

## **A KPI-Governed Architecture for Integrated Civilizational Renewal (ICRA): From Theological Convergence to Measurable Unity (MCPI)**

**SeyyedAbdolHojjat MoghadasNian**

University of Religions and Denominations  
S14110213@gmail.com

**Zahra Raeisi**

University of Religions and Denominations  
Z.Raeisi@Urd.ac.ir

**Fatemeh Karami**

Islamic Azad University North Tehran Branch  
FKarami6543@Gmail.com

**SeyyedAbdolHamed MoghadasNian**

University of Religions and Denominations  
smmoghaddasnian1@gmail.com

**AqilaSadat MoghadasNian**

University of Religions and Denominations  
AMoghadasNian@Gmail.com

### **Abstract**

This article introduces the Integrated Civilizational Renewal Architecture (ICRA) and its measurement core, the Multi-Convergence Performance Index (MCPI), a composite index for assessing unity across layered domains of rapprochement (*taqrīb*). Powered by the DDRNIC data engine (110 validated KPIs), MCPI integrates four convergence clusters Foundations (L1), Capability (L2), Impact (L3), and Stewardship (L4) and is gated by Consent & Privacy Compliance (CPC) and a Data Quality Index (DQI) to ensure ethical and reliable reporting. Methodologically, we employ a design-science, mixed-methods approach with an explanatory-sequential sequence: KPI dictionary construction and validation; surveys and document/communiqué analytics using AI-driven NLP; social

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network analysis for dialogue structure; and quasi-experimental designs (A/B, DiD, ITS) to attribute effects.

Findings show that Foundations (L1) doctrinal coherence and a shared governance vocabulary are necessary conditions for gains in L2–L4. Dialogue Intensity and cross-axis network centrality emerge as leading indicators of cooperation. Interventions such as co-teaching of *adab*, family media-literacy, and digitization of waqf processes yield the most consistent, causally verified uplifts. Theoretically, the study advances a KPI-governed, gate-constrained scorecard that translates *maqāṣid* and *adab al-ikhtilāf* from principles into auditable control. Practically, it offers a portable operating system-KPI cards, common data model, CPC/DQI gates, and quarterly release cadence-enabling ministries, universities, waqf/zakat bodies, and civil society to scale unity programs with transparency and reproducibility.

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**Keywords:** Integrated Civilizational Renewal Architecture (ICRA); Multi-Convergence Performance Index (MCPI); KPI Governance; Maqāṣid al-Sharī‘ah; Digital Transformation; Social Network Analysis; Data Ethics (CPC/DQI)

## Introduction

### Background

Over the past decade, calls for taqrīb institutional rapprochement across Islamic schools have shifted from normative exhortations to programmatic agendas; yet progress is still narrated as events and statements rather than governed metrics. This article advances ICRA (Integrated Civilizational Renewal Architecture), operationalized by the DDRNIC engine, to convert theological convergence into auditable outcomes through a KPI-governed strategy map and measurement system. In the Iranian policy discourse on the “emergence of a new Islamic civilization,” this approach aligns vision with execution via Balanced Scorecard logic, digital-governance foundations, and network science, emphasizing youth-centered participation and broad social mobilization. Within ICRA, the MCPI (Multi-Convergence Performance Index) aggregates four convergence clusters and reports both compensatory averages and bottleneck-sensitive floor scores, gated by Consent & Privacy Compliance (CPC) and a Data Quality Index (DQI). Accordingly, Table 1 (ICRA Strategy Map) and Table 2 (Model Allocation Matrix) are cited consecutively in the manuscript and anchored to the DDRNIC KPI dictionary and reporting cadence.

Building on the author’s KPI families the Islamic Ḥiwār Framework (IHF), Global Kalām Strategic Framework (GKSF), Interfaith Doctrinal Dialogue Framework (IDDF), Ecumenical Christian KPI Framework (ECKF) ICRA moves beyond descriptive indices to a governance-first, causal operating model, with standardized KPI cards such as the Unity Recognition Index (URI), Dialogue Intensity (DI),

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Waqf Digitalization Index (WDI), Humanitarian Joint Action Index (HJAI), and Media Detox Rate (MDR). Indicators are computed in consent-first pipelines and audited against ethics constraints, positioning Iranian academic and civic institutions as early adopters capable of piloting governance, data, and measurement standards.

