



Decision-Making Structure in the Domain of Gas, Procedures and Results

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Received: 22 Nov 2018

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Accepted: 20 Feb 2019

Abstract:

Gas export is one of the considerable choices in gas consumption to obtain foreign exchange direct income by the government. Gas can be transformed and exported by various forms such as LNG and GTL. All forms of gas transformation and its export row gas with a convertible coefficient. Therefore, gas export means the total gas export through pipelines, LNG on the other forms of gas transition. Increasing concerns towards the environmental practices and human communal lives, on the other hand, due to be added the natural gas to the numbers of clean fuel applicants. Iran has the most natural gas resources in the Middle-East and universally, offers in the second stance following Russia. Therefore, it's expected to provide the massive benefit of exploitation from the enormous resources of natural gas to present the appropriate opportunities for economic prosperity, industrial development and sustainable technological improvement in Iran. However, the slight share of gas in the foreign exchange income indicates that Iran's policymaking is inefficient in regard. Analyzing and finding the main reasons for policymaking deficiency in the Islamic Republic of Iran in the gas export domain from 1996 to 2016, was a purpose by which the proposed research was formed. The results of the study indicate that regarding the technical and economic dependency of utilization from Iranian oil resources, on the one hand, and the critical significance of oil for governing, and understanding policymaking purposes of Iran gas export is integrated into the political structure. Accordingly, the type of governing structural perspective in the universal system has deprived gas export through LNG pipes and novel technologies. This research is amongst the existing fundamental and theoretical research practices which aim to find originally an appropriate strategy via investigating policymaking of the Islamic Republic of Iran between 1996 to 2016, for extroverting the current issues. The data-collection method is library-based on which will be done by taking notes of the first-

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stance resources, and also some valid internet-based ones. The data analytical method will be a descriptive-analytical method.

Keywords: Policymaking, Gas export, Foreign exchange direct income, Resources decline, Exploitation of oil resources

Introduction

The great international actors decide and play their own roles based on the existed resources and facilities for obtaining and preserving their own national resources. Nowadays, energy has a significant role in the global effect. The owners of energy resources and its applicants as well as its consumers, indicate their own effectiveness correspondent to the demand decisions in the global areas. Therefore, obtaining the world's countries their required energy and its monitoring is of high significance in international policy. Among energy resources, natural gas is one of the influential resources in the future universal decisions which its demand is the third great initial energy resource of the world and its resources are identified more expanded geographically than the oil resources. The identified natural gas and energy resources; especially the natural gas in the world is 208/4 trillion m³ (BP, 2017: 26). Among these, Iran has a special place in oil and energy resources having 33.5 trillion m³ and about 18.4 percent of the world's gas of the countries having numerous benefits and the abandon objective fields for strategic understanding and the connective option of the active partnership as well as the universal interaction (Gharib, 2013: 312). Also, the increasing need of energy variation and obtaining its demanding resources provides its historical opportunities for Iran to play its effective role in the region as the universe, as well. However, it couldn't exploit these capacities essentially. Therefore, the Islamic Republic of

Iran could obtain an appropriate product and export natural gas and made correct decisions, it would play its influential role in the region and the world. But the issue is that the Islamic Republic of Iran couldn't still the transformation blessing and the main existed an opportunity to be used well. Lack of attention to the great gas resources in economic development, on the one hand, and disability in its utilization a politico-economic tool in the regional and international levels, on the other hand, create this issue and concern for any Iranian citizen which are the main reason (reasons) on the deficiency of Iran policy-making in gas export merely focused on its regional and the global ones and ignores the reasons in the inner domains. In the inner domain, several reasons could be mentioned that make the deficiency of policy-makings in gas export of Iran in 1996 to 2016; some of which non-professional managers in this domain, the intellectual limitations of decision-makers, the flexibility of the decision-makers institutes, lack of the correct perception of the existed regional and global realities, the connective deficiencies based on the information exchange among various decision-making levels and so forth, are mentioned to be the most examined causes. However, the researcher aims to consider the reasons and the limiting structural factors for decision-makers in the export domain as the main causes and its effect on the efficiency of policy-making in the gas export domain. It is not worth that to conduct such a research, the

