Strategic Analysis of New Cities
(Case Study Basmaya City - Republic of Iraq)
An Analytical Study of Strength, Weakness, Opportunity, and Threat

S M Al-Jawari¹ᵃ, S K Al-Mosawy¹ᵇ, A A Al-Jabari²ᶜ, A N Al-Baghdadi¹ᵈ
¹Faculty of Physical Planning for University of Kufa, Iraq, Kufa, P.O. Box (21), Najaf Governorate
²Institute of Architecture of Belgorod State Technological University named after V.G. Shukhov, Russia, P.O 308012, Belgorod, Koctokova D. 46

E-mail: ᵃeng.saramahmood@gmail.com, ᵇsuhadk.almosawy@uokufa.edu.iq, ᶜahmeda.hanash@uokufa.edu.iq, ᵈabdulsahib.albaghdadi@uokufa.edu.iq

Abstract. The rapid growth of cities and their inflation is a big problem, especially in the last years. this growth is accompanied by such problems like population growth, housing need, low level of services, random expansion, traffic congestion as well as pollution of the environment, which leads to a decline in the quality of life in Baghdad, the population are concentration in Baghdad therefore that leads to imbalance of development among cities and productive concentration for service projects in a mega cities, causing migration from other provinces In search of a better life.

The main objective of the new cities is to relieve pressure on major cities and guide the growth of cities. Basmaya city it’s a new city project adopted from Iraqi national investment commission, this paper aimed to strategic analysis of this city and evaluate the real situation for this project by internal environment analysis, external environment analysis in addition to measurement of performance strategic gaps.

1. Introduction
The urban planning for the new cities is more flexible than the re-planning for the existed cities for the possibility of developing new master plan, one of the goals of new cities is to establishment of new cities around the major capitals to accommodate the increase in population and the creation of attractive housing for immigrant and to cope with the increase of natural population. [2][3][12], The new cities depend on the reconstruction of vast and isolated areas from the uninhabited regions some cities targeted the industrial development to reduce disparities in levels of development among regions as in England the others targeted to Relieve the pressure of major cities as in France And Egypt Aimed at building new capitals for countries such as Australia and Brazil, among others Target the exploitation of natural resources and increase value added as in the two cities In Jubail and Yanbu in the Kingdom of Saudi Arabia, new cities which The core of its expansion and prosperity was educational institutions or advanced medical services Is the case in the United States of America [4], New cities require four basic elements: Economic base, self-sufficiency, land use, services and...
finally nature the society The last three elements depend on the first element in the emergence of cities based on the existence of a base Economic and financial savings occur in the location or the place and geographically appropriate to form of city [5][11].

The SWOT matrix is based on the methodology used in the strategic plan to determine the position of the strategic plans adopted in the planning process and try to identify the problems Obstacles, and propose alternatives to reach appropriate solutions, it helps to understand and recognize the strength and weakness at the same time to conclusion the opportunities[10] and which Basmaya faces from the external environment and thus obtain a list of factors important to achieve the success of the new city Critical Success Factors(CSFs) Which leads to the satisfaction of beneficiaries and in line with their wishes , success factors are linked to operations by measuring the relationship of response as a rating (1,2,3,4,5) The number 1 represents a weak relationship and the number 5 represents the relationship to an excellent degree then calculate the average of those grades, specifically the highest grade, showing the order according to priority [6][7][8].

The main contribution of this paper as follows:
- Assessing the overall planning point of view for actual situation especially when 2019 is the end year of Basmaya project.
- Reduce the dependence of Basmaya city on the Baghdad city by establishing economic and commercial relations with the cities within the zone of influence and linking it to an advanced network of transport systems.

2. Goal, Tasks, Methods of Study
The goals of this paper are to Assessing the overall planning situation for one of the Iraqi new cities, the largest and most important development project which accommodation to relieve the population pressure from Baghdad city. This project by the implementation of Hanawa Corporation of Korean, supervised by Iraqi national investment commission.

The method that will be used in this paper are based on SWOT analysis for the internal and external environment for the city then we use the performance gap analysis It is intended to assess the strategic gap between the current situation and the status to be achieved from strategic objectives.

3. Experimental Part
Many of the master plans were developed to accommodate the growth of Baghdad city, noting the futility of the previous plans to guide the growth process but the note is futility of previous plans to guide the growth process in the city due to some erroneous projections of population growth expectations and the fact that it does not meet the new requirements of the growing population in the city, In 1965, the Municipality of Baghdad contracted with the Polservice Foundation to prepare the master plan for Baghdad, to include more precise details in accordance with clear conditions. And continued to prepare for the design and comprehensive development plan until 1973, which included a variety of details and cover the needs of the city of reconstruction and development until 1990.[1] And is applied to the present day and suggested the comprehensive development design to conduct a study of the plan for the province of Baghdad and the surrounding land within the city in the form of a radial ring and include the following facts:

1- The Total population growth under the comprehensive development plan for the city of Baghdad to be absorbed in new urban areas.
2- About 1,373,000 people will be accommodated outside the existing boundaries of the Mayoralty of Baghdad (in the new surrounding areas).
3- The population of Baghdad currently stands at 6.13 million. We estimate that it will reach 11.4 million in 2030. It is estimated that only 3 to 4 million additional people can be accommodated within the borders of the Mayoralty of Baghdad bringing its total population to about 10 million by 2030.
Populations increase about 1.4 million people to be absorbed outside the borders of the Municipality of Baghdad and within the Greater Baghdad area.

