

Parallel Education and its Role in Maximizing Revenues and Achieving Financial Sustainability

(An analytical study in a public university for the period 2020-2024)

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Abstract: The research aims to explore the role of parallel education in maximizing revenues and achieving financial sustainability. It proposes the concept of parallel education as a fundamental solution for maximizing university revenues in Iraq and elevating it to the highest levels to keep pace with the tremendous technological development. It also aims to demonstrate the correlation between parallel education revenues and financial sustainability. The research was applied to colleges affiliated with Al-Qadisiyah University that offer parallel education for the period: 2020-2024 AD. These revenues were analyzed to demonstrate their impact on achieving financial sustainability. The deductive approach was adopted to transition from public to private education, to understand the revenues of parallel education and the extent of its impact on maximizing revenues. The transition to an applied approach, which is specific to achieving financial sustainability at the university sampled in the research, was based on parallel education revenues. The inductive approach was adopted, shifting from private to public education by generalizing the recommendations. The analytical approach was also used. The research reached a set of conclusions, the most important of which is that medical colleges (medicine, pharmacy, and dentistry) achieve the highest revenues from parallel education, making them a fundamental pillar in

supporting financial sustainability. Accordingly, the research recommends a set of recommendations, the most important of which are expanding international education programs in colleges other than medicine, such as pharmacy and engineering, to attract students from outside Iraq, increasing revenues, and reevaluating tuition fees for colleges with high demand, such as education and science, to achieve a balance between students' financial capacity and maximizing revenues.

Keywords: parallel education, maximizing revenue, financial sustainability



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Introduction

During the past decade, there has been a huge revolution in the role of parallel education, and the use of higher education in Iraq is still going through a crisis that includes all its components, from the professor and the student to the curriculum, the educational system and its means, school supplies to administrative systems, and so on, and in this research we will focus on an effective and modern means that can help develop morning education. It makes it in harmony with what the world is witnessing in terms of information and communication revolution, which is parallel education, where we will clarify the concept of parallel education, which includes various modes, and learning through the network of databases, and mention its pros and features, and the negatives and obstacles that hinder its application, and we will present previous studies on parallel education and the experiences applied in some universities. The concept of fiscal sustainability has received wide attention because it emphasizes the interdependence between public finances and macroeconomic performance, as well as focusing on the measures taken by governments to reduce the degree of dependence on depleted resources or dependence on foreign aid, and to diversify sources of income and give a greater role to self-resources in order to reduce the budget deficit to achieve fiscal sustainability. The concept of fiscal sustainability refers to the financial situation in which the government has the ability to continue its current revenue spending policies in the long term without reducing its solvency, exposing to the risk of bankruptcy or non-meetings of its future financial obligations.

The subject of financial sustainability has attracted the attention of researchers and scholars of their various intellectual orientations, whether economics, industrialists, or others, as this work acquires great importance in light of the major economic developments and unprecedented in the era of globalization at all levels, which have turned the world into a kind of The small global village, it has witnessed an economic and social development movement with special features by virtue of the geographical, political and social reality or afterwards, and this experience has been affected by the nature and size of the prevailing components, as it has been exposed to a number of challenges, including the general budget deficit and the public yen, which affects in one way or another the process of financial sustainability. Because it expresses the future challenges that it can be faced by the net economy due to the escalation and accumulation of the levels of deficit resulting from excessive public spending, which can be borne by the present and future generations in a way that limits the levels of well-being as a result of bearing the burdens of decisions that they did not participate in or did not participate in making. They benefit from it basically. Accordingly, the research was divided into four topics: the first topic dealt with the research methodology and previous studies, the second topic dealt with the theoretical aspect of revenues and financial sustainability, while the third topic included the applied aspect of the research, and the fourth topic included conclusions and recommendations.

The first topic

Research Methodology

1-1 Research Problem:

The problem of the research is represented by the existence of a deficiency in the volume of public revenue to cover public expenditure, and this is a negative indicator of the sustainability of finance, and it has had varying effects on various organizations, and there are still many expectations for the occurrence of other crises in the future, so there was great interest by the formulators of accounting standards to strengthen the sustainability of the financial figure as the basis for financial forecasting in order to manage those crises. Traditional methods of education are still prevalent in all universities, and the lack of expansion of the seats parallel to the morning study in universities, and the lack of real investment in them, and perhaps this role of standards can play an effective role in the revenues of parallel education for the university. The current research problem is to answer the following question:

- Is there an impact of parallel education revenues on achieving financial sustainability?
- What is the relationship between parallel education and financial sustainability?
- How can the revenues of parallel education in the research sample organization be measured?

