

Original Article**A Strategic Management Model for Preventing Violent Crimes in Iran****Ahmad Rezaei¹, Fariba Allahyoorti Dehaghi², Narges Mansouriravand³**¹Department of Criminal Law and Criminology, Faculty of Law, Qom University, Qom, Iran²School of Criminal Justice and Criminology, University of Arkansas at Little Rock, USA³Faculty of Law, Eyvanekey University, Semnan, Iran**Corresponding Author: Ahmad Rezaei****Abstract:**

The increasing trend of violent crimes in the country has raised significant concerns in recent years. Despite the substantial allocation of public budget towards responding to these crimes and addressing the disputes arising from them, the inefficacy and inadequacy of responses have often rendered the utilization of non-violent and preventative measures an unavoidable necessity. However, the formulation of preventative responses itself requires a comprehensive, systematic, and inclusive approach to enhance effectiveness and efficiency in executive activities in this regard. In this dissertation, recognizing this crucial aspect, an effort has been made to leverage strategic management knowledge and adopt an operational approach to present a correct, systematic, and comprehensive model for the responsible agencies involved in preventing violent crimes. The activities of the institutions engaged in the prevention of these crimes are organized within an interconnected whole. Based on this, the main question of the present dissertation is: What is the optimal model for strategic planning to prevent violent crimes in Iran? To address this question and develop such a model, both qualitative and quantitative data have been used. The aforementioned data have been derived from the study of existing research and documents, interviews with experts, and the design and implementation of two stages of questionnaires. One of the primary and fundamental measures necessary for developing such a model is the evaluation of the surrounding environment (both internal and external) of the institutions responsible for preventing violent crimes. In fact, mapping out the roadmap for future actions in this area requires obtaining a sufficient understanding of the strengths and weaknesses within the responsible organizations, as well as the opportunities and threats faced by these institutions. Consequently, the results of the questionnaire related to the assessment of the surrounding conditions of the institutions responsible for preventing violent crimes, obtained through the IPA (Importance-Performance Analysis) method, indicate a general weakness in the actions of these institutions and a significant gap between their actions and the desired state. Overall, before any attempts are made to eliminate or control the factors influencing violent crimes, it is essential to first implement necessary measures to optimize the internal environment of the responsible organizations.

Keywords: Strategic Management, Crime Prevention, Violent Crimes, IPA Matrix, SDM Matrix**Introduction**

With the increasing rate of delinquency and fear of crime in society, a significant portion of the public budget in countries is allocated to combating crime and addressing lawsuits and disputes arising from criminal activity. However,

the ineffectiveness and inadequacy of coercive measures have led governments to prioritize non-coercive and preventive policies more than ever before, in an effort to reduce crime rates, establish order and psychological security, and enhance the quality of life within the community.

Nevertheless, the absence of centralized management, legal gaps and ambiguities, overlaps in governmental responsibilities, lack of effective strategies, and inadequate and inconsistent planning have resulted in the adoption of policies, measures, strategic foresight, and the implementation of incoherent, heterogeneous, and sometimes contradictory actions in this domain. This not only leads to the waste of financial, human, and time resources but also fosters disillusionment and skepticism regarding the effectiveness of preventive measures in reducing and controlling delinquency.

The topics outlined above provide a suitable context for addressing the issue of preventing violent crimes. From a criminological perspective, violent crimes are offenses that involve the intentional and unlawful use of physical force or power, whether actual or threatened, against oneself, another individual, or a group or community, resulting in injury, death, psychological harm, etc. (Mire and Roberson, 2010). This definition has been utilized with slight variations in the literature of various experts (Bartolomé-Gutiérrez and Rechea-Alberola, 2006; Rainone *et al.*, 2006). Based on the definitions provided for violent crimes, they can be categorized into different types. In a general classification, violent crimes can be divided based on their targets into "self-directed violent crimes, such as suicide attempts, the use of synthetic drugs, etc.," "violent crimes against individuals, such as domestic violence, child abuse, assault, murder, rape, aggravated theft, etc.," and "violent crimes against groups, such as ethnic or religious conflicts, war crimes, etc." However, the specific type of violent crimes that this research focuses on is a particular category of violent crimes against individuals (interpersonal violence). In this study, an attempt is made to examine violent crimes, specifically physical violent crimes committed against individuals, by providing an operational definition of violent offenses. Considering that various factors influence the commission of different types of violent crimes (Moser, 2004), it is essential to provide a classification and select a specific group of violent offenses to determine precise strategies and mechanisms for controlling and preventing these crimes. Additionally, the development of an optimal model for controlling and preventing each of these offenses requires an independent scientific investigation. Therefore,

given that the majority of violent crime statistics are related to interpersonal physical violent crimes such as intentional assault, brawls, murder, etc., and that most preventive programs designed and implemented so far have focused on controlling and preventing this category of violent crimes, the present research will focus on offering a strategic management model for preventing this type of violent offenses by providing an operational definition of violent crimes.

It is noteworthy that in recent years, the increasing trend of violent behaviors across the country has raised numerous concerns. According to statistics published by official governmental institutions, various types of violent crimes are considered the most prevalent offenses in the country, and these crimes constitute a significant portion of the annual incoming cases to the criminal courts. The statistics released by the Social Assistance and Crime Prevention Department, which is responsible for providing crime data within the criminal justice system, indicate that in recent years, intentional bodily injury, disputes, insults to individuals, threats, and destruction rank among the five most frequently occurring crimes in the criminal courts (Annual Report on the Status of Charges and Demands, 2016). For example, intentional assault and battery across the country increased by approximately 13% in 2012 compared to 2011, by about 14% in 2013 compared to 2012, and by around 10% in 2014 compared to 2013.

At a global level, violence and violent crimes have infiltrated nearly all aspects of human life in various societies. The rampant increase of violent crimes in recent years has become one of the major concerns around the world. According to a report published by the World Health Organization in 2014, approximately 475,000 people lose their lives each year worldwide due to homicide alone. Additionally, this report states that 1 in every 4 children has been a victim of physical violence (WHO, 2014). Data from the National Intimate Partner and Sexual Violence Survey estimates that around 12 million women and men report experiencing various forms of violence from their intimate partners within a year (including rape, physical abuse, etc.), but only 480,000 instances of injuries resulting from violence by intimate partners are reported to the police, of which 150,000 cases require medical treatment (Finkelhor *et al.*, 2013). Violent crimes,

in addition to the physical consequences for victims, can have a negative impact on the mental health of individuals in society, increase risk factors related to mental health, and cause behavioral disorders. Issues such as depression, post-traumatic stress disorder, conduct disorders or personality disorders, anxiety, generalized anxiety disorder, sleep and nutrition disorders, substance abuse, suicide, and suicide attempts are among the harms resulting from violence (Norman *et al.*, 2012). Furthermore, the perpetration of violent behaviors is a threat to social stability and is considered one of the most significant barriers to development. In a related context, Entezarizarch *et al.* (2024) highlight the implications of mental workload on performance, suggesting that understanding cognitive factors is crucial for addressing broader societal issues, including the impacts of violence. Similarly, Farzad and Roshdieh (2024) emphasize the importance of addressing harmful behaviors and promoting organizational citizenship behaviors (OCBs) to foster transparency, accountability, and community engagement, which are critical for mitigating societal challenges such as violence and ensuring sustainable development.

