



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/jeas.v30i144.3513>

Strategic Planning for Investing in Mineral Resources in Anbar Governorate Using SWOC Analysis

Husam Firas Ata Alkubaisy*
Department of Economics
College of Administration and Economics,
University of Baghdad, Iraq.
E-mail: husamfirasa@gmail.com
ORCID: <https://orcid.org/0009-0004-7013-9179>

*Corresponding author

Saja Fadel Jawad Al-Dahlaki
Department of Economics
College of Administration and Economics,
University of Baghdad, Iraq.
E-mail: saja.f@coadec.uobaghdad.edu.iq
ORCID: <https://orcid.org/0009-0002-0276-5384>

Received: 19/3/2024 Accepted: 16/7/2024 Published Online First: 1 /12/ 2024



This work is licensed under a [Creative Commons Attribution-Non-Commercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract:

Purpose: The study aims to find the appropriate strategy to activate the role of mineral investment in achieving economic and social development in Anbar Governorate, and to identify the obstacles that prevent this through analyzing the internal and external environments that include strengths, weaknesses, opportunities, and challenges.

Theoretical Framework: Mineral wealth is one of the most important natural resources in our world. Its discovery and exploitation contribute to the development, growth, and advancement of economies globally, which positively impacts various aspects of economic, social, and political life. It is noteworthy that Iraq in general, and Anbar province in particular, possess a rich environment abundant in mineral resources distinguished by their quantity and economic variety.

Design/Methodology/Approach : The research relied on the inductive approach by analyzing data from official sources, as well as personal interviews with academics and officials in positions of responsibility in Anbar Governorate and directors of departments related to mining investment, and after relying on the results of the checklists in the tables included in the research (2, 3, 4, and 5) for the sample consisting of 25 people, in addition to using the strategic matrix (SWOC) to develop a future strategic plan to exploit the mineral resources available in Anbar Governorate.

Findings: The comparison of the results obtained through the strategic analysis using the SWOC method with the main research hypothesis revealed the extent of convergence between the results and the hypothesis, which suggests an abundance of mineral resources alongside obstacles hindering their exploitation. Additionally, there is a lack of a clear and specific strategy for mineral investment in the province.

Research, Practical & Social Implications: The researchers propose a future research agenda, emphasizing the necessity of conducting further studies that address the strategic analysis of natural resources in Anbar Province.

Originality/Value: The results indicate that the three strategies developmental, remedial, and defensive are difficult to implement in the province's economy, as shown by the numerical results of the SWOC matrix. The contractionary strategy appears to be the most suitable, as it applies to economies facing economic crises, that need to narrow the gap in their economic performance and rehabilitate their basic economic structure.

Keywords: Strategic Planning, Mineral Resource Investment, SWOC Analysis.

JEL Classification: M10, M12, M15, M19.

Authors' individual contribution: Conceptualization — H.F.A.A.; Methodology — H.F.A.A.; Formal Analysis — H.F.A.A. & S.F.J.A.; Investigation — S.F.J.A.; Data Curation — H.F.A.A.; Writing — Original Draft — H.F.A.A.; Writing — Review & Editing — S.F.J.A.; Visualization — H.F.A.A.; Supervision — S.F.J.A.; Project Administration — H.F.A.A.

Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

1. Introduction:

Valuable raw materials, extracted in huge quantities from the Earth's crust as well as from its surface and water objects, are one of the few major industrial resources and commercial assets of the modern World's economy (Prilukov et al., 2019) ; (Zhu et al., 2020). Mineral resources are sources of energy, and important providers of ecosystem services and key environmental elements (Lei et al., 2018). They are considered the foundation of a country's economic development, since the first industrial revolution in the 18th century, mineral resources have become the main object of competition among countries (Zuxia, 2023). Mining is an economically feasible activity because the energy costs associated with extracting materials dispersed in the earth's crust have been paid, for by geological and biological processes (Bardi et al., 2016). The global mining industry experienced a mineral commodity boom in the first decade of the 21st century (Yun, 2021). It includes investment in mineral resources in five critical phases: exploration, extraction, exploitation, processing, and refining (Pouresmaeli et al., 2023). Too much dependency on mineral supply in the modern era has evolved into a new definition of mineral trade, BA war of the minerals, for the minerals underscoring their importance for national security during wartime (Randive & Jawadand, 2019) ; (Zhang, 2022). The production of minerals also can be a source of conflicts and social disruption (Christmann, 2021). The Mining and Mineral Industry (MMI) is one of the leading economic sectors, linked with sustainable development in the world, it promotes trade, generates employment opportunities, and increases per capita income (Jiskani et al., 2020). Global population growth, technological changes, and economic development have resulted in increased demand for minerals, both in terms of quantity and type, growing minerals demand (GAIOS et al., 2018) ; (Yu et al., 2021). Mineral extraction involves disturbing the environment, and this can disrupt major biodiversity services and associated livelihoods (Ayuk et al., 2020). Mineral resources of an industry, region, or a mine are not only a mineral deposit since the availability of a mineral deposit is not a guarantee of obtaining middling or a final product with the required useful qualities, moreover, if a region possesses proven and high-quality mineral reserves, the reserves don't need to be going to be extracted in the years immediately ahead (Kornilkov, 2022). The term of "Mineral Resource" signifies a mineral value when it has an attached economic or strategic significance (Dixit, 2015). It is recommended to use mineral resources (Raw Materials (RMs)) more efficiently and to recycle and recover RMs (Smol et al., 2020). In today's world, the type of investment, prioritization, and scheduling of the extraction of mineral resources due to the constraints of resources, technologies, human resources, etc. strongly requires strategic planning appropriated in this area (Rafeeian & Taji, 2017). Strategic planning as a concept was formed in the middle of the last century and has undergone significant changes since then (Cherepovitsyn & Rutenko, 2022).