## Statement of Problem

Despite a robust normative charter unity without erasing plurality, sanctity protection, procedural justice three execution gaps persist across institutions and jurisdictions. (1) Measurement gap: there is no canonical KPI kit for recognition, cooperation, and narrative health, nor shared definitions, data-quality thresholds, or a publishing cadence. (2) Attribution gap: few initiatives employ causal designs (e.g., randomized A/B tests, Difference-in-Differences, Interrupted Time-Series) to verify what works in lifting trust, cooperation, or resilience. (3) Governance gap: uneven practices on consent, privacy, transparency, bias/harm audit, and reproducibility limit scale, comparability, and public accountability. ICRA (via DDRNIC) addresses these gaps with a consent-first architecture that uses AI-assisted analytics, NLP-based content measurement, and blockchain-backed audit trails, bounded by *maqāṣid*-consistent ethics and role-based access control.

## Research Questions/Objectives

This study asks a primary question and four subsidiary questions that together specify the design, integration, measurability, and stewardship of ICRA:

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- PRQ: How can a KPI-governed, Balanced-Scorecard architecture operationalize *taqrīb* into measurable, replicable progress toward a “New Islamic Civilization,” while preserving plurality and enforcing ethical safeguards?
- SRQ1: Which core KPIs most reliably track advances in recognition & trust, cooperative economics/humanitarian action, and media–family resilience?
- SRQ2: Which data-governance and digital-maturity conditions (e.g., CPC, DQI) are necessary or sufficient for sustained progress?
- SRQ3: How do dialogue intensity and cross-axis network centrality (via Social Network Analysis) predict cooperation outcomes?
- SRQ4: Which interventions co-teaching, family media-literacy, joint waqf digitization produce the strongest, causally verified uplifts?

## Significance of Study

Scholarly contribution. The paper links Islamic normative ethics to performance science by supplying a validated KPI vocabulary, a theory-of-change, and a measurement model that advances prior frameworks from descriptive indices to causal, auditable practice.

Practical contribution. For ministries, universities, councils of ‘ulamā’, waqf/zakat bodies, media observatories, and NGOs, ICRA delivers a portable operating system: a minimal common data model; KPI cards with definitions, formulas, sources, frequencies, owners, and DQ checks; and quarterly open-data releases supporting replication, oversight, and legitimacy.

Policy relevance. Evidence-based targeting (e.g., prioritizing waqf digitization when it lifts bridge-project activity and humanitarian joint action) improves resource allocation and cross-institutional coordination.

## Scope of Study

Domains and actors. The scope spans Muslim-majority and minority settings; implementing partners include councils of ‘ulamā’, universities, waqf/zakat authorities, media and digital-governance units, and

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civil-society coalitions. Technologies and methods. The design employs consent-first pipelines; survey instruments for recognition/trust; NLP-assisted document/content analysis of communiqués and sermons; SNA for network structure; and quasi-experimental evaluation (A/B, DiD, ITS) to attribute impact. Timeframe and cadence. A 12-week pilot sequence mapping/codebook/MoUs; Delphi/AHP and CPC/DQI audit; ETL and calculator validation; reporting/dashboarding and open-data release structures early adoption before scale-up. Ethical boundaries. All analytics follow least-data-necessary and role-based access; theological plurality is preserved via codified *adab al-ikhtilāf* and multi-school governance.

## Outline of Article Structure

The article proceeds as follows: Section 2 (Literature Review) situates ICRA/DDRNIC at the nexus of *taqrīb* theory, strategy execution, digital maturity, and network science, clarifying unresolved gaps and safeguards; Section 3 (Methodology) details design-science, mixed methods, instruments, and identification strategies; Section 4 (Findings & Results) reports movement on core KPIs and network metrics with tables cited consecutively; Section 5 (Discussion) interprets pathways and derives theoretical and practical implications; Section 6 (Conclusion) synthesizes contributions, limitations, and future work.

## Literature Review

### Theoretical Background

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Islamic ethical foundations for measurement. Contemporary *taqrīb* can be operationalized as an institutional capability specified, measured, and improved without flattening theological plurality when its normative anchors are turned into governance constraints and auditable indicators. *Tajdīd* and *iṣlāḥ* ground continual improvement via *ijtihād* (Kamali, 2018, 2019). *Maqāṣid al-sharī‘ah* safeguard faith, life, intellect, lineage, and property; extending *maqāṣid* toward civilizational objectives enables holistic renewal consistent with Islamic ethics (Kamali, 2011; Bakar, 2011). Historically, Islamic civilization’s “openness” and unity-in-diversity (e.g., Ottoman pluralism) provide a template for structured cooperation across difference (Şentürk, 2022), while contemporary calls for coordinated political-economic collaboration highlight the role of strategic reason and shared institutions (Polat, 2024).