Thus, a scientific and expert explanation of the issue of crime prevention in Iran, alongside the presence of a structured and comprehensive system similar to other countries for reducing the rate of violent crimes—especially the delinquency of potential offenders—is deemed a necessity. This should facilitate a scientific framework for the preparation, organization, and coordinated management in the field of crime prevention. It also involves the convergence of governmental institutions and executive bodies, as well as the engagement of public participation and civil society organizations, in order to reduce the rate of delinquency in Iran (Barani, 2008). In this sense, the centralization and definition of a national prevention policy within the framework of the judiciary does not imply solely the involvement of the components of this authority and criminal justice institutions in prevention efforts while excluding the roles of the executive branch and non-governmental organizations in crime prevention (Welsh and Farrington, 2014). Therefore, the preventive roles and functions of each of the educational, therapeutic, supportive, police, and judicial institutions must be identified, fostering a deep understanding of how to

cooperate and participate in achieving the established goals, as highlighted by Ghandeharion and Feyz (2014) in their analysis of societal structures and their impact on individual dynamics.

In fact, under the current conditions, the management of violent crime prevention has predominantly been narrow-focused and lacks comprehensiveness and inclusiveness. The absence of overarching policies, a lack of long-term and realistic perspectives, and insufficient attention to the challenges and capacities present in the prevention of these crimes are additional shortcomings in the management of violent crime prevention in the country.

In this context, the present research seeks to use a strategic management model to prevent the duplication of efforts and siloed actions among various institutions involved in the prevention of violent crimes. The strategic management model enables the collection of organizations engaged in violent crime prevention to shape their future without being compelled to react passively to upcoming events. It allows for a clear direction and orientation for active institutions in prevention within an environment characterized by numerous and often uncertain changes, as well as high complexity and uncertainty. This is achieved through a concept known as "strategy." In fact, an organization without a strategy is like a ship without a compass in a stormy sea, where finding the right course is fraught with considerable difficulty.

The approach of this research to the issue of preventing violent crimes is considered both as a criminological concept and as a management concept. In this context, the criminological principle focuses on the nature and types of these crimes, the most important principles and strategies governing the prevention of these crimes, and the essential measures related to the implementation of these strategies. On the other hand, the management approach refers to how to adopt appropriate and alternative strategic approaches in controlling and addressing crime and offenders of these behaviors. Therefore, it is necessary, based on the components and characteristics of strategic management, to analyze and evaluate internal factors (strengths and weaknesses) and external factors (opportunities and threats) of all organizations

preventing violent crimes. Subsequently, a comprehensive policy and a desirable vision for the prevention of violent crimes should be established. Following this, prevention strategies for these crimes should be presented at two levels: 1) strategies related to the management of organizations, and 2) strategies focused on preventing violent crimes.

Research Methodology

The present research approach is a combination of qualitative and quantitative methods (mixed methods) based on studies by Gowhareh and Taheri Tafti (2022) and Ghorashi *et al.* (2024). In this study, efforts were made to explore the context surrounding ambiguous situations, such as "factors related to the internal environment" and "external environmental factors." Initially, qualitative data regarding these factors were gathered through document analysis, library studies, and consultations with experts. This process led the researcher to discover numerous internal strengths and weaknesses of organizations involved in prevention, as well as surrounding opportunities and threats. With this initial identification, the researcher aims to explore and understand the most critical factors requiring attention in the violent crime prevention management process using quantitative data. In other words, the data collection sequence begins with qualitative data followed by quantitative data, with the aim of gathering quantitative data based on qualitative findings to enable the generalizability of the results.

Population, Sample Size, and Sampling Method

The population of the current research consists of managers and experts from institutions involved in crime prevention (such as the Judiciary, the Law Enforcement Force of the Islamic Republic of Iran, the Ministry of Interior, the Ministry of Education, the Islamic Republic of Iran Broadcasting Organization, and the Welfare Organization) as well as all the experts who have direct collaboration with these institutions and have significant executive and scientific backgrounds in the field of preventing violent crimes. The total sample (which is usually small in qualitative methods and based on purposeful sampling of experts) includes 66 experts in the first questionnaire and 59 in the second questionnaire. Since qualitative research aims to achieve a deep understanding of the experiences

of individuals or specific groups, it is essential to identify individuals or groups that possess these experiences during the sampling process. In fact, here, the quality of the information collected from each respondent is more important than the quantity of information, and there are no established rules regarding the necessary number of samples in this type of research.

The sampling method of this research is non-probability due to the necessity for it to be goal-oriented, as well as the unavailability of data regarding the number and characteristics of all members of the statistical population and the lack of cooperation from some members of the population in completing the questionnaire. Due to the need to collect information from specific individuals in a targeted manner, samples have been selected purposefully. Specifically, the sampling method employed in this research is judgmental purposive sampling. In this type of sampling, individuals are chosen who are in a very suitable position to provide the necessary information and possess specialized knowledge due to their experience and participation in various scientific and practical processes that the researcher is seeking.

Data Collection Method

In this step, the researcher employed various methods for collecting and analyzing research data, taking into account the higher layers. To understand some of the items related to the internal and external environment of the organizations involved in preventing violent crimes, library studies and searches among the relevant articles and researches were conducted. To complement these items and gather quantitative data, visits were made to the environments of the organizations involved in the prevention of violent crimes. Therefore, the data collection and information analysis have both library-based and field-based aspects.

Data Collection Tools

At the beginning of the questionnaire, the aim is to gather general and demographic information about the respondents, including factors such as gender, age, education level, years of service, and field of study. It should be noted that during the data collection phase, the security officials of the organizations and some respondents refused to disclose their position, contact number, etc., due

to considering these data as security-sensitive and also conflicting with the confidentiality of the questionnaire. In the second part of the questionnaire, a total of 89 questions were designed, which were measured using a five-point Likert scale. This was done in such a way that the factors related to the strengths, weaknesses, opportunities, and threats associated with preventing violent crimes in the country were assessed in terms of both "importance and impact" and "performance and attention" of organizations to these factors. In other words, in the importance section, the researcher sought to understand to what extent each of the mentioned factors is effective in achieving or failing to achieve the management of preventing violent crimes. In the performance section, the aim was to clarify to what extent the institutions involved in preventing violent crimes in Iran pay attention to these factors and whether their actions are aligned with leveraging (strengths and weaknesses) or addressing (weaknesses and threats).

To assess the validity of the researcher's questionnaire, after reviewing documents and

preparing some items and themes of the questionnaire, it was shared with experts in the field of crime prevention within organizations involved in crime prevention, as well as with supervising and consulting professors. Their insights regarding the accuracy of the questions, clarity of the questions, ease of answering the questions, adequacy of the questions, and measurement of all dimensions of the variables under investigation were collected.