Researchers in the field of strategic planning have agreed that whether the strategic planning process is formal or informal, it can be divided into three main categories: strategy formulation, strategy implementation, and strategy evaluation and control (Chavunduka et al., 2015). Strategic planning is a systematic process that helps you set an ambition for your business's future and determine how best to achieve it (Sara et al., 2021). However, implementing a strategic plan is not easy and requires skill, knowledge, methods, and resources to achieve the desired outcomes (Osintsev & Khalilian, 2023). Strategic planning is an administrative technique to guide decisions through the definition of long-term competition (Banihabib et al., 2015); (Puglieri et al., 2022). It differs from other planning in that it addresses the most important issues and aims to ensure that the entity is adapted to these important issues so that the entity can serve its (Johnsen, 2023). strategic planning is a reasonably deliberate approach 'to produce fundamental decisions and actions that shape and guide an organization (Vandersmissen et al., 2024). within the framework of mining planning, modeling based on strategic planning is postulated as an advanced design alternative allowing better technical development in mining that exposes a new vision in strategic planning (Franco-Sepúlveda & Gómez, 2015). The research dealt with the study of strategic planning for investment in mineral resources in Anbar Governorate using SWOC analysis. The research problem revolves around the weakness of investment in the field of mineral resources in Anbar Governorate, especially as it enjoys a distinct geographical location and an abundance of mineral resources, which makes it a fertile base for many investments. The weakness in mineral investments can be attributed to several reasons, the first of which is the weakness of the laws related to investment in This sector, in addition to the weakness of the state's policies and strategies in this field, in addition to the terrorist acts that the governorate was exposed to, especially after the year of 2003. The research derives its importance from the fact that it may represent a road map for those in positions of political and economic responsibility in Anbar Governorate, as it is the primary beneficiary of the process of investing in mineral resources in the governorate, through revealing obstacles, knowing their causes, trying to overcome them, and researching appropriate ways to invest these resources in supporting other productive sectors. And improving the general level of the governorate. Therefore, the research aims to identify the components and factors that attract mining investment, as well as analyze the opportunities for mining investment in Anbar Governorate and analyze the obstacles that prevent the development of mineral investment in the governorate.

2. Literature Review and Hypothesis Development:

Iraq in general and Anbar Governorate, in particular, occupy advanced positions in the list of global reserves of mineral wealth, in addition to the high quality and purity that characterize these resources, the forefront of which are oil, natural gas, phosphate, sulfur, uranium, iron, bentonite, kaolin, glass sand and other minerals, but they are not exploited, or even If it is invested, then this investment does not live up to the level of ambition that can bring about a radical change in the conditions of the governorate and all fields. A study of (Lusty & Gunn, 2015) indicated that mineral wealth is considered a vital wealth to support economic growth, and the demand for minerals is increasing with the increasing world population and the use of minerals in a wider range of applications, especially associated with. (Dixit, 2015) indicated in his study that minerals are valuable and non-renewable resources. Therefore, it must be invested in taking into account not only the present, but also long-term needs, and the focus must be on investing well in mineral resources so that industries based on these resources can meet the needs of industrial materials for which we must depend on external sources, and it is expected that the demand for minerals is growing very rapidly due to increasing levels of consumption, infrastructure development and growth of the economy. The results of the study conducted by (Pattimahu et al., 2017) showed that to invest internal resources, it is necessary to develop a strategic plan for natural wealth management for 5 years and 10 years.