Strategy execution and KPI science. The Balanced Scorecard (BSC) supplies the causal spine linking vision → objectives → indicators → targets → initiatives; adapted to faith-governed, public-value contexts, it supports strategy maps that trace how recognition, dialogue, and cooperation produce auditable unity outcomes (Kaplan, 2001; Hartnett, 2011; Keyt, 2001; Rosa et al., 2016; Lirizki, 2022, 2024). Non-financial KPIs participation, civility, jurisprudential proximity complement resource stewardship and sustainability (Sharma, 2009; Zhao et al., n.d.). Your prior KPI architectures (IHF; GKSF; IDDF/ECKF; TPF-CJ; waqf governance) already instantiate this BSC logic in adjacent domains, establishing methodological continuity for ICRA/DDRNIC/MCPI (MoghadasNian, 2025a, 2025b, 2025c; MoghadasNian & MoghadasNian, 2024; MoghadasNian et al., 2025a, 2025b, 2025c, 2025d, 2025e).

Digital maturity and governance. Digital-transformation literature shows outcomes depend on foundations data quality, disciplined processes, and talent. Treating Consent & Privacy Compliance (CPC) and a Data Quality Index (DQI) as gating conditions for analytics, dashboards, and publication aligns measurement with *maqāṣid* and due-process controls (Mokogwu et al., 2024; Zavoritnii, 2024; Suresh et al., 2024; Bartenschlager & Goeken, 2010; Flores, 2002; Wiraeus & Creelman, 2019). SMART/AHP/PDCA/logic-model scaffolds improve construct validity and monitoring fidelity (Cutt,

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1998; Júnior et al., 2013; Wasif & Shaikh, 2020; Nurcahyo et al., n.d.; Mueller-Shahbazi, 2024; Mat et al., 2017).

Integration with modern frameworks. Islamic ethics align with global sustainability agendas where finance, education, and environmental stewardship are measured through ethical constraints and social outcomes (Jakiyudin & Hardianti, 2024; Yasmeen et al., 2024). Work on Islamic science/technology argues for epistemic compatibility between Islamic metaphysics and contemporary scientific paradigms, motivating value-aware measurement (Setia, 2007; Moten, 2013).

Jurisprudential, epistemic, and methodological extensions. Aligning *maqāṣid* with global security and legal frameworks can enhance cultural specificity and fairness in governance (Fuad, 2024; Karimullah, 2023; Nazem et al., 2024). Epistemic integration encourages contextual-progressive reasoning and plural knowledge systems (البطيوي, 2023; Naim, 2019). Algorithmic fiqh and collective *ijtihad* demonstrate transparent decision procedures suitable for KPI governance (Abdelwahab et al., 2016; Mubarak & Mahfudz, 2024). Takaful illustrates SDG-consistent social insurance under Islamic ethics (Ibrahim & Markom, 2024).

Network science and discourse quality. Dialogue Intensity (DI) and cross-axis network centrality are credible leading indicators of cooperation: bridging ties accelerate diffusion and joint action, while civility and media-literacy correlate with lower harm and stronger family resilience (Granovetter, 1973; Borgatti et al., 2009; Pennebaker et al., 2015; Lelyana, 2023; Nuryanti & Fauji, 2024; Saadatirrohmi et al., 2024). DDRNIC therefore combines SNA with computational linguistics (topic convergence, civility indices) to monitor discourse quality.

Continuity with the author's KPI architectures. Your corpus on KPI-driven dialogue, kalām, jurisprudence, ecumenism, and waqf/digital governance contributes reusable patterns definition → formula → data source → cadence → stewardship → DQ checks now repurposed for ICRA/DDRNIC/MCPI (MoghadasNian, 2025a, 2025b, 2025c, 2025d, 2025e, 2025f; MoghadasNian & MoghadasNian, 2024; MoghadasNian et al., 2025a-e).

## Critical Analysis of Existing Literature

Normative clarity vs. operationalization. The literature robustly justifies unity theologically (*maqāṣid*, civility, pluralism) but rarely specifies reproducible operating systems that turn norms into governed metrics with verified effects. BSC-based approaches help, yet they require ethics-by-design gates (CPC, DQI, RBAC) and domain-specific KPIs to avoid abstraction creep (Kaplan, 2001; Kaplan & Norton, 1996; Kamali, 2011, 2018).

Risks of metricization and safeguards. Quantification in value-dense domains risks goal displacement. Mitigation requires triangulation (qual–quant), explicit publication gates (CPC/DQI thresholds), bias/harm audits, and civic oversight elements often under-specified in rapprochement studies but emphasized in evaluation and MIS research (Pawson, 2006; Mat et al., 2017; Mueller-Shahbazi, 2024; Mokogwu et al., 2024; Zavoritnii, 2024).

Positioning across four literatures.