In evaluating the reliability of the questionnaire, the guidelines provided by Moghaddam et al. (2024) and Tehranian et al. (2024) played a crucial role in ensuring the robustness of the instrument. Both studies emphasized the importance of thorough validation processes, which align with the rigorous revisions undertaken following the professors' feedback. The reliability coefficients, calculated using Cronbach's alpha for each section of the "Importance - Performance" questionnaire, demonstrated acceptable levels of internal consistency, as indicated in Tables 1 and 2.

Table 1: Reliability of the Internal and External Environment Assessment Questionnaire "Importance-Performance"

Dimensions	Question Range	Cronbach's Alpha Value for Importance	Cronbach's Alpha Value for Performance
Strengths	1-23	0.942	0.845
Weaknesses	24-28	0.929	0.871
Opportunities	49-62	0.880	0.797
Threats	63-89	0.945	0.924

Table 2: Reliability of the "SDM Matrix" Violent Crime Prevention Strategies Questionnaire

Dimensions	Question Range	Cronbach's alpha value for feasibility	Cronbach's alpha value for acceptability	Cronbach's alpha value for consistency
Social prevention strategies	1-13	0.836	0.858	0.869
Situational prevention strategies	14-18	0.793	0.703	0.707
Criminal prevention strategies	19-21	0.727	0.734	0.757
Organizational and coordination	22-25	0.827	0.815	0.735

strategies				
Planning and control strategies	26-29	0.861	0.738	0.817
Human resource strategies	30-33	0.733	0.742	0.749
Technological and legal-related strategies	34-36	0.747	0.727	0.608

Data Analysis Methodology

In order to analyze the data in this study, various methods have been employed. For descriptive findings and to characterize the data, frequency tables and summary statistics such as the mean have been utilized. Additionally, geometric representations are employed to concisely and tangibly present the data. In the section on inferential findings, the Importance-Performance Analysis (IPA) method has been used to identify priority factors and indicators. The IPA model is effective in aligning the current situation with the desired or optimal state. By examining the importance and performance levels of indicators affecting the management of violent crime prevention (derived from documentary studies and interviews with experts, and presented in the form of a questionnaire), this model can aid in understanding and diagnosing the current situation as well as providing fundamental strategies and solutions. By applying the IPA matrix, managers of an organization can outline strategies regarding features that require improvement in contrast to those that consume excessive resources with minimal benefit (Emamloo, 2015). The two-dimensional IPA matrix consists of an X-axis representing "Performance" and a Y-axis representing "Importance," divided into four quadrants. In this model, each of the factors identified in the questionnaire is assessed based on the dimensions of "Importance" and "Performance."

Findings

The demographic findings indicate that the number of men in the sample is greater than that of women, with men constituting 82% of the respondents for the internal and external environment assessment questionnaire, while

women make up 18%. Regarding the organizations of the judicial staff, the respondents include 33% from the judiciary, 23% from the police force, 15% from the national broadcasting organization, 9% from the Ministry of Education, 14% from the Welfare Organization, and 6% from the Ministry of Interior. In terms of educational qualifications, the majority of respondents (55%) hold doctoral degrees or higher, followed by master's degree holders, who account for the highest frequency at 41%. The lowest frequency corresponds to respondents with bachelor's degrees (4%). Based on the field of study, the highest frequency is related to sociology, with 18 respondents (27%), followed by psychology and criminology, with 16 respondents (24%). Furthermore, 17% of participants are from the field of crime prevention management, and 8% are from other fields such as public administration, political sciences, educational sciences, and statistics. In terms of work experience, the highest frequency among respondents is found in the group with 5 to 15 years of service, totaling 30 individuals, followed by the group with 15 to 25 years of service, consisting of 18 individuals, and then the group with 25 years and above, totaling 13 individuals. Additionally, 5 respondents have 2 to 5 years of service experience in agencies responsible for preventing violent crimes.

Inferential Findings Related to the "Evaluation of the Surrounding Environment of Institutions Responsible for Preventing Violent Crimes" Questionnaire

Various analyses have been employed to analyze the research data. After distributing two questionnaires (namely the Importance-Performance Questionnaire related to internal and external environment indicators of institutions

responsible for preventing violent crimes and the Prioritization Questionnaire for violent crime prevention strategies) and collecting them, the results were obtained using relevant geometric mean formulas in Excel, followed by the design of associated charts and tables.

To determine the level of importance and performance of the indicators related to the four factors (Strength, Weakness, Opportunity, and Threat) of the responsible institutions, the Importance-Performance Analysis (IPA) method was utilized (Figure 1). The IPA model, which consists of two dimensions—importance and performance—provides a matrix for evaluating, aligning, and diagnosing the current status to extract strategies and solutions for improving the current state or achieving the desired state. This

model offers significant flexibility and advantages for evaluating the most critical strengths and weaknesses of responsible organizations, as well as identifying the most important opportunities and threats surrounding the institutions responsible for preventing violent crimes. One of the innovations of the present research is the application of this method for prioritizing indicators related to the strengths, weaknesses, opportunities, and threats surrounding the institutions responsible for preventing violent crimes. The Importance-Performance Matrix aids in the decision-making process. This matrix is used to identify the degree of priority of the indicators for improvement and is divided into four quadrants.

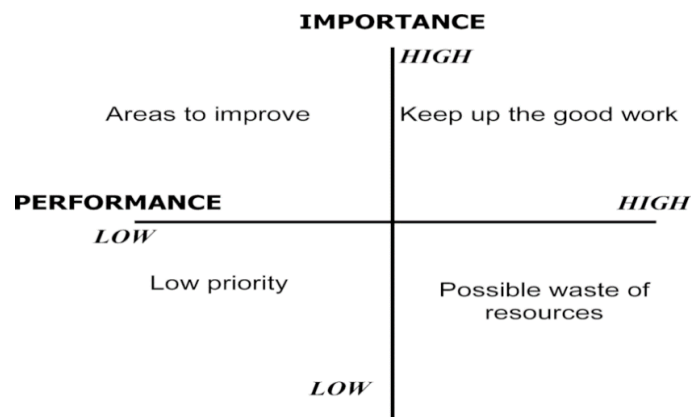


Figure 1: Importance-Performance Matrix (IPA)

In the aforementioned model, each of the indicators can have different degrees of importance depending on the present conditions and the opinions of the stakeholders. This feature, combined with multidimensional analysis, multi-criteria evaluation, and guidance for resource allocation and strategy formulation, contributes to its significant advantage in aligning existing conditions with desired outcomes.

Section One: Assessment and Alignment of Current Status with Desired Status

Subsequently, we will examine the gap between dimensions and components in terms of both desired and existing states using the IPA method. To apply the Importance-Performance Analysis model in assessing and aligning the current situation with the desired one, it is necessary to calculate the average of all indicators on both the importance and performance axes. The average

scores of the four dimensions and their components are presented in Table 3.

As can be seen in Table 3, mean importance and performance of the dimensions and components related to internal and external factors of organizations responsible for preventing violent crimes, the importance score of each of the dimensions and components influencing the effectiveness of crime prevention is higher than the current performance of these organizations. This generally indicates a gap between importance and performance in the field of preventing violent crimes. The existence of this gap can be traced to the fact that many preventive interventions in the area of violent crimes have been prioritized by various institutions and have allocated a share of human and financial resources, despite the absence of any comprehensive program or well-defined framework in this area. Furthermore, the crime prevention policies and programs have not

been aligned with the needs and significant indicators.