Existing land uses in Baghdad can be described as high urbanization level without much planning, especially from the private housing sector. The land available for expansion and growth in the future is characterized by very limited.

Extensive bypass on the current green belt, Distributed industrial sector, Centralization of the trade and services sector.

Attitudes to contain the growth of Baghdad city by Create new growth poles to accommodate future growth the work on these development proposals coincided with the establishment of the Basmaya City Project by the Iraqi national investment commission.

4. **Basmaya New City**
The population of the new city of Basmaya is estimated at about 60,000 people on a total area of 2300 hectares with a total density of 260 people/ha. The site of Basmaya city is located southeast of the city of Baghdad and is about 10 km from the borders of Baghdad on the international road between Baghdad-Kut. It is expected to accommodate about 600,000 people and the total number of housing units is 100,000 units. A network of electricity, water, and main roads will be built, as well as public facilities.

| Year   | Details                                      |
|--------|----------------------------------------------|
| 2012   | Base camp, pc plant                         |
| 2013   | Infrastructure                               |
| 2015   | Houses (20000 units/year)                    |
|        | Social infra, land scape.                    |
| 2019   | CBD, BASMAYA new city will be complete       |

**Figure 2.**
a- location of Basmaya city from Baghdad province
b- Location of Basmaya city from on Baghdad-Kut road
c- Zoom out photo of Basmaya city and its location from Baghdad
d- master plan of Basmaya city
Table 1. SWOT analysis for Basmaya city.

| SWOT          | Strength                       | Weakness                        | Opportunities                                                                 | Threat                                      |
|---------------|--------------------------------|---------------------------------|-------------------------------------------------------------------------------|---------------------------------------------|
|               | **Internal environment**       |                                | **External environment**                                                      |                                             |
| Time interval | Lack of employment opportunities for the categories of residents who will live in this city, this will cause the residents to remain dependent on Baghdad. | Implementation of a comprehensive public transport strategy. | Lack of legislation which guaranteeing owners' rights. |                                             |
| appropriate   | for the construction of such cities. |                                | The city can be activated in its relationship with the cities around Baghdad after studying its functional possibilities and reducing its dependence on Baghdad. | The instability of the security situation. |
|               | The project is executed by a well-known company in the construction field of Hanwa Korean Company |                                | There is a tendency by the government to adopt such projects. |                                             |
|               |                                 | Housing prices are expensive for low-income groups. Even if the payment in installments, the people prefer to buy a housing unit in a horizontal building (not in complex houses) inside Baghdad city at the same price. | The possibility of providing housing units to fill part of the shortage in housing units in the city of Baghdad. |                                             |
|               |                                 | There is no clear conception of who will be the inhabitants of the city. | The possibility of providing infrastructure services and all the services needed by the citizen. |                                             |
|               |                                 | The absence of urban planning teams in the studies of new cities of the responsible authorities for studies of all regional dimensions and its effects |                                                               |                                             |

Then the success factors were developed. Success will be achieved by fundamental factors: Housing construction to cover housing need, Providing an efficient urban and regional road network, Relieve residential and service pressure from Baghdad city, Good performance, Degree of satisfaction of the inhabitants, Regional functional relations.
We conclude that the more important Operations which related with the Dimensions of the technical aspects were got the first priority and one of the factors of success is the Relieve residential and service pressure from Baghdad city.

5. Analysis and Measurement of Performance Gaps

It is intended to assess the strategic gap between the current situation of Basmaya and the status to be achieved from strategic objectives. Determining the success factors of Basmaya city according to the priority extracted from the matrix of success factors that can be achieved (the technical dimension) which represents the most important processes of success and the factors are

1. Relieve the pressure of housing and service from the city of Baghdad.
2. Provide housing units that cover the housing need.
3. Good performance.
4. Satisfaction of the inhabitants.

Comparison of the current state of success factors with the best case and the best situation is the situation that corresponds to the requirements and needs of the target. Calculate the value of each strategic gap for each component by multiplying the difference between the actual state and the best case in the degree of importance and then dividing the output by ten as in the following law:

$$ Basmaya = \frac{\sum_{i=1}^{n} (Ideal_i - Actual_i) \times Weight_i}{10} $$

The ideal state in the equation above for the success factors are the degree of evaluation results from the intersection between success factors and the operations in the matrix of success factors for the most important operations represented by the technical dimension which degree of the row which represent the priority of operations are best for success factors, The actual situation in the above equation is the actual reality for the study area.
Table 3

| Dimensions of the technical aspects | Degree of importance | Degree of evaluation | Ideal status | Weight | Degree of evaluation | Current status | Weight | The Gap | Gap representation graphically |
|-----------------------------------|----------------------|----------------------|--------------|--------|----------------------|---------------|--------|---------|-------------------------------|
| location                          | 4                    | 4                    | 16           | 1      | 1                    | 0.5           |        |         |                               |
| Providing housing units for citizens | 3                    | 3                    | 6            | 2      | 3                    | 0.3           |        |         |                               |
| Functional relations with neighboring cities | 2                    | 3                    | 6            | 1      | 3                    | 0.4           |        |         |                               |
| Accessibility                      | 2                    | 5                    | 10           | 3      | 4                    | 0.4           |        |         |                               |