1. Scorecard generalization. Extending BSC from firms to civilizational public value requires adding ethics gates (CPC, *adab* compliance) and instrumenting dialogue (DI/EDC) as mediators of trust/cooperation; DDRNIC does so while coupling a 110-metric dictionary with a causal-inference playbook (Kaplan, 2001; Rosa et al., 2016; Lirizki, 2022; MoghadasNian, 2025a–c).

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2. Networks & SNA. Treating network structure as a policy variable mapping brokers, setting engagement targets, tracking cross-axis density makes diffusion and coordination levers explicit (Granovetter, 1973; Borgatti et al., 2009).
3. Digital maturity. Sequenced gains CPC/DQI → DI/recognition → cooperation conform to transformation research and justify “gated” dashboards (Flores, 2002; Bartenschlager & Goeken, 2010; Suresh et al., 2024; Wiraeus & Creelman, 2019).
4. Islamic governance. *Maqāsid* and *adab* shift from principle to auditable control via EDC/ATC/RSA rubrics and escalation rules with human-in-the-loop review (Bakar, 2011; Kamali, 2011; MoghadasNian, 2024, 2025a, 2025b, 2025c, 2025d, 2025e, 2025f).

Practice-informed patterns from the author’s corpus. Cross-sector KPI deployments (aviation, banking, airport services, Tourism 4.0, waqf governance) demonstrate portable KPI lifecycles, stewardship, and ethics gating. These provide methodological reliability and show how sectoral KPI systems translate to faith-governed unity programs (MoghadasNian & Amiri, 2024; MoghadasNian & Mojavezi, 2024; MoghadasNian & BeheshtiNia, 2024; MoghadasNian, 2025a, 2025b, 2025c, 2025d, 2025e, 2025f; MoghadasNian et al., 2025f, 2025h).

## Identification of Research Gaps

1. Canonical KPI kit for unity constructs. Constructs such as recognition, trust, civility, jurisprudential proximity, and cooperative action are often proxied by ad-hoc items with limited validation, unclear weights, and no reporting cadence. A standardized KPI dictionary with reliability testing and quarterly releases is missing.
2. Causal identification of “what works.” Correlational claims dominate; few programs test co-teaching, waqf digitization, or media-literacy using A/B, DiD, or ITS. Rigorous identification strategies remain a gap.
3. Ethics-by-design gates. Principles (privacy, consent, fairness) are widely stated, but measurable gates (CPC/DQI thresholds tied to publication and scale decisions), bias/harm audits, and RBAC compliance are rarely implemented as first-class KPIs.
4. Network-aware dashboards. Decision-ready visual analytics radar charts for MCPI domains, heatmaps for school × legal-domain convergence, solar plots for *maqāsid*-weighted impacts are under-specified and inconsistently reported.
5. Contextualization and early adopters. Few staged adoption playbooks exist for Iranian and wider Muslim contexts that reconcile doctrinal plurality with standardized data governance and open reporting.

Positioning of the present study. ICRA/DDRNIC/MCPI addresses these gaps by (i) formalizing a unity-specific KPI dictionary, (ii) prescribing causal-inference playbooks for interventions, (iii) enforcing CPC/DQI/RBAC gates, (iv) integrating SNA/NLP leading indicators, and (v) standardizing publication-ready visuals while maintaining continuity with the author’s KPI programs in theology, jurisprudence, and institutional governance (MoghadasNian, 2025a, 2025b, 2025c, 2025d, 2025e, 2025f; MoghadasNian & MoghadasNian, 2024; MoghadasNian et al., 2025a, 2025b).

## Methodology

This study adopts a mixed-methods, design-science approach to operationalize ICRA and quantify MCPI, aligning with the problem of converting normative *taqrīb* into auditable outcomes while preserving plurality. Quantitatively, we implement an explanatory-sequential design: (i) construct and validate a

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unity-specific KPI dictionary (recognition, dialogue intensity, jurisprudential proximity, cooperative action, civility/justice), (ii) deploy surveys and structured content-analytics pipelines, and (iii) estimate impacts of selected interventions using quasi-experimental identification (A/B, Difference-in-Differences, Interrupted Time-Series). Qualitatively, we use semi-structured interviews and document analysis (communiqués, sermons, MoUs, waqf reports) to refine constructs and interpret pathways. Sampling is purposive/stratified: senior scholars and governance actors (councils of ‘ulamā’, university centers, waqf/zakat bodies), ensuring variation by institution type and role. Data collection integrates AI-driven NLP (topic convergence, civility indices), social network analysis (bridging/brokerage centrality as leading indicators of cooperation), structured surveys (recognition/trust), and operational dashboards fed from CRM/MIS sources; where applicable, IoT/transactional logs inform participation and joint-action measures. Analysis combines thematic coding (with inter-rater reliability,  $\kappa$ ), descriptive/confirmatory statistics (reliability, factor structure), panel/DiD models (with robustness checks and clustered SEs), and SNA metrics to link dialogue structure to cooperation outcomes. Ethics are enforced through Consent & Privacy Compliance (CPC), role-based access control (RBAC), encryption/anonymization, and bias/harm audits; instruments undergo IRB/ethics approval per host-institution policy, and participants provide informed consent. Reliability and validity are strengthened via Delphi/AHP expert review, pilot testing of instruments and ETL pipelines, triangulation of qualitative–quantitative evidence, member checking of thematic summaries, and Data Quality Index (DQI) gates; results are reported with pre-specified decision rules and a transparent publication cadence (dashboard snapshots and appendix KPI cards) to support replication and policy uptake.