Section 2: Results Related to the Analysis of Four Dimensions of the Internal and External Environment

In examining the importance-performance matrix of factors related to the external environment of the organizations responsible across the four dimensions (strengths, weaknesses, opportunities, and threats), it is observed that the average importance of weaknesses, rated on a scale from 1 to 5, is 3.45, which is higher than that of threats, strengths, and opportunities. Threats rank next with a score of 3.41, followed by strengths with a score of 3.34 and opportunities with a score of 3.30. In terms of performance, the average score indicates that threats have a performance score of 2.45, suggesting that the organizations' focus on this dimension has been less than on the other dimensions, and the actions taken have not significantly achieved effectiveness in addressing these threats and challenges. In this regard,

strengths scored 2.62, opportunities scored 2.63, and weaknesses scored 2.64, ranking lower than threats.

Considering that the scores obtained were based on a scale of 1 to 5, the results indicate that all four aforementioned dimensions are in an unfavorable state in terms of performance.

In terms of importance, given the high significance of weaknesses compared to other dimensions in the process of preventing violent crimes, the results indicate that the response of the organizations involved in prevention should not solely focus on eliminating threats, or in other words, controlling the variables influencing crime. Rather, based on the findings of this research, prior to any action aimed at eliminating or controlling the factors influencing crime (threats), necessary measures should first be taken to optimize the internal environment of the responsible organizations, and only then should actions be undertaken to eliminate the factors contributing to the commission of these crimes.

Table 3: Average Importance and Performance Scores of Internal and External Environment Dimensions and Components

Performance	Importance	Components Related to Structure	Performance	Importance	Dimensions
Strengths	3.343579396	2.626851631	Factors Related to Structure	2.836767016	2.797544591
			Factors Related to Planning and Evaluation	3.627944476	2.835333336
			Factors Related to Human Resources	3.528434694	2.409548565
			Operational Factors	3.356787498	2.536295918
Weaknesses	3.453664448	2.647203411	Factors Related to Structure	3.202554543	2.586443154
			Factors Related to Planning and Evaluation	3.46762561	2.57858244
			Factors Related to Human Resources	3.346212961	2.877257018
			Operational Factors	3.797205225	2.626259572
Opportunities	3.303985112	2.6364709	Technological Factors	3.600440044	2.881505527
			Social and Cultural Factors	3.456410297	2.881505527
			Economic Factors	3.445354003	2.767369063

			Political and Legal Factors	2.112430801	2.280492149
Threats	3.412553602	2.451126518	Individual-Level Factors	4.149349567	2.355052689
			Social and Cultural Factors	3.816400628	2.551418173
			Situational and Environmental Factors	3.563950508	2.438571329
			Structural and Macro Factors	3.108981712	2.434341817
			Legal and Judicial Factors	2.873761901	2.445208382

Section Three: Results Related to "Component Analysis" in Connection with Four Dimensions of Internal and External Environments

The results indicate that, according to experts, the importance of all internal factors, except for "strengths related to structure," is above the average level. Specifically, the components "factors related to planning and evaluation," "factors related to the implementation process or operational factors," and finally, "factors related to human resources" are the most significant in the "strengths" category. Conversely, in the "weaknesses" category, "factors related to the implementation process or operational factors," "factors related to planning and evaluation," "factors related to human resources," and ultimately, "factors related to structure" hold the highest importance.

In terms of external factors, the greatest importance is attributed to "social and cultural factors," "technological factors," "economic factors," and "political and legal factors" (Nazarian et al., 2024) in the "opportunities" section. Meanwhile, in the "threats" section, "individual-level factors," "social and cultural factors," "situational and environmental factors," "structural and macro factors," and ultimately, "legal and judicial factors" are prioritized.

Regarding weaknesses, the performance of organizations in the "factors related to planning and evaluation" category, with a score of 2.57, is the lowest compared to other weaknesses. Despite the fact that factors related to planning and evaluation are deemed the most significant in the process of preventing violent crimes, the responsible organizations have shown little attention to these factors and have not performed

well in this area. Other components related to weaknesses exhibit similar conditions, and overall, the actions of the responsible entities in addressing them have fallen below the average level. In this section, the component "factors related to planning and evaluation" has the lowest score of 2.57, followed by "factors related to structure" with a score of 2.58, "factors related to the implementation process or operational factors" with a score of 2.62, and "factors related to human resources" with a score of 2.87, respectively.

In the section of strengths, factors related to human resources received a score of 4.2, while factors related to the execution process scored 2.53, exhibiting the lowest performance ratings. In the opportunities section, despite the high importance of social and cultural opportunities in preventing violent crimes, the involved institutions have directed the least attention to these factors. Their performance in this area has not been commensurate with the significance of these factors, resulting in minimal utilization of these opportunities to address weaknesses, strengthen opportunities, and even mitigate threats. Nevertheless, in the opportunities section, following the economic and cultural capacities (Gowhareh and Taheri Tafti, 2022)—which received the lowest attention and performance—political and legal capacities scored 2.28, economic capacities scored 2.76, and technological capacities scored 2.88, placing them in subsequent ranks.

In the threats section, in terms of importance, "individual-level factors" scored 4.14, indicating the highest impact and significance in the failure to achieve the prevention of violent crimes in the country. Social and cultural factors scored 3.81, situational and environmental factors scored 3.56,

structural and macro factors scored 3.10, and legal and judicial factors scored 2.87, following in subsequent ranks.

However, the results of this research indicate that despite the greater influence and significance of individual-level threats in preventing violent crime, the focus on these factors in violent crime prevention programs within responsible organizations is significantly less than that on other threats, and these factors have largely been overlooked. The analyses conducted show that the response of the authorities responsible for violent crime prevention to environmental threats has been such that social and cultural factors, with a score of 2.55, received the highest level of attention, followed by situational and environmental factors with a score of 2.438, structural and macro factors with a score of 2.43, legal and judicial factors with a score of 2.44, and finally individual factors with a score of 2.35 appearing in subsequent ranks based on Najafabadi et al. (2024).

Section Four: Results Related to "Indicator Analysis" Pertaining to the Four Dimensions of Internal and External Environment

Next, we will use the IPA (Importance-Performance Analysis) method to examine the importance of the 89 indicators related to the

internal and external environment, compare them with the current performance of active institutions in this field, and analyze their placement in different quadrants of the IPA chart. Figure 2 obtained from the importance-performance analysis questionnaire concerning the four indicators.

Figure 2 presents all 89 derived indicators. In general, the obtained results indicate that:

- A total of 38 indicators are in a weak status and fall within the improvement focus area, which requires attention and planning for their correction and enhancement.
- A total of 31 indicators are in the desirable area, which should be preserved, and the current strategic course should be continued.
- A total of 2 indicators are in the waste area, where further concentration and focus may lead to resource wastage; thus, the capability of organizations involved in prevention should be directed elsewhere, rather than being concentrated on these factors.
- Finally, 18 indicators are in the low-importance area, and therefore, they should not receive significant attention compared to other factors, nor should the available resources be allocated to them.