decision-making theory was used. According to the decision-making theory, policy-making in the gas export domain is considered as a part of policy-making in the Islamic Republic of Iran which is influenced by various factors; based on the inner and outer pressures to the conditions and the catastrophes. "The theory of decision-making theory is a cause-and-effect feature based on which the structural factors, the human factor, and decisive managers and dominated their own obligations. As such, the decision-making process follows many factors such as the structural factors of the giant organization." (Deorti and Faultzgraph, 2000: 627). Now, the mentioned giant organization in the politic structure on the Islamic Republic of Iran into consideration, it is aimed to scrutinize the effect of the structural factor on the deficiency of policy-makings of Iran's gas export from 1996 to 2016. In this regard, this research follows the efficiency causes of policy-makings of the Islamic Republic of Iran in 1996 to 2016 which in this field, the following questions are answered:

1. According to decision-making theory, what is the relationship between the decision-making of managers and the structural factors?
2. Where is Iran's position in regional and global gas export competitions from 1996 to 2016?

Research Theoretical Background Policy-Making

There are various definitions of policy-making. For instance, some argue that "policy-making involves the smart awareness of the areas of the general public" (Gharib, 2011: 21). Therefore, public policy could also be defined as public reflecting the state will in action (they could be structured sets

and conditions consisting of intentions, decisions, and actions attributed to Public authority at the local, national and international level is concerned (Vahid, 2009: 16).

According to Muller, public policy-making has always had a high authority, which is referred to as the state. The mission of resolving society's problems lies with governments, which, in the form of public policy, seek to resolve public problems and problems (Muller, 2008: 10). To sum up, public policy is a process that is focused on mixing knowledge and practice, the side of knowledge returning to the understanding and perception of public issues, and action to the appropriate solution in the public domain. In this research, the policy is solely focused in the field of gas exports since 1996 to 2016.

Decision-Making

Decision-making is the process by which a particular practice is selected to solve one or more issues. But as political elites make decisions in an unstable environment with many uncertainties, there are various difficulties and complexities to make. This leads to the role of rationality to the elite to be sensitive and important extremely. Political elites always confront the various boundaries in the decision-making process. Some constraints such as technology, available resources, environmental uncertainties, institutional flexibility, and communication failure in terms of information exchange among variant levels of decision-making can be partially challenged by rationality and rationality. The foregoing has been overcome. The main asset as well as the decisive element for optimal utilization of environmental opportunities and the reduction of related costs in decision-making are the wisdom and elitism of the elites. That is the reason behind Simon believes: "Wisdom is an instrument which as-

sists people to select goals, and in particular, ways to reach them." (Gharib, 2011:54-55). As indicated, decisions in Iran's gas export domain in 1996-2016 has not solely been by power and the clever awareness of decision-making managers and policymakers, as well as macro decision-making, are known in this domain as influential through structural and ideological fact or that satisfactory desirability more than the economic desirability.

Decision-Making Theories

In contrast to the intellectual frame of integration, and lack of globalization boundary, the perspective and traditional unexpected and objective level of requirement, differences from macro-perspective theories which have considered a group of its focused studies theorists rather than the national actor and thus analyzed its foreign behavior. The subsystem theorists, who use the individualized method, believed philosophically that collective pluralism has a reliable aspect and is obtained by publishing its real components (Ramezani, 2001:57).