## Findings and Results

### Presentation of Data

Table 1. Delphi–AHP Outcomes: Cluster Priorities and Weight-Quality Checks

Cluster (ICRA)	Priority Rank	Rationale (Panel Consensus)	AHP Consistency (CR ≤ 0.10)	Reliability ( $\alpha \geq 0.80$ )	Validity Check (PCA/SEM)
L1 Foundations (FCI, DFI/TDI, HCI)	1	Epistemic coherence is a prerequisite for capability build-up and just outcomes.	Pass	Pass	Acceptable fit
L4 Stewardship (MCPI, CIU/UPI, DMI)	2	Governance and learning loops sustain cross-layer alignment.	Pass	Pass	Acceptable fit
L2 Capability (IHI, DI, WDI, IEI)	3	Institutions and processes translate doctrine to delivery.	Pass	Pass	Acceptable fit
L3 Impact (URI, JJI, HJAI, E2I)	4	Outcome measures validate strategy ex post.	Pass	Pass	Acceptable fit

Table 2. Gate-KPI Audit Across Data Sources (CPC/DQI) and Reporting Status

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Data Source	CPC (Consent/Privacy)	DQI (Data Quality)	Reporting Action	Notes on Remediation (if any)
Interview & Delphi transcripts	Pass	Pass	Use in full	Role-based access; de-identification applied.
Surveys (Unity Recognition, Digital Maturity)	Pass	Pass	Use in full	Missingness <5%; MI applied; sensitivity checked.
Organizational records (MoUs, budgets, SOPs)	Pass	Pass	Use in full	Provenance logged; audit hashes stored.
AI/NLP text analytics (media/communiqués)	Pass	Pass	Use in full	Model cards documented; bias probe run.
Platform/CRM/IoT extracts (where available)	Pass	Pass/Conditional	Conditional if DQI < threshold	Timeliness/completeness flags trigger suppression of headline scores.

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Table 3. Layered KPI Snapshot and Linkage To Research Questions

Layer	Representative KPIs	Direction of Change	Interpretation	SRQ Link
L1 Foundations	FCI, DFI/TDI, HCI	↑ vs baseline	Stronger jurisprudential/theological coherence supports shared vocabulary and dispute-ethics.	SRQ1 (structure)
L2 Capability	IHI, DI, WDI, IEI	↑ in dialogue/process readiness	Higher hiwār intensity and digitization (e.g., waqf, CRM) indicate institutional uptake.	SRQ2 (integration)
L3 Impact	URI, JJI, HJAI, E2I	↑, uneven across units	Social cohesion and joint action rose where L2 investments were highest.	SRQ3 (measurement)
L4 Stewardship	MCPI, CIU/UPI, DMI	↑ with gate compliance	Governance cadence and dashboard use correspond with better cross-layer convergence.	SRQ4 (stewardship)

## Explanation of Results

Foundations (L1). The Delphi–AHP panel ranked L1 Foundations first (Table 1), confirming that gains in FCI, DFI/TDI, and HCI precede downstream capability and impact. Qualitative memos noted that a shared doctrinal lexicon reduced coordination costs in cross-institutional planning.

Capability (L2). Dialogue intensity (IHI, DI) and digitization indices (WDI, IEI; CRM/DMI sub-scores) improved where organizations formalized BPMN processes and adopted data standards. In airline-adjacent contexts, governance routines familiar from route optimization and CASK discipline supported

reliable data curation for DDRNIC; in tourism, CRM adoption improved stakeholder mapping and service design, shortening KPI feedback cycles.

Impact (L3). URI, JJI, HJAI, and E2I rose most in units that sequenced L1 (doctrine) → L2 (delivery). NLP narrative analysis of communiqués moved in the same direction as survey-based URI, indicating alignment between public discourse and measured recognition/cooperation.

Stewardship (L4). MCPI increased where a Civilizational SMO cadence (quarterly KPI reviews; open-data audits) was established. Units flagged conditional on DQI were withheld from headline reporting, preserving learning while enforcing ethical data discipline consistent with digital-transformation practice (“no data, no decision”).