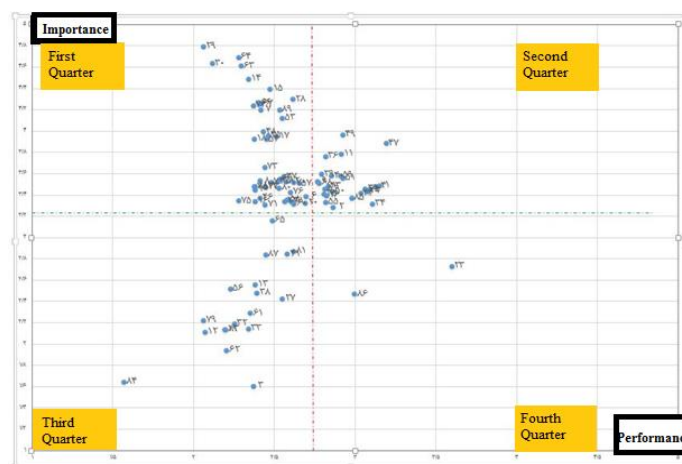


Figure 2: Related to the status of the 89 internal and external environment indicators in the Importance-Performance Analysis (IPA) chart.

Quarter One: (Weakness Status)

Based on the results obtained from this research, among the 89 evaluated indicators, 38 indicators, which is more than 42% of the indicators (as detailed in Table 4), are in an undesirable status.

This signifies that, overall, the measures taken in preventing violent crimes are quite far from the ideal situation. Therefore, the organizations responsible for preventing violent crimes are in a precarious position and must strive to address these weaknesses.

The results of the conducted analyses indicate that the index "weakness in theorized and evidence-based planning and documented knowledge," with an average score of 0.04646, the index "failure to conduct evaluations and control of execution plans during and after implementation," with an average score of 0.04131, the index "spread of negative emotions and feelings among citizens," with an average score of 0.04008, the index "poor mental health status of citizens and increased prevalence of psychological problems and disorders nationwide," with an average score of 0.02774, and finally, the index "capability of responsible institutions in raising awareness, informing, and correcting attitudes, values, and beliefs that generate violence," with an average score of 0.02410, are considered the five prioritized indices in the violent crime prevention system in the country.

Second Quadrant: Strategy Continuation

The placement of each of the four factors: strengths, weaknesses, opportunities, and threats in this second quadrant indicates that the actions taken by organizations involved in preventing violent crimes in response to these factors are at a favorable status and these activities should be sustained.

As observed in Table 5, 31 out of 89 identified indicators are in a desirable condition. Among

these, the research results indicate that the indicator "Lack of a comprehensive and macro-level planning for the prevention of violent crimes" has the highest score of 0.2555, while the indicator "Activity of private centers and institutions in the areas of education, awareness-raising, and health" has an average score of 0.1461. The indicator "Utilization of successful experiences from other countries in the prevention of violent crimes" has an average score of 0.1257, followed by the indicator "Dissemination of knowledge on violence prevention at the community level" with an average score of 0.1161, and finally, "Decline in social capital in the country" with a score of 0.1110 ranks next.

Third Quadrant: (Indifference Status)

The placement of each of the four factors in this quadrant signifies that these factors, given the current conditions, have a low priority and do not require significant attention. However, this does not mean that none of the aforementioned factors are important in themselves; rather, they are simply of lesser importance compared to other factors. Considering the necessity of effectively utilizing available resources to achieve the intended goals in preventing violent crimes, experts believe that more attention should be given to other factors.

Table 4: Indicators Related to Quarter One of the IPA Matrix (Weak Status - Focus for Improvement)

Priority	Indicator	Final Score	Priority	Indicator	Final Score
1	Weakness in theory-based planning supported by empirical evidence and documented knowledge	0.04646	2	Lack of assessment and control of implementation plans during and after execution	0.04131
3	Spread of negative emotions among citizens (feeling insecure, lack of judicial justice, frustration, etc.)	0.04008	4	Poor mental health of citizens and increasing prevalence of mental health issues nationwide	0.03774
5	Capability of responsible institutions in awareness, information dissemination, and	0.0341	6	Capacity of responsible institutions to provide various trainings (behavioral skills, etc.)	0.029832

	changing violence beliefs				
7	Disarray within family institutions (divorce, parental violence, etc.)	0.02813	8	Increasing trend in drug and alcohol access and consumption	0.02808
9	Unequal distribution of educational resources and low public knowledge in some areas (Sadeghi and Niu (2024))	0.02775	10	Organizations' capability in establishing monitoring and evaluation systems	0.02658
11	Negative impacts of neglecting compensation for victims of violent crimes	0.02481	12	Rich ethnic identity and community mechanisms for conflict resolution	0.0229
13	Weakness in engaging civil institutions	0.02201	14	Capacity of responsible organizations in screening individuals at risk of violence	0.02154
15	Low utilization of financial, human, and technical capacities of civil institutions and citizens	0.02098	16	Rich Islamic culture and religious teachings	0.0204
17	Capabilities of responsible institutions in supporting and rehabilitating victims and violent offenders	0.02005	18	Spread and ease of access to various firearms	0.01576
19	Organizations' ability to provide specific crime prevention training to program implementers	0.01402	20	High recidivism rates among violent offenders	0.01402
21	Deteriorating economic conditions (poverty, inflation, unemployment, etc.)	0.01349	22	Capabilities of responsible organizations in providing social development services	0.01303
23	Decrease in informal oversight nationwide	0.01292	24	Numerous central institutions for "policy and decision-making" in crime prevention	0.01282

25	Lack of comprehensive, detailed, and accurate crime statistics	0.01275	26	Clan-based attitudes and ethnic norms in some subcultures and rural areas	0.01275
27	Spread of violence during specific periods without effective control (e.g., elections, protests, etc.)	0.01258	28	Increased access and consumption of unhealthy food	0.01254
29	Weak communication and coordination among institutions in crime prevention programs	0.01244	30	Existence of patriarchal values (gender-based) in the country	0.01184
31	Expansion of social and political discrimination (Nazarian <i>et al.</i> , 2024)	0.01141	32	Weakness in stable financial resources and adequate equipment for long-term services	0.01137
33	Institutions' capacity to enhance public health services	0.01124	34	Reduction in formal oversight nationwide	0.01011
35	Spread of violence in certain areas without effective control (e.g., city outskirts, stadiums, etc.)	0.00998	36	Extensive network of cultural and religious centers (e.g., mosques, seminaries, etc.)	0.00916
37	Existence of modern monitoring tools for violent offenders in responsible institutions	0.00914	38	Capabilities of responsible institutions in identifying crime-prone areas	0.00865

Table 5: Indicators Related to the Second Quadrant of the IPA Matrix (Strategy Continuation)

Priority	Factor	Final Score	Priority	Factor	Final Score
1	Lack of comprehensive and strategic planning for the prevention of violent crimes	0.02555	2	Activity of private centers and institutions in the fields of education, awareness, health, and hygiene	0.01461
3	Utilizing the successful experiences of other countries in preventing violent crimes	0.01257	4	Dissemination of violence prevention knowledge in society	0.01161