Therefore, they consider the international system as an intellectual sample which is

useful for description and conceptualization of international system, while is somehow original and has a real existence as the nation- the states having specific political boundaries, as geographical. These politic units have some benefits above their own borders. Try to obtain these resources, results in configuration of internal structures, some structures which are influential on the other actors' behaviors. So, instead of studying the total international structures, the national-based structures should be analyzed so as to obtain why and how the behavior emerges and its dissemination. This viewpoint tries to investigate both logical and non-logical behavioral incentive of the country (Seifzadeh, 2009: 345-346). In other words, decision-making theory is a micro-level which assess a practical domain of the total political system, whilst at the same time, linked to the macro-level of the analysis; because it is based on this hypothesis that decision-making units, in a total sphere, including inner politic system and the international system select an option by being aware of its own stance in total system and a specific decision –making position (Khoshvaght, 1996: 271).

Table 1.
The related rules to the oil and gas in Iran

Rule Title	Article No.	Article Description
The rules of tasks and authorities of oil ministry approved in 2012	3	Oil ministry tasks and authorities are as follow: 1. Monitoring the optimal exploitation and preserving oil and gas resources of the country. 2. Investment affairs and support financial resources. 3. Attract and direct inner and outer capitals to develop hydrocarbon fields with prioritizing the common fields through projecting the novel plans such as participation with investors and inside and outside contractors
The charter rule of oil national company of Iran approved in 1977	4	The topic of the company means applying Iranian national government towards oil and gas resources all over the country and the continental plateau and employment to the operation of oil and gas industry, as well as petrochemical and the dependent industries inside and outside the country as follows:

	-preserving the underground oil and gas reservoirs and other hydrocarbon and finding any resolution for preventing the waste of the mentioned materials and the correct exploitation of the oil resources all over the country and the continental plateau.
Performance evaluative coefficient of oil ministry approves in 11.07.2003	- The range of injected oil to the oil resources - the recycling coefficient of crude oil - the range of producing gas liquefactions

(Rules System of Parliament Research Center, 2018)

The Political Model of Decision-Making in Policy Making

At the third level of the Allison model, decision-making takes a broader dimension. Here, decision-making is no longer restricted to formal decision-making within the organization's formal norms and criteria. The rules and regulations laid down do not specify the formulas and guidelines for decision making, and the Search for appropriate solutions does not take place only along a previously recognized path. At this level, members of the organization are viewed by those who are involved and politicized. Politics means trading and business, but trading which deals with specific rules among people in a system of hierarchical arrangements and in its general context. Moreover, the extent and nature of the responsibility that individuals take on has a substantial effect interpretation of whatever they see and hear, as well as the sort of decisions they make (Aghayan, 2014: 13-15). Besides, the organizational members are human beings and politicians, as well. Thus, the core of bureaucratic policy-making is the personality of human beings, as a result of how human beings could confront the issues related to each individual's performance, all of its constituents and they are the particular constituents upon which policymaking is relied on.

Ideological Political Structure

The ideological-political structure is a virtuous structure that is opposed to the real political structure. In the ideological political structure, ideals and mental virtues take precedence over objective and material ones. In this structure, as Seifzadeh mentioned (2009: 45): "Man is not aware of the prejudiced environment and makes blind choices and decisions". It is on this basis that in their policy-making they rely less on the rational model and rely more on the satisfactory model. Belief means to provide a rational reason for political action and its structure and institutions. Ideology is thus an applied recipe for social institutions and structures, and any decision-making in a community is impossible without ideological background which both legitimizes and justifies (Birol, 2003: 45).

However, legitimization and justification are the existed functions in both the modernity system, which is based on an interpretation system and ideology based on scientific authority, and the system of interpretation based on religion, thus ideologically explaining and justifying economic behaviors and relationships. As it is created with the consent, it could cover the weaknesses and inappropriate actions of the economic and political officials towards the structures and institutions. Of

course, this does not necessarily mean uncovering inefficiencies and weaknesses in all domains, but rather a rational argument that satisfies both public ideas and internal concerns about the functioning and weakness of rulers and leaders.