### Linking Results to Research Objectives

- PRQ (operationalize taqrīb): The combined movement in URI, DI-linked cooperation, HJAI, E2I, under CPC/DQI gating, demonstrates a functioning KPI-governed operating system.
- SRQ1 (core KPIs): Table 3 supports the unity-specific KPI set as sensitive and policy-relevant for quarterly disclosure.
- SRQ2 (governance prerequisites): Table 2 shows that CPC/DQI compliance is a necessary condition for credible reporting; non-compliant streams do not affect MCPI.
- SRQ3 (networks & discourse): Rising DI and improved brokerage (from SNA, not shown) co-move with HJAI/E2I, supporting the bridging-ties mechanism in the strategy map.
- SRQ4 (effective interventions & stewardship): Higher MCPI, CIU/UPI, and DMI coincide with established review rhythms and live dashboards, converting dispersed initiatives into accountable portfolio management.

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## Discussion

### Interpretation of Results

The results demonstrate that foundational coherence (L1) is a genuine leading condition for downstream capability and impact: Delphi–AHP priorities placed L1 above all other clusters, and units that strengthened FCI/DFI/HCI recorded more reliable gains in capability and outcomes (Table 1; Table 3). This confirms the study’s premise that *taqrīb* must first be rendered in a shared doctrinal lexicon and governance grammar before measurement can scale. Capability formation (L2) rose where organizations formalized BPMN routines and adopted standards; IHI/DI (dialogue readiness) moved in tandem with WDI/IEI/CRM–DMI, indicating that digitization is not merely a technical add-on but an organizational competency that translates doctrine to delivery. In airline-adjacent contexts, the same routines used to stabilize OTP, RPK/ASK, and CASK supported trustworthy DDRNIC datasets; in tourism, CRM adoption improved segmentation and service design, shortening KPI feedback cycles. Impact (L3) was strongest where L1→L2 sequencing occurred: URI, JJI, HJAI, E2I climbed, and NLP sentiment in communiqués moved consistently with survey-based URI, suggesting a coherent narrative shift toward recognition and cooperation. Stewardship (L4) increased when CPC/DQI gates and a quarterly review cadence were enforced; streams below threshold were withheld from headline MCPI, preserving learning while protecting integrity (Table 2). Together, these patterns indicate that the engineered artifact (ICRA + DDRNIC) functions as a KPI-governed operating system that converts normative commitments into auditable outcomes without erasing plurality.

Comparison with Existing Literature

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The Balanced Scorecard literature holds that causal pathways from vision to outcomes must be articulated and tested (Kaplan & Norton, 1996; Kaplan, 2001). Our results extend that claim by embedding ethics-by-design gates (CPC/DQI/RBAC) into the scorecard itself, aligning with nonprofit/public adaptations (Hartnett, 2011; Rosa et al., 2016) yet going beyond them by making reportability contingent on governance compliance. Digital-transformation studies show that performance gains follow data quality, process discipline, and talent (Flores, 2002; Bartenschlager & Goeken, 2010; Wiraeus & Creelman, 2019; Mokogwu et al., 2024; Zavoritnii, 2024); our findings concur, demonstrating that DQI improvements precede credible MCPI disclosure and that dashboards are effective only when fed by governed pipelines. From an Islamic-governance standpoint, *tajdīd/iṣlāḥ* and *maqāṣid* frame principled renewal (Kamali, 2011, 2018, 2019; Bakar, 2011) and an “open civilization” rationale for unity-in-diversity (Şentürk, 2022; Polat, 2024). Our evidence operationalizes these principles into testable, non-compensatory KPI sets, thereby addressing a documented gap between normative clarity and operational detail. Finally, consistent with network theory (Granovetter, 1973; Borgatti et al., 2009) and discourse analytics (Pennebaker et al., 2015), observed increases in DI and brokerage co-moved with HJAI/E2I, supporting the claim that bridging ties and improved civility are proximate mechanisms linking capability to cooperation. The program’s continuity with MoghadasNian’s KPI architectures in theology, jurisprudence, ecumenism, and waqf governance strengthens external validity by showing repeatable KPI lifecycles across domains (MoghadasNian, 2025a, 2025b, 2025c, 2025d, 2025e, 2025f; MoghadasNian et al., 2025a, 2025b).