5	Decline in social capital in the country (such as reduced public trust, lack of adherence to collective norms, decrease in social ties, etc.)	0.0111	6	Citizens' inclination towards forming associations, organizations, charities, NGOs, etc.	0.01056
7	Lack of a unified understanding of the concept and instances of violent crimes in policy-making and planning processes	0.01011	8	Presence of technical and scientific infrastructure for establishing a basic information database related to violent crimes	0.00947
9	Lack of continuity in the implementation of violent crime prevention plans and a focus on short-term and limited programs	0.00942	10	Low skill and knowledge levels among policymakers and senior managers in organizations responsible for preventing violent crimes	0.00913
11	Frequent presentation of violent models in mass media	0.00905	12	Presence of technical and scientific infrastructure for collecting and documenting information related to implemented plans	0.00947
13	The country's access to various and diverse educational, recreational, cultural, and artistic resources	0.00805	14	Low adherence to professional ethics by implementers of violent crime prevention plans	0.00796
15	Increase in financial allocations for social and cultural affairs in the country	0.00852	16	Existence of advanced crime prevention knowledge and successful practices in violent crime prevention worldwide	0.00795
17	Presence of a large number of experts and capable individuals in the field of violence prevention at the national level	0.00782	18	Capabilities of responsible institutions in environmental security and increasing the costs of committing violent crimes	0.0074
19	Confidentiality of official data and prevention of researchers' access to information	0.00722	20	High capacity of virtual space and mass media	0.00694
21	Existence of inter-organizational interaction and communication opportunities for	0.00676	22	Fragmentation, lack of coordination, misalignment, and duplication among internal units of	0.00678

	preventing violent crimes			responsible organizations	
23	Extensive capacity in Iranian ancient literature and culture	0.00604	24	Weakness in the quantity of violent crime prevention programs in responsible institutions	0.00476
25	Increase in lack of access to judicial justice	0.00468	26	Unbalanced deployment of specialized personnel in implementing violent crime prevention programs and their relocation	0.00454
27	Organizations' ability to develop operational plans	0.00438	28	Weakness in managerial and executive stability of managers and implementers related to violent crime prevention plans	0.00426
29	Opportunity for cooperation with specialists and experts in violent crime prevention within responsible institutions	0.00424	30	Presence of research and specialized training centers in responsible institutions	0.00411
31	Lack of applied research on violent crimes				0.00237

Table 6: Indicators Related to the Third Quadrant of the IPA Matrix (Indifference - Low Priority)

Priority	Factor	Final Score	Priority	actor	Final Score
1	Negative effects from labeling violent criminals	0.00389	2	Increasing public attention to social issues and prevalence of crime prevention discourse nationwide	0.00255
3	Presence of biological and genetic disorders contributing to violent crimes among citizens	0.00746	4	Weakness in the motivational system of stakeholders involved in violent crime prevention	0.00256
5	Capability of responsible organizations to attract necessary funds and appropriately manage financial resources	0.00156	6	Harm caused by cultural invasion	0.00122

	for violent crime prevention programs				
7	Dominance of punitive crime prevention discourse in the criminal justice system	0.00074	8	Unintended negative impacts of policymaking in economic, social, and cultural areas on violent crime or its prevention	0.00038
9	Ability of institutions to propose and pursue approval and amendment of laws and regulations related to violent crime prevention	0.00028	10	Existing capabilities in responsible organizations for effective urban design against violent crimes (adopted from Bevilacqua and Sohrabi (2020))	-0.0004
11	Lack of awareness and adherence to enforceable documents and laws in the process of designing violent crime prevention programs	-0.0005	12	Overlapping laws in the area of crime prevention	-0.0005
13	Presence of multiple legal frameworks for the prevention and control of violent crimes across the country	-0.0005	14	Increased migration from rural areas to cities	-0.0005
15	Lack of appropriate organizational structure in responsible institutions for violent crime prevention	-0.0011	16	Unrealistic and impractical considerations of violent crimes in prioritizing, planning, and selecting preventive solutions	-0.0015
17	Expansion of international cooperation in the field of crime prevention	-0.0018	18	Presence of multiple institutions involved in the "implementation" of violence prevention programs	-0.0043

Based on this, the results of Table 6, it indicates that despite the fact that the presence of multiple institutions in the implementation of violence prevention programs has been anticipated as a point of strength, this indicator, compared to the other 89 indicators, has the lowest level of

importance in achieving the prevention of violent crimes, with an average score of -0.0043. According to experts, the existence of multiple institutions for implementing violence prevention programs is not significantly important.

Following the aforementioned indicator, the indicator "expansion of international interactions in the field of crime prevention" with an average score of -0.0018 and the indicator "lack of appropriate organizational structure in responsible organizations for preventing violent crimes" with a score of -0.0011 are considered the least important indicators compared to the other indicators. Although these indicators may hold significance according to empirical studies and some existing evidence, when it comes to prioritizing impactful indicators, experts believe that these factors are not as effective and impactful in preventing violent crimes compared to other factors.

The Fourth Quadrant: Resource Wastage Status

This quadrant, similar to the third quadrant, indicates that the factors present in this area have relatively little impact on the realization or non-realization of violent crime prevention in the country compared to other factors. In this context, the threat of "tolerance for petty crimes and anti-social behaviors in society" is rated at -0.0046, while the strength of "the existing capabilities within the criminal justice system to employ methods related to incapacitating and disempowering violent offenders" stands at -0.00842. These indicators, despite their minimal impact on the realization or non-realization of violent crime prevention, have garnered more attention from the responsible organizations than is necessary.

In fact, it seems that the criminal justice system, in response to violent offenders, operates under the rationale that...

1. "Minimum sentences have little impact on deterring potential offenders, as well as preventing recidivism among violent offenders. Minimum sentences may, in fact, lead to an increase in both the quantity and quality of violent offenders' acts."
2. "Violent offenders, upon being released from prison, become tempted to recidivate due to interactions with other inmates and negative exchanges of ideas. Because the stigma associated with committing violent crimes and the punishment for such acts has diminished for them, the perpetration of violence appears normal."

3. "In such cases, with the commission of violent crimes and the increase in the resulting feelings of insecurity, citizens feel endangered, and the government is expected to protect them by implementing certain measures."

"The efforts are directed towards the implementation of incapacitating and severe punishments, thereby warning potential violent offenders while controlling current violent offenders. The establishment of such a cycle has compelled the criminal justice system and judicial actors to respond more vigorously to manifestations of disorder within society. Through a policy of zero tolerance towards petty crimes and the application of strategies based on the rejection and neutralization of violent offenders, the overall rate of violent crimes can be reduced."