1-2 Importance of Research:

The research derives importance from the importance of parallel education, as the interest in the financial sustainability of morning education and maximizing revenues and disclosure helps the educational institution in achieving financial sustainability, and therefore setting standards to evaluate the financial sustainability of the morning educational process with all its inputs and outputs to be able to form a clear picture of the reality of financial sustainability and ways to develop and improve it, which has become important for the continuation of educational institutions and their survival in an era where competition to achieve Revenues as a tool in achieving financial sustainability, and the relationship between the revenues of parallel education and financial sustainability is one of the important administrative topics that require the attention and study of managers in the organization, and this importance stems from the role played by financial sustainability through the measurement and analysis of financial sustainability, "Assessing the financial position" is one of the most important topics discussed as it is concerned with financial sustainability in order to provide finance and verify the existence of financial solvency, and this research is one of the scientific attempts in the field of establishing the management theory of management decisions It links the revenues of parallel education and their impact on financial sustainability, which is consistent with modern trends in human resources management, and as it is the first study to the best of the researchers' knowledge that dealt with the subject of parallel education revenues and financial sustainability.

1-3 Research Objectives:

The research aims to explain the role of parallel education in maximizing revenues and achieving financial sustainability, and the following are derived from this:

1. Explaining the role of parallel education in achieving financial sustainability in Iraqi universities.
2. Presenting the idea of parallel education as a basic solution to maximize the revenues of universities in Iraq and elevate it to the highest levels to keep pace with the tremendous technological development.

3. Al-'Ama'il al-Tahadda'ad wa'l-Ja'il al-Qa'adam Naha'aa'i, Mujtamaa'i Naajah Fa'aa'a'l-Wa'a'l-Maja'a'i Wa'a'i al-Mu'ta'a'i Wa'l-Ta'a'a'ah Al-Ta'a'i'l-Ta'a', 'Wa'a'l-Ta'ala', 'Al-Mu'ta'a'i', 'Al-Ta'a', 'Al-Mu'ta'ala', 'Al-Mu'ta'ala', 'Al-Ta'a'l-Ta'ad'
4. Developing indicators and metrics to achieve financial sustainability in accordance with the standards of academic accreditation for parallel education.
5. Showing the correlation between parallel education revenues and financial sustainability.

1-4 Research Hypothesis:

The research is based on a main hypothesis, which is that parallel education plays an active role in maximizing revenues and achieving financial sustainability.

1.5 Research Limits

First. Spatial Limitations of the Research: Faculties affiliated to the University of Al-Qadisiyah.

Second. Temporal Limits of the Research: 2022-2025 AD.

1.6 Research Methodology

The deductive approach was relied on for the purpose of transformation from public to private in order to know the revenues of parallel education and the extent of its impact on maximizing revenues, and the transformation to the applied approach and the special approach to achieving financial sustainability in the university through the revenues of parallel education, and relying on the inductive approach by shifting from private to public by circulating the recommendations, and the analytical method was used.

1-7. Data Collection Methods

The research relied on a number of Arab and foreign sources of books and published researches with the aim of enriching the theoretical aspect with the available information on the subject, and it was also relied on obtaining some scientific sources and researches on the websites of the World Wide Web (Internet) The revenues collected from parallel education in the colleges affiliated to the University of Al-Qadisiyah for the period 2022-2025 were analyzed and the extent of their impact on achieving financial sustainability was indicated.

1-8 Research Structure:

The research consists of four topics, the first topic includes the research methodology, the second topic is the theoretical aspect, as it includes the revenues of parallel education and financial sustainability, the third topic is the practical aspect, and the fourth topic is the conclusions and recommendations.