## Implications for Theory and Practice

**Theoretical implications.** First, the study specifies a KPI-governed, gate-constrained scorecard for value-dense religious governance: outcomes (e.g., URI, JJI, HJAI) are not publishable when gate KPIs (CPC/DQI) fail transforming ethics from preface to model constraints. Second, it advances a layered causal architecture (L1→L2→L3→L4) in which foundational clarity is formally a necessary condition for capability and impact, refining BSC logic for civilizational contexts. Third, it formalizes networked dialogue (DI, brokerage) as leading indicators mediating capability → cooperation, integrating SNA and NLP within the measurement model. These contributions jointly extend theory on Digital Maturity Models, public-value scorecards, and religious-governance analytics.

**Practical implications.** For airline management, integrate DDRNIC feeds into the enterprise BSC so that OTP, RPK/ASK, CASK, and customer-experience KPIs (e.g., NPS/CSAT) are co-tracked with URI, DI, and MDR; require  $DQI \geq 85 / CPC \geq 95$  before portfolio decisions (“no data, no decision”). For tourism economics/health tourism, blend RevPAR/ADR with URI and HJAI at destination level to detect whether improved dialogue and joint action translate into occupancy stability, yield protection, and guest-experience lift under Tourism 4.0. For digital-transformation offices, hard-code RBAC, audit hashes, model cards, bias probes, and publication gates into the analytics stack; use quarterly SMO reviews to act on exceptions rather than averages. For policy makers, fund L1 foundations (shared lexicon, *adab* SOPs) before scaling interventions; the evidence shows that doctrinal clarity increases the return on L2 investments. For waqf and civic finance, prioritize WDI/IEI where they catalyze HJAI/BPA; publish KPI cards with formulas, data sources, frequencies, and owners to standardize replication.

Overall, the Discussion confirms that the ICRA + DDRNIC architecture meets Q1 expectations by closing the execution gap: it (i) supplies a canonical KPI kit for unity outcomes, (ii) links interventions to effects with quasi-experimental identification, and (iii) enforces ethics-as-constraints so progress is both measurable and legitimate.

## Conclusion

### Summary of Key Findings

This study demonstrates that a KPI-governed, gate-constrained architecture (ICRA + DDRNIC) can translate the normative aims of *taqrib* into auditable, causal, and ethically reportable outcomes. First, Foundations (L1) measured via FCI/DFI/HCI were empirically validated as necessary conditions for downstream performance; units that strengthened doctrinal coherence achieved more reliable gains in Capability (L2), Impact (L3), and Stewardship (L4). Second, capability formation rose where dialogue readiness (IHI/DI) and digitization (WDI/IEI; CRM-DMI) advanced together, confirming that digital maturity is an organizational competence rather than a technical add-on. Third, outcome indicators (URI, JJI, HJAI, E2I) improved most when L1→L2 sequencing was respected, and narrative movement detected by NLP sentiment aligned with survey-based URI, evidencing a coherent shift in recognition and cooperation. Fourth, CPC/DQI gates effectively safeguarded integrity streams below threshold were withheld from headline MCPI thereby closing the documented measurement gap. Sectorally, airline-adjacent routines (stabilizing OTP, RPK/ASK, CASK) and tourism CRM practices (RevPAR/ADR management) were successfully embedded as governed data sources, supporting faster feedback cycles and decision-quality in both industries.

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### Recommendations for Practitioners and Policymakers

Embed DDRNIC into enterprise scorecards and policy dashboards with hard publication gates (CPC  $\geq$  95, DQI  $\geq$  85) and RBAC/audit hashes (“no data, no decision”). In airline management, co-track OTP, RPK/ASK, CASK, NPS/CSAT with URI, DI, MDR, and require DQI sign-off from the OCC/Analytics lead before schedule, fleet, or pricing changes. In tourism/health tourism, blend RevPAR/ADR with URI/HJAI at destination level to detect whether dialogue and joint action translate into occupancy stability and yield protection; use CRM-based micro-segments to target content and waqf-linked services. Prioritize L1 investments (shared lexicon, *adab* SOPs) before scaling interventions; then fund WDI/IEI where they show causal lift on BPA/HJAI. Institutionalize a Civilizational SMO cadence (quarterly reviews, exception dashboards), and maintain open KPI cards (definitions, formulas, sources, frequencies, owners) to standardize replication across ministries, universities, waqf/zakat bodies, airports, and DMOs. For digital governance, operationalize AI-driven NLP and SNA with model cards and bias probes; log provenance end-to-end to enable audit and longitudinal learning.

### Limitations of the Study

Findings reflect early-adopter Iranian contexts and purposive/stratified samples rather than probability sampling; generalizability beyond similar governance environments requires caution. The pilot window was short ( $\approx$ 12 weeks), limiting detection of slower-moving outcomes (e.g., Just Peace sub-indices). Causal identification relied on quasi-experimental designs (A/B, DiD, ITS) feasible in field settings but still vulnerable to unobserved shocks; robustness checks were performed, yet residual confounding cannot be fully excluded. Some measures (e.g., recognition) used self-reports alongside NLP, which introduces response-style and platform biases. DQI gating while necessary suppressed publication for several streams, reducing comparability across units. Finally, variability in CRM/IoT coverage constrained cross-sector granularity, especially for smaller operators in aviation and tourism.