The five-year strategic plan is prepared using SWOT and QSPM and then the results of the first and second years are expected, and support is given to These activities are also through the identification of investment areas created using GIS applications. The results of a study (GAIOS et al., 2018) indicated that priorities for resource efficiency are closely related to the types, size, and quantity of mineral deposits within a country. Moreover, mineral resources that are less important, or that are currently considered uneconomical to mine, are mine tailings or even useless, It may be of value in the future. A study of (Vladimir, 2021) indicated that mineral resources have become a very important geopolitical factor in the twenty-first century and that the importance of acting and knowing where, how much, and what type of mineral resources can be achieved through many strategic activities, most important of which is long-term strategic planning. The results of a study conducted by (NERO & RAHMANI, 2022) showed that the lack of infrastructure, such as electricity, transportation, land, and water, are among the most important issues that hinder the growth of mining operations, such as exploration, development, and proper exploitation of mineral wealth, and substandard and illegal extraction. In a study conducted by (Huang et al., 2023) under the title Mineral Resources Exploration Strategy in China, the results indicated that implementing the Mineral Resources Exploration Strategy will help enhance revenues in China, it also became clear that exploring mineral resources for ferrous metals and mining industry profits have a linear statistical relationship. (Anisimov et al., 2024) also pointed out that modern software helps determine the quantity and quality of minerals at any point in the ground, and thus the optimal hole cover can be determined using specialized algorithms. Currently, optimization solutions in the mining industry require determining the maximum current value of profit or the minimum profit. Declared costs, so strategic planning decisions for mining operations help in developing mineral deposits using Micromine Beyond Pit Optimizer technology, which affects determining pit size and improving the mining process. Against this background, we hypothesize that there is a relative abundance of mineral resources in Anbar Governorate. However, there is a group of obstacles that prevent the investment of these resources.

3. Methodology:

The research relied on the inductive approach by analyzing data from official sources, as well as personal interviews with academics and officials in positions of responsibility in Anbar Governorate and directors of departments related to mining investment, and after relying on the results of the checklists in the tables included in the research (2, 3, 4, and 5) for the sample consisting of 25 people, in addition to using the strategic matrix (SWOC) to develop a future strategic plan to exploit the mineral resources available in Anbar Governorate.

4. Results:

Anbar province is located within the Continental Shelf mineral region, which has had a clear impact on the types, quantities, and geographical distribution of mineral ores and deposits in the area. The mineral resources in Anbar province are predominantly non-metallic, with significant reserves. Table 1 illustrates the province's reserves of mineral resources, their locations, and their uses:

Table 1: Anbar Governorate's reserves of some minerals, their uses, and their locations

Mineral precipitate	Estimated reserve	Industrial Use	Location
Phosphate	15-20 billion tons	Mining, medical, military, food, and fertilizer industries	Akashat, Al-Rataka, Dammam
Sedimentary iron	84.5 million tons	Cement industry	Husseiniyat, Al-Kaara
Kaolin clay	1200 million tons	Red brick and brick, production of ammonia and clinker, and production of cement, ceramics, and refractories	Al-Husseiniyat, Al-Kaara, Amaj, and Dwaykhla
Bauxite	1 million tons	Aluminum extraction and manufacture of fire bricks and alum	Al-Husseiniyat, visit Houran
Dolomite	330 million tons	Manufacture of paper, refractory bricks, ceramics, cement, magnesium extraction, building materials	Al-Husseiniyat, Al-Malsi
Glass sand	850 million tons	Manufacture of glass, ceramics, white cement, and scientific glass	Al-Rutba, Al-Kaara and Nahr Omar
Quartz	16 million tons	The jewelry industry, precious stones, the glass industry, the watch industry, as well as the metal casting industry, the refractory materials industry, and the lining of refractory furnaces. It is used in the petroleum extractive industries and is used in the ceramics industry, the electronics industry, and the adhesives industry.	Al-Masad, Al-Kaara, Nahr Omar, Modu
Limestone	2000 million tons	Glass, rock wool, fiberglass, extraction of ferrous and non-ferrous metals, paper industry, rubber, industrial carpets, plastics, dyes, food industries, pharmaceutical industries, water purification, detergents, and other uses.	Wadi Al-Abyad, H3, Tennis, Anazah, Nahidin, Wadi Sawab, Wadi Al-Ghadaf, Wadi Al-Fahimi, Ain Al-Arnab,
Oil	300 billion barrels	Energy, petrochemical, agricultural fertilizers, and pharmaceutical industries	Unannounced
Natural gas	53 trillion cubic feet	Fuel, crude oil processing, household uses, other uses	Okaz
Uranium	Unannounced	Energy, military industries	Akashat, Dammam, Amaj

Source: Ministry of Planning, Regional Planning Authority, Development Strategy in Anbar Governorate 1987-2000, pp. 144-145, unpublished data.