1.9 Previous Studies

1-9-1 (Al-Moussawi Maytham Abd Kazem 2017)

The Impact of Applying Parallel Education on Maximizing the Resources of Iraqi Public Universities - An Applied Research at Al-Muthanna University

The purpose of the research is to know the concept and origins of the parallel education program and to identify the reality of its application in Iraqi universities, by highlighting the research sample represented by Muthanna universities, and to know the extent to which the parallel education program contributes to maximizing the resources of universities, which contributes to covering a small part of the expenses of the educational institution because government funding is not able to cover them as a result of the financial crisis that the country is going through. The study recommended the need to accelerate the legislation of the instructions for this program, work to increase the percentage of seats allocated to students wishing to join the parallel education

program, and to encourage the writing of scientific research that helps in evaluating the methods of its implementation, and to motivate the workers within this program by reducing a small percentage of the revenues generated from it and distributing it as rewards, and to develop a strategy for parallel education, through which it is considered Universities are productive and at the cost of return, as well as giving universities more flexibility in implementing the parallel education program.

1-9-2 (Jameel, Abdullah 2025)

Remote Disclosure Audit of Revenues Related to Long-Term Financial Sustainability

The study aimed to prepare a proposed audit disclosure program based on the revenue dimension of long-term financial sustainability. The research problem lies in the fact that financial institutions in the contemporary environment face multiple challenges that require effective revenue management, as the industrial economic unit suffers from an inefficient revenue management system, which leads to a large gap between financial planning and reality, a decline in the efficiency of investments, an increase in credit risk, and noticeable fluctuations in profits, which calls for a comprehensive restructuring of the revenue management system, and the study reached several important conclusions, the most important of which is the lack of a strategic plan based on revenues related to sustainability. The study concluded with several recommendations, the most important of which was that the bank should prepare comprehensive plans for the future based on the revenue dimension of long-term financial sustainability, and that these plans should be based on a careful analysis of market trends and expectations, as well as potential opportunities and challenges. The bank should also conduct a comprehensive review of its investment portfolio in order to identify companies that are not generating sufficient returns, considering the possibility of selling them and using the proceeds to fund other more profitable projects.

1-9-3 (Hamza, Bashir Dohan 2024)

The Impact of Public Revenues on Iraq's Financial Capacity

The research aims to explain the importance of public revenues and their impact on financial ability by influencing the indicators of financial ability and showing the ability of the financial authority to bear and pay its financial obligations, because achieving financial ability means not harming economic and social variables and guaranteeing the rights of future generations, and the research concluded that there are many years within the years of study (2004-2020). The main recommendation was to diversify sources of income and not rely on the unstable oil sector in order to increase the revenue collection and expand the financial capacity in Iraq.

1-9-4 (Abdullah, Ahmed Abbas, 2024)

Diversifying Revenues and Putting Pressure on Expenditures is One of the Ways to Address the Public Budget in Iraq

The research aims to achieve economic stability by bridging the deficit in the general budget to implement effective public policies in achieving economic stability, as it enhances the government's ability to achieve general balance in the budget deficit index, as the results of the research showed that increasing public revenues effectively affects reducing the deficit in the general budget by increasing the amount of foreign currency entering the country to bridge the deficit in the general budget. The results of the research showed that the diversification of public revenues leads to achieving economic stability in Iraq, and the research summarized the need to diversify public revenues in the Iraqi state, as well as reducing the percentage of general agreement that has a positive impact on the budget deficit, as the relationship between public expenditures and the budget deficit was direct, which means that reducing public expenditure will have a positive impact on the deficit in the general budget, due to the importance of bridging the

public budget deficit from a positive impact on achieving the budget deficit. Stability and control of economic fluctuations in Iraq.

1-9-5 (Hamad & Hadid 2024)

The Impact of Oil Revenues on Some Indicators of Financial Sustainability: An Applied Study on the Iraqi Economy for the Period 2004-2021

The study aimed to measure the impact of oil price fluctuations on some indicators of financial sustainability, as oil revenues are one of the most important components of financial sustainability in countries characterized by the abundance of that resource or countries that have been classified as rentier countries. But over-reliance on this wealth could leave the country and its economy vulnerable to volatility and severe external shocks due to fluctuations in oil prices and their correlation in global markets. The study and analysis of oil revenues is of great importance in economic studies. This importance stems from the fact that oil revenues represent the lifeblood of the Iraqi economy, which relies almost entirely on them to shape the GDP. The study relied on a set of hypotheses, the most important of which are: oil revenues can be relied on to achieve financial sustainability in the Iraqi economy, as well as the existence of a statistically significant correlation between oil prices and financial sustainability indicators in the Iraqi economy. Statistical programs (Views Excel were used to reach the results) and the study reached a set of conclusions, the most important of which is that the index of oil revenues relative to public revenues (X) has a direct impact on the index of government expenditure relative to GDP in the long run.