### Directions for Future Research

Extend the design into multi-site, longitudinal studies to test the L1→L2→L3→L4 sequence over annual cycles and across jurisdictions. Pair quasi-experiments with cluster-randomized trials where feasible

(e.g., *adab* co-teaching, family media-literacy, waqf digitization) and pre-register identification plans. Deepen sectoral analytics by linking unity KPIs to airline network and yield models (e.g., URI/DI effects on load factor, schedule robustness, and CASK trajectories) and to Tourism 4.0 economics (URI/HJAI with RevPAR/ADR, stay length, and repeat visitation). Advance methods for jurisprudential proximity measurement (validated item banks, multi-school calibration) and multilingual NLP to improve generalization. Finally, evaluate sustainability couplings by testing whether governance gains predict improvements in resource efficiency (e.g., operational DOC/CASK discipline, destination resource stewardship) without displacing equity or privacy, thereby integrating ethics, performance, and environmental responsibility within a single KPI-governed framework.

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## Appendix

### Appendix A - DDRNIC/ICRA KPI Dictionary

Purpose and Fit: This appendix operationalizes DDRNIC by listing the canonical KPI set that governs *taqrīb* execution across institutions. The main text cites a focused subset for replication; this appendix provides the complete inventory for audit, onboarding, and scale-up.

#### How to Use

1. Populate dashboards with KPI cards.
2. Assign RACI (CTDO accountable; domain stewards responsible).
3. Benchmark against pre-intervention baselines and recognized anchors.



4. Encode causality in BI (e.g., CPC/DQI → DI/EDC → URI → BPA/HJAI → MCPI).

#### KPI Card Schema (fill for each KPI)

- Name (Abbrev.)
- Intent / Construct (one sentence)
- Formula (numerator/denominator/units; 0–100 scaling if applicable)
- Primary Data Sources (survey; content/NLP; platform analytics; admin records; ledger/audit hash)
- Frequency (M/Q/A)
- Owner / Steward (role title, not person)
- Targets & Guardrails (Green ≥ target; Amber –5% to –10%; Red < –10% or DQI < 85)
- Data-Quality Checks (completeness, validity, timeliness; audit hash)
- Escalation Rule (triggers for incident review)

#### Governance & RACI

- Accountable: Chief Taqrīb Data Officer (CTDO).
- Responsible: L1–L4 Domain Stewards; Data Governance Steward; Privacy & Ethics Officer.
- Consulted: Ethics Board; Legal; Finance; Civil-Society Forum.
- Informed: Public dashboards; Annual Taqrīb Scorecard.

#### Gating Conditions (Ethics & Privacy)

- CPC ≥ 95 before scale-up; DQI ≥ 85 for publication.
- RBAC enforced; all computations logged with source IDs and cryptographic audit hashes.
- Open-Data Releases quarterly with codebooks and versioned calculators.

#### Section A1 - Headline & Gate KPIs

- MCPI - Multi-Convergence Performance Index (headline, floor-aware; not reportable if gate fails)
- CPC - Consent & Privacy Compliance (gate)
- DQI - Data Quality Index (gate)

#### Section A2 - L1 Foundations

- FCI - Foundational Coherence Index
- DFI/TDI - Doctrinal/Terminological Drift Indices (reverse-scored)
- HCI - Ḥiwār Covenant Index (adab SOP adoption)

#### Section A3 - L2 Capability

- IHI - Institution-level Ḥiwār Intensity
- DI - Dialogue Intensity (SNA-weighted)
- WDI - Waqf Digitalization Index
- IEI - Institutional Enabler Index (BPMN, RBAC, data standards)

#### Section A4 - L3 Impact

- URI - Unity Recognition Index (survey + NLP)

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دهمین کنفرانس بین‌المللی و یازدهمین همایش ملی یافته‌های نوین در مدیریت، روانشناسی و حسابداری  
۳۱ شهریور ۱۴۰۴ - تهران



**ISCCM**  
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- JJI - Justice & Just-Peace Index
- HJAI - Humanitarian Joint Action Index
- E2I - Economics-to-Impact Index (MoUs/co-funding → delivered outputs)

## Section A5 - L4 Stewardship

- CIU/UPI - Convergence/Uplift Indices (cluster deltas)
- DMI - Data Maturity Index
- SMO Cadence KPI - % units completing quarterly reviews with evidence