Anbar Governorate is the largest governorate among the eighteen governorates of Iraq. The governorate occupies the western part of Iraq with a total area of 138,288 km², which is approximately 31.5% of the area of Iraq, and a population of 1,879,980 people, and the number of workers in the governorate is About 996,341 people, including those with advanced degrees, specialized competencies, and educated people. The desert region occupies the largest part of Anbar Governorate, accounting for 98% of the total area of the governorate. Administratively, the governorate consists of eight districts. Al-Rutba district occupies 67.5% of the governorate's area, while the rest of the districts occupy similar percentages of the total area of the governorate (Planning Authority, Central Bureau of Statistics, and Statistical Collection for the year 2003). To identify the obstacles to investment in mineral resources in Anbar Governorate, the

researcher conducted a strategic analysis of the internal and external environment of the governorate, then a SWOC matrix was created for the economy of Anbar Governorate. Analysis of the internal environment included collecting the necessary data and information about the strengths and weaknesses that characterize the governorate to identify the strengths that can be exploited and developed, as well as identify the weak points that require correcting them or reducing their strength or weakening them, while analyzing the external environment requires identifying the opportunities and challenges that Facing investment in mineral resources in the governorate, as follows:

Strengths:

- They are represented by the factors and elements available in Anbar Governorate, which are considered a driving force for its economy and an element of investment attraction. The following is an explanation of some of the strengths of my agencies:
- The geographical advantage of Al-Anbar Governorate: Al-Anbar Governorate is characterized by a geographical location that has given it great strategic importance, as it connects with the borders of three Arab countries, which are the Kingdom of Saudi Arabia, Jordan, and Syria. It is also the largest governorate in area among the governorates of Iraq, estimated at a third of the area of Iraq.
- The demographic advantage of Anbar Governorate: The demographic advantage means that most of the population of most people fall in age within the youth category of the age groups who are described as being economically active. This category falls between the minimum and maximum working age specified by the law. Estimated statistics indicate that the percentage of the population ages range between 15 and 64 years, amounting to (55.54%) of the total population of the governorate (Central Bureau of Statistics, Anbar Statistics Directorate, Annual Statistical Summary, published data).
- Abundance and quality of mineral resources:
- Border crossings as a source of financial investment projects in the governorate.
- Providing the necessary human resources to manage mineral investment and its industries in the governorate, including engineers, accountants, administrators, economists, technicians, and so on.
- The economic environment in Anbar Governorate provides great investment opportunities, which would constitute an important attracting factor for local and foreign investment, and this would constitute an incentive to overcome the problems hindering the investment process in the governorate.

Weaknesses:

- A lack of bodies, research centers, and advisory offices that provide the necessary support for mineral investment in Anbar Governorate, and they are limited to the Anbar Investment Authority and the Desert Studies Center, with the modest capabilities available to them.
- Underdevelopment of infrastructure and basic foundations
- The backwardness and weakness of the financial and banking system in Anbar Governorate.
- The lack of awareness of the importance of mineral investment and its role in supporting economic development in Anbar Governorate constituted an obstacle to the establishment and development of these investments.
- The unstable security situation in Anbar Governorate since the year (2003), the beginning of the American occupation of Iraq in the year, especially in the desert areas (where mineral resources are located), which constituted a fundamental obstacle to the investment of these resources.

Opportunities:

- The Iraqi government's endeavor to promote and consolidate the principles of a free economy is based primarily on activating the local and foreign private sectors, especially in the mineral industrial sector, especially Law No. (20) of 1998, and Investment Law No. (13) of 2006 and its subsequent amendments.
- There is a productivity gap for local industries based on the mineral resources available in Anbar Governorate.
- The increase in financial revenues for Iraq is due to the rise in global oil prices. State budgets after 2003 are considered explosive budgets, and it is possible to allocate a large portion of the provincial budget toward investment projects. The general budget for the year 2023 amounted to 198, 910, 343, and 590 dinars, and investment expenditures amounted to about 49, 350, 383, and 681 dinars, divided among the governorates according to investment plans (Central Bank of Iraq, Federal Budget Law 2023, and published data).
- It is possible to benefit from the experiences of many countries in the field of mineral investment and apply them in Anbar Governorate.
- With the process of starting the mineral investment process, it is possible to benefit from the foreign currency provided by this process and to localize technology to contribute to the development of existing investments and the creation of new investments.
- Anbar Governorate has many opportunities to contract with foreign companies and institutions in the field of infrastructure that can create a stimulating environment for the growth of economic sectors in general and the mineral investment sector in particular.