1-9-6 (Hussain & Mohammed, 2024)

Improving the Transparency of Public Revenues and Their Economic Implications on the Public Budget - A Study in Selected Government Institutions

The research aims to achieve a fair distribution of wealth to members of society, as well as social welfare and the elimination of the scourge of poverty and corruption. Because of the importance of fiscal transparency and its ability to achieve many economic, political and social goals, international economic and financial institutions have paid attention to the issue of transparency, and have played an important role in setting many of the standards necessary to enhance financial transparency, as these institutions have realized that the character of financial transparency is a guarantee for countries to benefit from their available capabilities and resources. Iraq has made remarkable progress in a section of government institutions in the degree of transparency after 2020, according to international reports, and for further verification, and despite the weak culture of transparency, disclosure and cooperation with supervisory institutions and competent international organizations among most officials and employees due to the fear of defaming officials or using them as a political weapon between the parties, the researcher used the method of interviewing some officials who cooperated with him to different degrees, but it resulted in some practical results for the five government institutions that The results of the interviews showed that both the General Tax Authority and the Ministry of Oil and Electricity have the highest degree in disclosure and cooperation, exceeding 90, followed by the State Real Estate Department with an acceptable degree, and finally the General Authority of Customs without that. The main recommendation can be summarized by improving the websites and submitting annual and periodic reports on these websites to improve the transparency of government institutions first, and then the degree of transparency of the country in general, and it also provides researchers and specialists with important data through which they can conduct their research effortlessly and with high credibility that benefits these institutions.

1.9.7 (Al-Bakri & Al-Dulaimi, 2025)

The Impact of Diversifying the Revenues of the Iraqi Economy on Financial Sustainability

Financial sustainability is one of the main goals that countries seek to achieve, especially in light of global and local economic challenges, the Iraqi economy, which is heavily dependent on oil revenues, faces major challenges that threaten its financial sustainability, this research aims to study the impact of diversifying the revenues of the Iraqi economy on achieving financial sustainability.

1-9-8 (Hamza & Awwad 2025)

Public Revenues in Iraq and Their Impact on Some Financial Sustainability Indicators

The research aims to analyze the structure of public revenues in the Iraqi economy and the impact of those revenues on financial sustainability by influencing some indicators and showing the government's ability to achieve financial sustainability and ensure the rights of future generations. The most important recommendations are to address this imbalance in the structure of public revenues by diversifying the economy and sources of public revenues, and following a fiscal policy to control public expenditure within the limits of available public revenues, as well as preventing the increase of deficit and public debt as a percentage of GDP and not exceeding safe percentages.

1-9-9 (Al-Hajimi & Al-Lami 2025)

Financial Sustainability Requirements in Iraqi Public Universities

Universities are one of the most important institutions that contribute to the development of society, as they play a pivotal role in the provision of higher education and the production of knowledge, making them a major center of intellectual and cultural radiation. With the increasing economic and administrative challenges facing Iraqi public universities, achieving financial sustainability has become essential to ensure that they continue to perform their functions efficiently and enhance their role in economic and social development. This research aims to study the concept of financial sustainability in universities, and to identify methods and strategies that can help achieve it. The research also discusses possible ways to enhance the financial capabilities of Iraqi universities by diversifying funding sources, improving resource management, and taking advantage of opportunities to face increasing financial challenges. It also addresses the impact of administrative corruption, and its impact on the efficiency of spending and financial sustainability. The research concludes that achieving financial sustainability requires a comprehensive approach that includes effective strategic planning, improved cost management, revenue diversification and technology utilization, and recommends the need to follow balanced fiscal policies, and expand the role of universities in society through activities.

