is possible by expanding the literature of such strategies as well as providing encouragement opportunities for national researches to consider the strategic plans; however implementing such strategies by the Islamic Republic of Iran requires project management approach as well as providing a model for the Islamic Republic of Iran pattern in the Islam world ensuring the localization and preparing a strategy proportional to the specific needs of the country and necessity for directing such localization ensures the preparation, implementation and evaluation of the

strategy. The success of strategy requires employing the decision makers and all social- economic factors for proportionating the strategy and drawing an executive schedule.

In summary, according to the critical mission of the Islamic Republic of Iran for awakening and pioneering in the new Islamic civilization, by properly evaluating the cultural activities and maximum usage of rich cultural capacities of the country and synergistic cooperation of related organization, it may be hoped to make such goals practical by the culture of Iran as well as making the Islamic Iranian Culture familiar to the world. According to the dialogue of the Islamic revolution, for fulfilling the new Islamic culture in Islam world, the foreign policy of Iran can be obtained by attaining a unique nation and the new Islamic culture based on pure Islamic training in the Islamic world and its perspective is obtained by benefiting from an inspiring image in the fields of justice, promoting the pure Islamic thoughts, preparations for empowering the Islamic nation and formation of a new Islamic culture and its foreign policy is obtained by attaining a clear image of Islamic- Iranian culture and its revolutionary image and potency for providing a model for progress and Islamic unity as well as actually knowing the efficient cultures of the world to find another new golden age in Iran's Islamic history.

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