Challenges:

- Government policies are considered one of the important factors that directly affect the investment of mineral resources. The government has developed a set of political legislation and laws that regulate mining activity during its development plan for mineral resources (Al-Hadithi, 1995: 45). However, this policy was disrupted due to the security, political, and economic conditions that the country experienced, which led to the cessation of many operations to exploit and invest in mineral resources in Anbar Governorate.
- The lack of clarity in the features of the Iraqi economic system: After the year 2003, the identity of the Iraqi economy disappeared. It cannot be described as a system based on the market mechanism, nor is it a socialist system based on centralized planning, nor is it a mixed system.
- Financial and administrative corruption and its high rate in most government institutions, which made Iraq bottom in the lists of international corruption indicators, which is considered one of the biggest obstacles to attracting local and foreign mining investment.
- Administrative routine in most government institutions and the low level of investment culture, as well as the presence of intersectionality in the application of government laws and their conflict with investment activation laws.
- The lack of security, political and economic stability, and the succession of recurring crises in Iraq are negative indicators for attracting investment.
- Weak indicators of the Iraqi investment environment are issued by international institutions such as the Arab Investment Guarantee Corporation and the World Bank.
- The presence of paragraphs in Investment Law No. (13) of 2006 that limit the authority to grant licenses for mineral investment projects, whose capital usually exceeds 250 million dollars, in the National Investment Authority. In other words, the Anbar Investment Authority is unable to grant investment licenses for these projects. Then it is known that mineral investment projects in general have very large capitals, which is considered a fundamental obstacle to investment and economic development in the governorate.
- The weakness of the financial and banking sector in Iraq in general, would be a major obstacle standing in the way of investors to finance their investments.

- The Geological Survey does not cooperate with the Anbar Investment Authority regarding providing the authority with maps and data on mineral resources in Anbar Governorate. See Figure 1.

<p>SWOC</p>	<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1-The government seeks to consolidate the principles of a free economy and activate the role of the private sector and mineral investment 2- The existence of a productivity gap for local industries 3- An increase in Iraq's financial revenues due to the rise in global oil prices 4- It is possible to benefit from international experiences in the field of mineral investment 5- Benefiting from the foreign currency provided by investments in the localization of technology 6- Opportunities to contract with foreign institutions in the field of infrastructure that can create a stimulating environment for the growth of mineral investment 	<p>Challenges (C)</p> <ol style="list-style-type: none"> 1-Weak government policies 2- Lack of clarity in the features of the Iraqi economic system 3- Financial and administrative corruption and Iraq's position in international corruption indicators 4- Administrative and bureaucratic routine 5- A succession of security, political and economic crises 6- Weak indicators of the Iraqi investment environment 7- The inefficiency of the Iraqi investment law 8- The weakness of the Iraqi financial and banking sector 9- Weak cooperation between the Geological Survey and the Anbar Investment Authority 10- Limiting the process of investing some mineral resources to the central government 11- Dumping of goods into the Iraqi market
<p>Strengths (S)</p> <ol style="list-style-type: none"> 1-Geographic advantage 2- Demographic advantage 3- Abundance of mineral resources 4- Border crossings 5- Availability of human resources 6- Availability of great investment opportunities in Anbar Governorate 	<p>The development Strategy (S/O)</p> <p>Use internal strengths to exploit opportunities</p>	<p>The Defensive Strategy (S/C)</p> <p>Use strengths to avoid external challenges</p>
<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1- Few bodies and research centers 2- Underdeveloped infrastructure 3- Lack of electrical power 4- The backwardness and weakness of the financial and banking system 5- Lack of awareness of the importance of mineral investment 6- The unstable security situation in Anbar Governorate 	<p>The treatment strategy (W/O)</p> <ol style="list-style-type: none"> 1- Addressing weaknesses and investing in available opportunities 2-Working to establish research centers and develop existing ones 3- Developing infrastructure in all sectors 4- Electrical energy repair 5- Exploiting the financial resources of the border crossings and facilitating the entry process for investment requirements 6- Developing the financial and banking system and directing it towards mineral investment 7- Working to develop a sense of the importance of mineral investment and its role in supporting economic development 	<p>Contractionary strategy (W/C)</p> <p>Reducing internal weaknesses to overcome challenges</p>

	<p>8- Giving the highest priority to stabilizing the security situation in the governorate</p> <p>9- Using customs protection procedures to encourage national investments.</p> <p>10- Reducing the administrative routine and bureaucratic procedures inherent in the procedures for signing contracts, allocating lands, and procedures for entering mineral investment requirements.</p> <p>11- Expanding investment licenses to include all resources, including oil and gas.</p>	
--	---	--