The gap results were all positive as the difference between both the Current status and the ideal status of each of the sub-factors must be greater or equal to zero through the table results the bigger gap was for the location factor (0.5) from 2.3 as a total of the total gaps on the scale of 5.

6. Dual Analysis Model

The table represents the dual model for the analysis of external–internal environment In accordance with the strategic analysis procedure in the shaded area Based on the identification and analysis of the strategic gap, The paper was able to determine the position of Iraqi national investment commission in the strategic analysis matrix and to give appropriate strategies for Basmaya city.

Table 4

| Evaluation of internal performance | Evaluation of external performance |
|------------------------------------|---------------------------------|
| Strength S                         | Weakness W                     |
| - The time interval is appropriate for the construction of such cities. | - Lack of employment opportunities for the categories of residents who will live in this city will cause the residents to remain dependent on the city of Baghdad. |
| - The project is executed by a well-known company in the construction field of Hanwa Korean Company | - Housing prices are expensive for low-income groups. Even if the payment is in installments, the people prefer to buy a housing unit in a horizontal building (not in complex houses) inside Baghdad city at the same price. |
| - There is no clear                 |                                 |
| **Evaluation of internal performance** | conceptions of who will be the inhabitants of the city. |
|---------------------------------------|------------------------------------------------------|
| - Implementation of a comprehensive public transport strategy. | - The company's study lacks planning staff and planning perspectives. In the regional dimensions of the city and its effects |
| - The city can be activated in its relationship with the cities around Baghdad after studying its functional possibilities and reducing its dependence on the Baghdad city. | |
| - There is a tendency by the government to adopt such projects. | |
| - The possibility of providing housing units to fill part of the shortage in housing units in the city of Baghdad. | |
| - The possibility of providing infrastructure services and all the services needed by the citizen. | |
| - Lack of legislation which guarantees owners' rights. | |
| - The instability of the security situation. | |
| - Selection of economically viable projects that attract labor from the city of Basmaya and do not rely on the city of Baghdad, so that after studying the possibilities available in the cities of the existing neighboring cities. | |
| - Provide low-income government financial facilities | |
| - The need for planning teams in the mayoralty of Baghdad and the National Investment Authority to make the right decision to study the positive and negative effects in the long term of the project | (W-O) |
| - Commitment to the planned time of the project to provide 20 thousand housing units at each stage of the planned implementation (S-O) | |
| The need for legislation very necessary to protect the rights of citizens to change the security situation (S-T) | Necessary to know the dwellers and their ages to find out what services they will need, the implementation of these projects as a follow-up ongoing security changes taking place in the State to overcome the risks (W-T) |
Through this analysis for Basmaya city and the identification of the Gap

It was found that the position of Iraqi national investment commission in the strategic analysis matrix falls within the second strategy W-O, based on the results obtained from the analysis of the strategic gap.

As the project was started and the completion of the first phase, the gap for the dimensions of the technical aspects is difficult to overcome, but we can recommend the activation of relations and regional link with Basmaya and neighboring cities and reduce dependence on the city of Baghdad.

7. Conclusion and Recommendation

By analyzing the internal and external environment of the Basmaya project, the following recommendations can be reached:

1- Commitment to the planned time of the project because 2019 is the year of completion of the project, but so far has been provided 10000 of 100 thousand housing units and this shows the delay in the completion of the project with what is planned.

2- There is no economic basis in the city this which lead burden on its neighboring cities, especially on Baghdad city in terms of providing services and transport routes, so the Selection of economic projects that attract labor from the city of Basmaya is so necessary to not rely on the Baghdad city, after studying the possibilities available in the cities of the existing neighboring cities.

3- Provision of financial loans by the government to low-income people, provide facilities for them to get housing units.

4- The need for urban and regional planners in the Iraqi national investment commission and the mayoralty of Baghdad in order to make the right decision in the long term of the project, because these departments have lacked in presence of cities planners in their work.

5- When establishing a project, it is necessary to know the quality and age groups of residents and their economic and social status to know what kind of services they will need.

6- Regional dimensions have not been well studied in the implementation of the Basmaya project, so we recommend that reduce its dependence on Baghdad.

7- The need for a consultative institution specialized in urban and regional planning to develop the design of a city in a functional manner. This study should cover the principles of sustainability within the framework of humanitarian needs and duties towards achieving a clean, healthy environment.

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