Discussion and Conclusion

In this study, we first reviewed the existing literature on violence and violent crimes, clarifying the concept of violent crimes, and subsequently provided an operational definition, identifying the specific instances of violent crimes relevant to the research. According to the definition presented in this study, violent crimes refer to "any type of illegal behavior that individuals, intentionally, employ against themselves, others, or against a group or society, either through the use of physical force or with or without the exercise of power, in a real or threatening manner, with the intention of causing physical, psychological, or financial harm to individuals, for which punishments are stipulated by law." Given the broad range of instances of violent crimes and the notion that various factors may influence the commission of different types of violent crimes, which necessitates the implementation of specialized policies and strategies for prevention, it became imperative to narrow the scope of violent crime instances relevant to the research. Accordingly, only those violent crimes that occur in the interactions between individuals (whether at a public or private level) and have a physical aspect, such as: murder, bodily harm, and collective conflict, were included in the study. Utilizing this definition, the next step involved gathering available statistics and information regarding violent crimes, as well as examining theoretical explanations surrounding violent crimes, leading to the depiction of the landscape of violent crimes in the country and the

identification of the influential components impacting the commission of these crimes.

The research results indicate that conventional models of crime prevention planning generally lack efficacy due to a lack of transparency in the implementation process, insufficient attention to strategic orientation in activities, failure to evaluate the internal environment of the organizations responsible for crime prevention, an exclusive focus on strategies aimed at eliminating crime, and, in some cases, a lack of practical applicability. These factors have contributed to the failure of efforts aimed at enhancing the effectiveness and efficiency of prevention programs. Additionally, the passive and incident-focused management of prevention officials has also played a role in the ineffectiveness of preventive measures. Conversely, a strategic model in crime prevention planning, by providing a comprehensive and systematic view of the prevention process, attending to strategic orientation, simultaneously considering the internal environment of organizations involved in prevention, and the conditions of crime within a specific timeframe, as well as addressing general principles and overarching policies, shows greater effectiveness compared to reductionist models of crime prevention planning. Utilizing a strategic model, while taking into account the prevailing conditions of society and the responsible organizations, can lead to greater success in crime prevention programs compared to the current situation.

In this regard, after identifying the advantages of the strategic planning model, efforts were made to clarify the strategic orientation of the organizations responsible for preventing violent crimes. To this end, the organizations involved in preventing violent crimes were first identified, and their organizational missions in this field were specified. Based on conducted research, the Deputy for Social Affairs and Crime Prevention of the Judiciary, the Organization of Social Affairs of the Country, the Law Enforcement Force of the

Islamic Republic of Iran, the Organization of Prisons and Educational and Protective Measures, the Islamic Republic of Iran Broadcasting, the Ministry of Education, and the Welfare Organization are the most important organizations responsible for preventing violent crimes in the country. Investigations indicate that the prevention of violent crimes is not explicitly mentioned in the missions and legal duties of these organizations, and these organizations, in accordance with their general obligation in the area of crime prevention and the implementation of preventive strategies such as supportive, educational, awareness-raising, and intervention measures, are tasked with duties and missions related to the prevention of violent crimes.

After examining the surrounding environment of the aforementioned institutions, a strategic perspective for preventing violent crimes was developed, and strategic objectives in the field of preventing violent crimes were identified. In order to outline the strategic vision for preventing violent crimes, the researcher studied the established and ratified visions of various organizations active in crime prevention, and most importantly, examined overarching legal documents such as the Twenty-Year Development Perspective Document, the Permanent Provisions of the Country's Development Plans Law, the Crime Prevention Law, the Law on the Structure of the Comprehensive Welfare and Social Security System, the Sixth National Development Plan, the country's macro policies (including policies on health, educational reform, family, etc.), the National Safety and Domestic Violence Prevention Development Policy, and the Comprehensive Plan for Control and Reduction of Social Harm. Subsequently, key components related to crime prevention were identified, and through discussions with some experts in the field of crime prevention, a vision was provided as a model for the Coalition for Preventing Violent Crimes (Figure 3).

With reliance on the omnipotent power of God and seeking assistance from the Almighty's presence, and in order to achieve the goals of the Islamic Revolution and the Constitution of the sacred Islamic Republic, as well as to attain an elevated, healthy society characterized by security and justice based on the ideals of Imam Khomeini and the directives and guidelines of the Supreme Leader, and towards realizing the twenty-year perspective of the country:

Iran is a country that, in terms of preventing violent crimes, possesses the highest levels of health (both physical and mental), justice, social capital, and has the lowest levels of violent crimes. It also boasts the most comprehensive efforts in social screening services, as well as supportive, empowering, and rehabilitative services at the regional level, grounded in Islamic values and tailored to national circumstances.

Figure 3: Proposed Vision for the Coalition for Preventing Violent Crimes

In the field of strategic objectives of the violent crime prevention system, the research results indicate that contrary to conventional planning models which recommend that a single goal be considered as an indicator of success, in the strategic planning model it is advised that multiple objectives be anticipated across various dimensions. Based on the strategic planning approach, in order to ensure sustainable and continuous prevention of violent crimes, it is necessary to establish additional objectives concurrently and in parallel alongside the main objective of reducing violent crimes, instead of merely allocating resources to a single goal. Consequently, this research, taking into account the insights gained from assessing the internal and external environment of violent crime prevention

institutions (as derived from the initial questionnaire results), has formulated objectives across four dimensions: "objectives related to criminal behavior," "objectives concerning perpetrators of violent crimes," "objectives pertaining to victims and targets of crime," and finally, "objectives related to those preventing violent crimes." These objectives have been developed at the inter-agency coalition level, and specifically, each of the involved institutions in prevention should establish their own objectives at the organizational level in accordance with their legal responsibilities and missions. Among the long-term necessary goals for the strategic planning model of violent crime prevention are depicted in Figure 4.

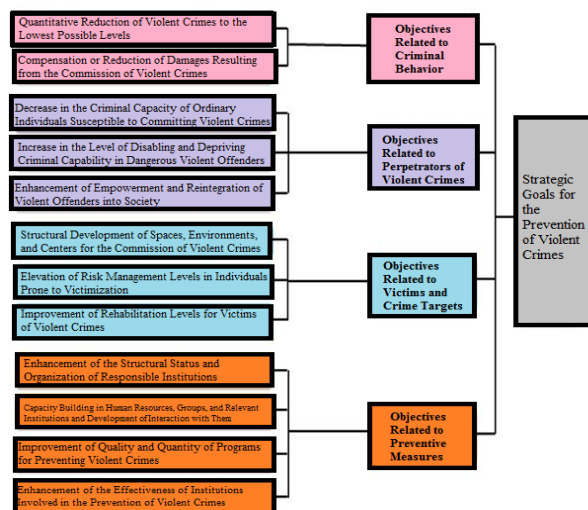


Figure 4: Strategic Goals for Preventing Violent Crimes

Comprehensive analyses regarding the understanding of the most significant strengths, weaknesses, opportunities, and threats faced by organizations responsible for prevention indicate that there is a profound gap between the desired status and the current performance of various national institutions in the realm of preventing violent crime. In fact, the overall performance of the organizations responsible for prevention has not corresponded adequately to the importance of each identified indicator, and the performance of these institutions is in a weak state. The analyses show that the average score of internal weaknesses of organizations and external threats they face is higher than the score of their strengths and available opportunities. This implies that preventive actions should not solely focus on eliminating and responding to factors influencing violent crime; rather, it is essential to first improve the internal conditions of the responsible organizations. Subsequently, preventive measures—social, penal, and situational—should be implemented at various levels (including primary, secondary, and tertiary measures, as well as victim-centered and offender-centered approaches).