Figure 1: The SWOC matrix for the economy of Anbar Governorate

Through the SWOC strategic analysis of the internal and external environments of the economy of Anbar Governorate, it becomes clear to us the extent of the urgent need to adopt a clear strategy aimed at improving the economic and social reality of the governorate, that is, achieving the desired economic development by activating the role of mineral investment. Based on the above, we will prepare the SWOC strategic analysis matrix to choose the strategy to be followed that is consistent with the economic and social reality of Anbar Governorate. Figure 1 presents four possible strategic alternatives (Developmental Strategy, Defensive Strategy, Remedial Strategy, and Contractionary Strategy) derived from the results of evaluating the SWOC matrix. The aim is to improve the current economic and social situation of Anbar Province by activating the role of mineral investment. This requires decision-makers in the province to determine the appropriate strategic choice among the available alternatives. After relying on the results of the checklists in Tables 2, 3, 4, and 5 for the sample consisting of 25 individuals as follows:

Table 2: The Strengths Checklist

No	Strengths	Importance (1-10)	Impact (1-10)	Relative importance	Relative influence
1	Geographic advantage	-	6.16	0.17	1.07
2	Demographic advantage	7.04	6.16	0.16	1.00
3	Abundance of mineral resources	6.56	6.04	0.18	1.11
4	Border crossings	7.44	6.76	0.16	1.10
5	Availability of human resources	6.6	5.48	0.17	0.91
6	Provides investment opportunities in the governorate	6.72	5.84	0.15	0.90
total		34.36		1	6.09

Table 3: The Weaknesses Checklist

No	Weaknesses	Importance (1-10)	Impact (1-10)	Relative importance	Relative influence
1	Lack of bodies and research centers	7.56	7.2	0.16	1.14
2	Underdeveloped infrastructure	7.72	7.24	0.16	1.17
3	Electrical power failure	8.16	8.08	0.17	1.38
4	The weakness of the financial and banking system	7.68	5.84	0.16	0.94
5	Lack of awareness of the importance of mineral investment	7.64	7.12	0.16	1.14
6	The unstable security situation in Anbar Governorate	9.04	8.76	0.19	1.66
total		47.8		1	7.43

Table 4: The Opportunities Checklist

No	Opportunities	Importance (1-10)	Impact (1-10)	Relative importance	Relative influence
1	Striving to consolidate the principles of the free economy and activate the role of the private sector	8	7.64	0.20	1.52
2	There is a productivity gap for local industries	7.84	6.92	0.20	1.35
3	Iraq's financial revenues from oil revenues increased	7.72	7.36	0.19	1.42
4	International experiences in the field of mineral investment	8.28	7.56	0.21	1.56
5	Benefiting from the return on mineral investment in localizing technology	8.24	7.88	0.21	1.62
total		40.08		1	7.47

Table 5: The Challenges Checklist

No	Challenges	Importance (1-10)	Impact (1-10)	Relative importance	Relative influence
1	Weak government policies	7.28	5.52	0.09	0.50
2	Lack of clarity about the features of the economic system	6.48	5.88	0.08	0.47
3	Financial and administrative corruption and Iraq's position in international corruption indicators	7.2	6.48	0.09	0.58
4	Administrative red tape and bureaucratic procedures	7.96	6.6	0.10	0.65

5	Successive security, political, and economic crises	8.4	8.12	0.10	0.85
6	Weak indicators of the Iraqi investment environment	7.72	5.92	0.10	0.57
7	The inefficiency of the Iraqi investment law	7.92	5.32	0.10	0.52
8	Weakness of the Iraqi financial and banking sector	7.32	6.72	0.09	0.61
9	Weak cooperation between the Geological Survey and Anbar Investment	5.16	4.28	0.06	0.27
10	Limiting the investment of some resources to the central government	7.04	5.32	0.09	0.47
11	Dumping of foreign goods into the Iraqi market	7.92	6.48	0.10	0.64
Total		80.4		1	6.13

By extracting the percentage values of the relative influence of the matrix probabilities (S x O) %, (S x C) %, (W x O) %, and (W x C) %, the following strategic matrix was formed:

	The Internal environment	Strengths	Weaknesses
The external environment			
	Opportunities	Development strategy (S x O) 52.55	Treatment strategy (W x O) 64.2
	Challenges	Defensive strategy (S/C) 37.28	Deflationary strategy (W x C) 45.55