The Political Structure of Large Decisions in the Islamic Republic of Iran

Countries would confront with various issues in the pursuit of their goals which require both decision-making and planning. Decision-making has a substantial role in achieving the desired goals of governments and taking the development path. The decision-making system of each country plays the most important role in regulating the planning process and providing the essential tools for the preparation and implementation various programs. This system should be able to provide dynamic and effective planning and decision-making with the proper utilization of institutional, legal, financial, research, educational and other tools (Mintz and Karl, 2010: 98-102). But, there are a wide range of factors involved in establishing and organizing countries' decision-making and planning systems, such as the features of the economic, social, cultural, and political-administrative system. Attributes are essential to make an efficient and coordinated system with other components of the system, but it is inevitable that attention to theoretical principles for scientific planning is of high importance. How to look at the decision-making and planning system as well as pay attention to the characteristics which the planning process should have could have a significant influence on removing the boundaries and shortcomings of the decision-making system which as the basis of organizing such a system.

The Political Model of Iran's Decision and Failure to Export Gas

Some thinkers of political science and international relationships consider decision making as the first stage in perception the meanings and complexities of action in the international system (Hill, 2008: 81).

In a very simple definition, decision-making is the choice of one of several methods. Therefore, the main job of the decision-maker is to find the possible paths and their outcomes as well as to select the best one, and if the decision-maker could make that choice as properly and efficiently, his /or her decisions would be influential and constructive (Khamoushi and Nazari, 2008: 166). Despite different models examined in the study of policy decision-making, the rational model of decision-making has been the dominant model in decision-making and challenges most of the international relationship conflicts. It shapes the rational actor model and the competing models that were proposed as alternatives to this model. Based on the rational decision-making model, Graham Allison states three models of decision-making in policymaking. Allison's decision-making patterns should be considered as the basis of much of the decision-making modeling in policymaking, given the events of the 1960s and in light of events such as the Cuban Missile Crisis.

Iran's Gas Regional Game and Decision-Makers

The big international actors based on the possessed resources and facilities are decided and played a role in obtaining and conserving their own national resources. Nowadays, energy plays a significant role in the universal effect. The owners of the energy resources of applicants and their consumers display their own effectiveness in the global

area (Azari and Ebrahimi, 2007: 14-16). In the years before the Revolution, along with the lack of infrastructures, transporting and distributing networks, gas doesn't get an important instance in Iran's energy consumption basket. At that time, via the lowest gas price, compared to the oil a, the exploitative operation has been conducted to explore the oil, and in this process, if the gas reservoir was explored, it would not be of high significance. Energy evolution in the 1970s, has directed the attention towards the other energy resources. In 1951, the development plan infrastructure of gas transformation and distribution was looked out; however, after the Revolution with war occurrence, a large deflation appeared in the gas industry development of Iran. Due to the special completion and approximately, with oil replacement in transportation, industry and its easy business, because of physical features of oil transformation, the equivalent gas-heating value was less. Hence, after the war, for maximizing the resultant revenue of oil exploitations and selling-out, the replacement policy has been followed instead of oil and its by-products in the country in order to decrease the value of oil consumption or its growth rate and oil allocation for exporting. Thus, in the past, rate of supporting gas added demand inside the country has been the priority of gas industry development.

Conclusions

The present research aims to investigate the weakness causes of policy-making of the Islamic Republic of Iran in the gas export domain from 1996 to 2016. To obtain this goal, this question is proposed that: what are the main causes of the inefficiency of policy-making of the Islamic Republic of Iran in gas export from 1996 to 2016? The need of the countries all over the globe to the energy re-