Furthermore, based on the findings of this research, the overall performance of organizations involved in crime prevention is also rated as suboptimal in many areas, including the implementation of preventive measures, which originates from the aforementioned reality. However, stating that the internal environment of organizations must be organized before adopting any preventive actions does not imply that no actions should be taken until all internal weaknesses have been completely resolved. Instead, in cases where the conditions for developing and operationalizing preventive programs are favorable, preventive programs should be designed and implemented simultaneously and in parallel with measures related to organizing the internal affairs of the institutions.

In response to the question of which category of factors requires greater attention and improved performance from the responsible institutions, this research revealed that weaknesses related to the planning and evaluation phase, despite their critical importance in achieving sustainable prevention of violent crimes, are in a very unfavorable condition functionally, and their

status is worse than other existing weaknesses in the responsible organizations.

In addition to the above general findings, and to complement them, after mapping the IPA diagram and placing the 89 indicators related to internal and external environments (strengths, weaknesses, opportunities, and threats), it was more precisely determined that 38 of the 89 identified indicators fall within the weakness zone (requiring improvement). A total of 32 indicators are in the favorable zone, and the current actions of the responsible institutions for crime prevention in response to these should be maintained. Two indicators are in the resource wastage zone, which indicates that the organization has allocated considerable attention to them despite their low importance, leading to a waste of resources. Finally, 18 indicators are deemed to be of minor importance, and the performance of organizations in response to them has been inadequate; thus, they should not receive much attention in the future. It is important to note that the low importance of certain indicators, as indicated by the results showing a low importance score, does not imply that these indicators are unimportant; rather, they are simply of lesser importance compared to other indicators. Given the necessity of effectively utilizing available resources to achieve desired prevention goals, greater attention should be directed to other factors that hold more significance.

In relation to the weaknesses in the planning and evaluation system for crime prevention programs, it must be acknowledged that, unfortunately, the current adoption of operational procedures without scientific backing, and in an intuitive and arbitrary manner, has led to an increase in interventions that lack effectiveness within the country's crime prevention system. If a compelling overarching plan cannot be presented for what should be undertaken by the agencies responsible for preventing violent crimes, programs will be implemented by these agencies that have limited efficacy. Therefore, it is essential to first eliminate knowledge that is not based on empirical evidence, and then to propose a comprehensive model for developing documented and evidence-based programs. The importance of addressing this criterion will become apparent when I state that if the agencies responsible for preventing violent crimes cannot respond adequately to this criterion, as well as to other indicators mentioned in the table above, these

weaknesses will also affect the performance of other indicators that are at an acceptable level, disrupting their functional status and ultimately leading to skepticism and despair regarding the impact of preventive measures. Therefore, it is necessary to give fundamental attention to these factors in the strategic planning process for preventing violent crimes.

It should be noted that in order to develop a prevention planning model for violent crimes, in addition to addressing the aforementioned indicators (as listed in the table above), attention must also be given to other indicators that are highly important but are currently in a satisfactory performance condition (as listed in the second quadrant of the IPA diagram). In other words, although the current activities of organizations involved in prevention regarding the response to the factors listed in the second quadrant of the IPA have been evaluated positively, and it is necessary to maintain this current trend, when it comes to developing a model and comprehensive planning, all future activities of the involved organizations should be systematically and process-oriented within the framework of the overall plan. It is not reasonable for the proposed strategies to focus solely on responding to indicators that are in a weak condition. Therefore, in determining strategic objectives and developing strategies for preventing violent crimes, efforts have been made to ensure that, in addition to indicators requiring substantial attention, adequate consideration is also given to those indicators that are currently in a satisfactory performance state.

The results obtained from the IPA analysis indicated that despite the minimal impact of factors such as "the expansion of tolerance towards petty crimes and antisocial behaviors" on the increase of violent crimes, as well as the limited effect of utilizing "existing capabilities within the criminal justice system for incapacitating and disempowering violent offenders" in preventing these crimes, the responsible organizations for prevention have devoted more attention than necessary to these indicators and have allocated significant resources towards them.

It appears that the lack of empirical evidence and documentation demonstrating that intolerance towards petty crimes, as well as the implementation of mechanisms based on

incapacitation and disempowerment of violent offenders, can lead to a reduction in violent crimes, has caused respondents to hesitate regarding the significance of these factors in the management of violent crime prevention and oppose the continuation and enforcement of severe and incapacitating punishments.

Given that no similar research has been conducted in this field, it is logically impossible to compare the findings of this study with other conducted studies. However, as noted in the literature review section, there have been studies related to the description of existing harms within crime prevention in the country. The findings of Daneshnari and Abbasi Marviam (2023) and Parsai (2017) indicate that the organizational structure of crime prevention in the country lacks the necessary standards based on indicators such as the alignment of structure with crime prevention programs, constructive interaction between official and community-oriented institutions, statistical and informational infrastructures appropriate to the programs and prevention structure, and the utilization of specialized and expert personnel in prevention management.

The results of Ayargar (2017) and Saberizafarkandi and Bualehri (2017), which pertains to the evaluation of violent crime prevention programs implemented by the Social and Crime Prevention Office of the Judiciary in Ardabil and Chaharmahal and Bakhtiari provinces, also reveal that the programs executed in these provinces for the prevention of violent crimes have significant methodological flaws in their design and initial intervention proposals. Inadequate review of credible resources and articles, undefined measurement indicators, lack of preliminary evaluation before the implementation of the plan, and absence of monitoring and evaluation tools to ensure the effectiveness of the measures are other findings from the aforementioned evaluation.

One of the novel and significant issues in this research is its emphasis on defining strategic orientation as one of the main components in the field of crime prevention planning. Unlike conventional models of crime prevention, the model employed in this study recognizes the presence of strategic orientation as essential for coherence, purposefulness, and organization of

crime prevention activities. Another achievement of this research is the empirical findings that have been highlighted. As previously mentioned, there have been few studies at the national level that have analytically assessed the surrounding environment of various institutions in the field of crime prevention based on empirical findings. Existing research has mostly taken a library-based approach and often intuitively expressed personal understandings and perceptions of issues and problems in the country's crime prevention management. Furthermore, no research at this level has simultaneously involved active scientific and executive experts from multiple organizations. Although, as noted in the text, other institutions may also play an active role in preventing violent crimes, the research scope was confined to over seven different organizations due to existing limitations, which in itself is considered an advantage compared to similar studies in terms of the number of organizations involved. The use of the IPA (Interpretive Phenomenological Analysis) and SDM (Strategic Decision Making) methods may be addressed for the first time in the field of crime prevention in the country. The researcher's attempt to find similar research utilizing these methods was unsuccessful. Future research could further explore the integration of advanced methodologies, such as the Grey-DEMATEL and fuzzy cognitive mapping approaches highlighted in recent studies by Talebzadeh et al. (2024) and Zarei et al. (2024), to enhance the strategic orientation framework in crime prevention planning. Additionally, longitudinal studies that assess the long-term impact of multi-organizational collaboration on crime prevention outcomes will provide deeper insights into the effectiveness of such strategic orientations in various contexts.

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