Figure 2: Strategic Matrix

The strategic matrix in Figure 2 reveals that the best strategic option for revitalizing the local economy of Anbar Governorate through activating the role of mineral investment is to adopt a remedial strategy. This is because this strategy obtained the highest percentage, which is 64.2, indicating a clear indication of the deficiencies and stagnation experienced by mineral investment in Anbar Governorate. This necessitates the economic decision-makers in the governorate to capitalize on the available opportunities in the external environment, whether it is the internal or international environment, to transform the weaknesses of the governorate's economy into strengths to achieve the desired goal, which is to initiate the first steps in the process of economic development in the governorate. According to the researcher's opinion, the other three strategies are difficult to implement in the governorate's economy based on the digital results of the SWOC matrix. The growth strategy could be implemented if the governorate's economy were thriving and progressing, where most of its inhabitants enjoy economic and social prosperity. In such a case, the governorate could seize the available opportunities in the external environment and rely on its internal capabilities to increase mineral investment and thereby achieve economic growth. As for the defensive strategy, it is usually applied in countries or governorates characterized as fragile, with a turbulent environment and external challenges, despite possessing many strengths. Thus, they urgently need to integrate their relationships with the external environment. Finally, the contractionary strategy applies to

economies facing economic crises, needing to narrow the gap in their economic performance and rehabilitate their basic economic structures.

5. Conclusions:

Anbar Governorate possesses the prerequisites for both local and foreign mineral investment, foremost among them being its vast mineral resources. Additionally, it has human resources and academic and technical expertise. Anbar Governorate, and Iraq as a whole, lack industrial zones and free zones, which are stimulating factors for the establishment and development of mineral investment, especially considering that the governorate shares borders with three countries. It is evident from the strategic matrix results in Figure 2 that the best strategic option for revitalizing the local economy of Anbar Governorate through activating the role of mineral investment is to follow a remedial strategy. This is because this strategy obtained the highest percentage, indicating the deficiencies and stagnation experienced by mineral investment in Anbar Governorate. The low ratio of investment expenditure compared to operational expenditure throughout the sample period reflects the level of investment in infrastructure projects, which inevitably falls below the ambitious or required level to improve the investment environment. This negatively affected the overall investment level and mineral investment. Analysis of Iraq's position in international corruption indices reveals that Iraq consistently received low scores in transparency indices, ranking at the bottom of the list of participating countries. This indicates widespread financial and administrative corruption in Iraq, which acted as a deterrent to mineral investment in Anbar Governorate and Iraq as a whole. A study of the challenges facing mineral investment in Anbar Governorate revealed the limited authority of the Anbar Investment Commission, which is unable to make decisions independently of the National Investment Commission. This constraint is considered one of the obstacles to the establishment and development of mineral investment in the governorate. The absence of oil and natural gas from the list of available investment opportunities in Anbar Governorate, despite being major and essential resources in the governorate, highlights the urgent need to invest in these suppliers, especially since Iraq imports large quantities of gas from abroad. There is a lack of an effective tax system and protective measures in the event of mineral investments in the governorate due to the unplanned openness of the Iraqi economy to the outside world and the flooding of Iraqi markets with goods by other countries.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

References :

- Anisimov, O., Bariatska, N., & Cherniaiev, O. (2024). Strategic planning of open pit mining operations using the Micromine Beyond Optimiser. *IOP Conference Series: Earth and Environmental Science*, 1348(1), 012005.
- Ayuk, E., Pedro, A., Ekins, P., Gatune, J., Milligan, B., Oberle, B., Christmann, P., Ali, S., Kumar, S. V., & Bringezu, S. (2020). *Mineral Resource Governance in the 21st Century: Gearing extractive industries towards sustainable development*. International Resource Panel, United Nations Envio, Nairobi, Kenya.
- Banihabib, M. E., Azarnivand, A., & Peralta, R. C. (2015). A new framework for strategic planning to stabilize a shrinking lake. *Lake and Reservoir Management*, 31(1), 31–43.
- Bardi, U., Jakobi, R., & Hettiarachchi, H. (2016). Mineral resource depletion: a coming age of stockpiling? *BioPhysical Economics and Resource Quality*, 1(1), 1–9.