1-9-10 (Ahmed Waghthwan 2025)

The Department of University Education in Achieving Sustainable Environmental Development

The purpose of the research was to identify the role of university education management in achieving sustainable environmental development, as the research adopted the descriptive-analytical method. The research population consisted of (200) faculty members at the College of Education for Pure Sciences / Ibn Al-Haytham, and the research sample was selected by simple random method, as the number of members of the sample reached (50) teachers of the research community. A questionnaire was constructed that included (52) items distributed among the five research fields. The questionnaire was applied in the first semester of the academic year 2023-2024 and the research data was analyzed using the statistical program (SPSS), the researchers reached results that were analyzed and discussed according to the fields of study (students, environment, economic, social, and educational), and the most important results are that the university education department plays a decisive role in achieving sustainable development, as statistical analyses showed that there is a significant difference between the values. There are no

statistically significant differences at the significance level of (0.05) for the variables (gender, experience, and educational qualification), then we led a number of recommendations and suggestions related to the research

1-10 What distinguishes this study from previous studies

Differences	Similarities	Main Theme	Study Name
The current study focuses on parallel education, not parallel education	Both studies address university education as a means of maximizing revenues	Parallel Education in Universities	Al-Musawi (2017)
Previous study focuses on auditing and transparency, not revenue development	Shared financial sustainability goal	Sustainability Financial Disclosure Audit	Beautiful (2025)
The current study focuses on education as a source of revenue	Both are concerned with revenue and its financial impact	Impact of Public Revenues on Financial Capacity	Hamza (2024)
The present study examines parallel education as a specific tool for diversification	Shares the importance of revenue diversification	Diversifying revenues and addressing fiscal deficits	Abdullah (2024)
Difference in Application: General Economics vs. Education Sector	A common goal in diversifying revenues to achieve sustainability	Diversifying the sources of income for the Iraqi economy	Al-Bakri and Al-Dulaimi (2025)
The current study excludes oil revenues and examines their educational alternatives	Financial sustainability is a common goal	Oil revenues and sustainability indicators	Hamad & Hadid (2024)
The current study does not address transparency but focuses on parallel education as a resource	Seek to promote sustainable financial management	Improving Public Revenue Transparency	Hussein and Mohammed (2024)
Difference in Income Type (General vs. Special Education)	Same goals in achieving sustainability through revenue	The Impact of Public Revenues on Sustainability Indicators	Hamza & Awwad (2025)
The current study focuses on a specific tool to achieve this sustainability, which is parallel education	Both are in the university context	Financial sustainability for public universities	Al-Hajimi and Al-Lami (2025)
The current study is based on financial sustainability, not environmental	Intersecting in linking education to development	University Education and Environmental Development	Ahmed & Ghatwan (2025)

1-11 Contributions of Current Research

The research added a new dimension by analyzing the financial impact of parallel education in the context of financial sustainability, an angle that was not focused on in depth in some previous studies, and by reaching similarities and differences, the research contributed to enhancing the understanding of what worked or did not succeed in previous policies, which guides decision-makers towards improving the financial system of higher education, and not only identifying sources of income but also addressing how to maximize them quantitatively and qualitatively, which helps universities and academic institutions In long-term planning and highlighting the role

of parallel education as a tool for sustainability: it was emphasized that parallel education is not just an additional source of revenue, but plays a fundamental role in ensuring financial continuity without sacrificing quality, and this represents an intellectual transition from mere profit to sustainability.

Second Topic

First Requirement: Revenues from Parallel Education

2.1 Concept of revenue

There have been many definitions by writers and researchers about public revenues, public revenues have been defined by more than one definition according to the vision or point of view of the researcher or writer, as they have been defined as sums of money that the state obtains from different and specific sources in order to cover its public expenditures and finance them (Nasser 4:2019), and the theory of public revenues has occupied the mind of many economists since ancient times, so that the state can carry out its duties, meet public needs and carry out the general agreement, it must determine the sources of its public revenues. The expansion of the role of the state and its development from the guardian state to the intervening state led to the expansion and increase of the volume of public expenditure, and then the expansion of the scope of public revenues and the multiplicity of their sources to meet the increase in the volume of expenditure, which made public revenues an important financial tool used by the state to achieve economic stability, fight some crises and redistribute incomes. In order to achieve them, whether economic or social (Nashedm, 2008: 85-86), public revenues can be defined as the total income that the state collects from various sources and entities and is necessary to finance public expenditures and help achieve economic stability, and is usually in the form of cash (163; Khalaf 2008; In other words, public revenues include all resources collected by the State, whether they are in exchange for services provided to individuals such as fees or without services such as taxes, as well as public loans and natural revenues such as financial revenues resulting from the export of crude oil or any other source of rent, which are considered a primary source of financing the general budget in the quarterly economies compared to other sources of revenue. Musawi, 2015: 14)