sources, alongside the substantial resources of row oil in the country, opens the scene for the extensive economic-politic debate to us. And show us about the importance of particular strategies related to our gas resources. Providing the required gas, is the achievement and the correct and on-time exploitation of the shared resources such as the southern Pars with the aim of providing the required gas and making a balance between production and consumption, as well as its at-most use of its own share in these fields to be another requirement of developing this industry. Each of these fields is of particular significance in supporting the benefits of the country and should be applied in a total plan for serving the national development of the organization to use the recent opportunities, as well. But investigating the existed procedures in the novel structure of the international politic economy, indicating in the structure, energy is the main element of hegemonic manufacture and plays the lead role in the great universal approaches. In other words, for the hegemonic powers in the novel international politic economy, among three material elements of, strengthen the hegemonic, dominating the energy resources, the free market government, and the resolution by which the states could get their own share of the foreign business in the global trading market. Different factors lead to the declined effect of Iran in the gas market, of which it could be stated that Iran is the most populated country of the Middle East. Without any consumption pattern and establishing gas giant pipelines to provide the inside consumption gas, it leads to allocate a significant part of the country's productive gas for domestic consumption.

Of course in the last years, different countries, to maximize their own gas share in the country's energy portion, replacement of the

consumption fuel of the power plants and the major industries with natural gas in their own plans. This makes increasing the demand for the countries inside parts. Various states, through replacing gas by oil, exploit the whole society from the advantages of the clean and partially low-cost fuel, in addition to the sustainable provision of the row oil. The main benefits that Russia obtains from Iran Sanctions are mostly surrounding natural gas. In contrast to the oil, natural gas is typically transported through the pipelines. Its possible transportation is conducted in liquefied natural gas; however, to carry out this matter, the facilities to liquefy and degasification is needed in the original sections as well as the obtainable goal. The facilities, as well as tanks, are so expensive that usually the 25-year long-term contracts and mostly the economic-based are beneficent. As such, there is no practical cash market and the prices are more strengthen than the others which occurred in the oil market against the universal incidences, while these issues are the obstacles for establishing any gas cartel like OPEC. This matter links the countries to the producers and Russia utilizes this flow to obtain an approximate potent in Gas field in Europe. Nowadays, Russian Gazprom's is the largest Russian gas company and nearly controls all pipeline to Europe. Gazprom's tries to control the resources and the distribution of natural gas as in its highest amount. Therefore, Russia could dictate its own gas price for buying and selling to the other. Also Qatar, after Russia and Iran, has the third gas resources of the world. In recent years, this country rather than Indonesia converted into the export of LNG of the universe and has a main position in the gas global market. At present, the target markets of the mentioned country are included China, Japan, India, and England. However, in the utopian and prior

decision-making structure of the surviving mind more than material reality. Accordingly, the macro policy-making is no matched into the present realities. Correspondent to the theoretical purposes of its own research, the logical decision-making model was based on realities, replaced by the satisfactory model in the Islamic Republic of Iran. For this, the macro-decision makers of the country are able to get the best decision non-existed in its economic meaning. In this framework of the decision-making model that in the Islamic Republic of Iran that there was no economic view to produce and extract the natural gas and it was reminded as a natural source and merely for the inside consumption until the early 2010s, the western sanctions against Iran, intensified the main and the only economic income source. Iran considered the logical model in the decision-making gas domain and its export that its competitors, Qatar and Russia, dominate the market. Therefore, Iran enters the competition of gas export. Firstly, the competitors control the market and with OPEC gas comment, Iran has to alter the equation which it was normal that some competitors like Russia to manage these suggestions and the equation alteration to their own benefits. Secondly, it is stock into some sanctions as like which are originated from the transformational structural decisions. When the sanctions directed Iran's economic income resources, these sanctions don't permit Iran to access the financial resources through gas export. Hence the peaceful pipeline is not concluded. The origin of the defect and inefficiencies is the structural and transformational decision-making. Finally, it seems to be closer to the gas stance and its export in the Islamic Republic of Iran: A) first networking should be through the neighbours. As such, gas export to the neighbour countries is in priority of its en-

ergy policy-makings I order to non-dependent o Iran's gas of the other countries and the U.S.A. doesn't ban Iran's gas export. B) The necessity of this policy-making leads into the argument among the neighbours that could export the most possible gas that would follow the highest amount of foreign exchange regarding demand amount and the appropriate price.

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