- Chavunduka, D., Sifile, O., & Chimunhu, P. (2015). *Strategic planning intensity and firm performance: A case of Zimbabwe mining development corporation*. *European Journal of Business and Management*, 7(5), 12–18.
- Cherepovitsyn, A., & Rutenko, E. (2022). Strategic Planning of Oil and Gas Companies: The Decarbonization Transition. *Energies*, 15(17), 6163.
- Christmann, P. (2021). Mineral resource governance in the 21st century and a sustainable European Union. *Mineral Economics*, 34, 187–208.
- Dixit, G. (2015). *Strategic mineral resources: concept and significance*. IRJSMH.
- Franco-Sepúlveda, G., & Gómez, C. C. H. (2015). Implementation of strategic planning to mining in Colombia. *Boletín de Ciencias de La Tierra*, 37, 20–24.
- GAIOS, Kr., Tiess, G., Kot-Niewiadomska, A., Murguia, D., & Wertichová, B. (2018). Mineral deposits of public importance (MDoPI) in relation to the project of the national mineral policy of Poland. *Gospodarka Surowcami Mineralnymi-Mineral Resources Management*, 5–24.
- Huang, X., Li, W., & Wang, C. (2023). Research on China's mineral resources exploration strategy. In *Civil Engineering and Energy-Environment Vol 2* (pp. 29–38). CRC Press.
- Jiskani, I. M., Shah, S. A. A., Qingxiang, C., Zhou, W., & Lu, X. (2020). A multi-criteria based SWOT analysis of sustainable planning for mining and mineral industry in Pakistan. *Arabian Journal of Geosciences*, 13, 1–16.
- Johnsen, Å. (2023). Strategic planning in turbulent times: Still useful? *Public Policy and Administration*, 38(4), 445–465.
- Kornilkov, S. V. (2022). Mineral resources strategy and scientific-based management. *IOP Conference Series: Earth and Environmental Science*, 991(1), 012021.
- Lei, S., Hongli, Z., Shuai, Z., & Shuhan, H. (2018). Strategic thinking on China's natural resource security in the new era. *Journal of Natural Resources*, 33(5), 721–734.
- Lusty, P. A., & Gunn, A. G. (2015). *Challenges to global mineral resource security and options for future supply*. London: The Geological Society of London.
- NERO, M. A., & RAHMANI, A. B. (2022). Mining Management in Afghanistan: Opportunities, Challenges, Constraints and Strategies for Correct Use of the Mineral Resources of the Country. *Kabul Polytechnic University*, 2(1).
- Osintsev, N., & Khalilian, B. (2023). Does organizational performance increase with innovation and strategic planning. *Journal of Operational and Strategic Analytics*, 1(1), 25–33.
- Pattimahu, D. V., Bone, I., Mardiatmoko, G., & Kastanya, A. (2017). A study of strategic plan for Forest Stand Conservation in the Nature Reserve of Taliabu Island. *Asian Journal of Conservation Biology*, 6(2), 73–80.
- Pouresmaieli, M., Ataei, M., Qarahasanlou, A. N., & Barabadi, A. (2023). Integration of renewable energy and sustainable development with strategic planning in the mining industry. *Results in Engineering*, 20, 101412.
- Prilukov, A., Sekisov, G., & Litvintsev, V. (2019). Evolution of Mineral Resources Strategic Management in Russia and Elsewh Ere. *GEOLINKS*, 45–59.
- Puglieri, F. N., Salvador, R., Romero-Hernandez, O., Escrivao Filho, E., Piekarski, C. M., de Francisco, A. C., & Ometto, A. R. (2022). Strategic planning oriented to circular business models: A decision framework to promote sustainable development. *Business Strategy and the Environment*, 31(7), 3254–3273.
- Rafeeian, N., & Taji, M. (2017). Strategy Planning For the Mining Industry in Semnan Province (Iran) Using A Combined SWOT-AHP Approach. *International Journal of Advanced Research in Engineering*, 3(2), 9–16.
- Randive, K., & Jawadand, S. (2019). Strategic minerals in India: present status and future challenges. *Mineral Economics*, 32(3), 337–352.

- Sara, I., SAPUTRA, K. A. K., & Utama, I. (2021). The effects of strategic planning, human resource and asset management on economic productivity: A case study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(4), 381–389.
- Smol, M., Marcinek, P., Duda, J., & Szoldrowska, D. (2020). Importance of sustainable mineral resource management in implementing the circular economy (CE) model and the european green deal strategy. *Resources*, 9(5), 55.
- Vandersmissen, L., George, B., & Voets, J. (2024). Strategic planning and performance perceptions of managers and citizens: analysing multiple mediations. *Public Management Review*, 26(2), 514–538.
- Vladimir, M. (2021). The Strategy of Management and Utilization of Mineral Raw Materials in the Republic of Srpska Through the Globalization ERA. *Arhiv Za Tehnicke Nauke/Archives for Technical Sciences*, 25.
- Yun, Y. (2021). The new mineral exploration strategies of selected major mineral-rich countries. *Gospodarka Surowcami Mineralnymi*, 37.
- Yu, S., Duan, H., & Cheng, J. (2021). An evaluation of the supply risk for China's strategic metallic mineral resources. *Resources Policy*, 70, 101891.
- Zhang, S. (2022). Study on Economic Significance of Rare Earth Mineral Resources Development Based on Goal Programming and Few-Shot Learning. *Computational Intelligence and Neuroscience*, 2022(1), 7002249.
- Zhu, Z., Dong, Z., Zhang, Y., Suo, G., & Liu, S. (2020). Strategic mineral resource competition: Strategies of the dominator and nondominator. *Resources Policy*, 69, 101835.
- Zuxia, C. (2023). Analysis and thinking on the supply situation of strategic mineral resources in my country. *China Mining*, 32(7), 10–14.