2.2 Divisions of public revenues

The Public Finance Book has divided public revenues on the basis of several criteria, and the most common of these divisions can be reviewed as follows: (2011-215). Al-Sawat et al)

1. **Revenue Source Criterion:** According to this criterion, revenues are divided into original revenues and derivative revenues, as the original revenues are the revenues that the state obtains from its properties, whether commercial, industrial or agricultural, without resorting to individuals and deducting part of their money, while derivative revenues are the revenues that the state obtains from other assets, i.e., by resorting to the wealth of individuals such as fees, taxes, and fines.
2. **Revenue Periodicity Criterion:** Revenues are divided into ordinary and extraordinary, as regular revenues are those revenues that are characterized by the nature of regularity and recurrence periodically over a successive period of time, such as revenues collected from taxes, fees, and state property, while extraordinary revenues are those that are not collected by the state on a regular basis, i.e., they are exceptional, such as subsidies, new cash issuances, and loans. (2016 Mashkor & Al-Helou).
3. **The criterion of the state's authority to collect revenues:** Revenues are divided into compulsory revenues and optional revenues, as compulsory revenues are revenues that the state obtains under duress and repulsion by virtue of its powers, such as compulsory loans, fines, and taxes, while optional revenues are revenues that are not characterized by coercion, such as revenues from state property and optional loans (Amara, 2015: 35).

2.3 Income from Parallel Private Education

In light of the economic challenges faced by Iraqi public universities, parallel private education has emerged as one of the alternative financing solutions to enhance self-resources and achieve financial sustainability. This system allows students to study at their own expense within the morning channel, in exchange for tuition fees determined according to specializations, which creates an important financial source for universities and the importance of parallel education in maximizing revenues: <https://graduation.uobaghdad.edu.iq>

1. Parallel education is a funding channel independent of the public budget, giving universities flexibility in managing their resources.
2. It contributes to covering the expenses of operation and maintenance, infrastructure development, and scientific research support.
3. It provides additional opportunities for students who have not received central admission, increasing the capacity of universities.

According to the regulations of the Iraqi Ministry of Higher Education, **the annual tuition fees** in parallel education range between:

Annual Wages (IQD Million)	Specialization
9.0	General Medicine
7.5	Dentistry
6.5	Pharmacy
2.25 – 3.0	Engineering
1.5	science
0.9	Humanities Colleges
2.25	Medical Technologies

Source: Regulations of Morning Private Government Education (Parallel)

These figures reflect the amount of potential revenue that universities can generate, especially in medical and engineering disciplines with high demand.

2-4 Objectives of Parallel Education:

There are several goals of parallel education that can be explained as follows: (Abdel Majeed & Al-Ani, 2015: 15) (Taylor, 2015: 47)

1. Increasing learning opportunities for all students and obtaining qualifications and degrees in all scientific disciplines.
2. It provided an opportunity for housewives, students, and students under the current conditions, and for residents of remote areas, employees, and the disabled to learn as happened due to the Corona pandemic.
3. Taking into account the individual differences of learners in pursuing their education, where each learner can continue studying anywhere, anytime, and at the speed he deems appropriate.

2.5 The concept of financial sustainability

Sustainability in general has been defined as the use of resources in a way that preserves them and prevents their effectiveness in the long run, maintaining the continuity of the economic unit, increasing it in providing its services, and securing the rights of future generations (Abdul Hafez and Hussain, 2019: 26-27). Many economic units pursue an important goal, which is to integrate sustainability into their activities to ensure the flow of funding needed to renew the business of the economic unit. (2017:167, Abedin & Rahman). Due to its profound effects on the performance of economic units and their ability to respond to the requirements of the modern business

environment, sustainability has emerged as a top priority in the strategies adopted by the majority of economic units in the 21st century. (Abu Samra, 2017: 28). Financial sustainability has gained great importance because its framework is strategic and long-term for economic units, many economic units seek to achieve an important goal of sustaining the use of resources in a way that conserves them and prevents their long-term access. (Al-Yasari, 2022: 78). There are several definitions of financial sustainability, including Brusca's definition, which defines financial sustainability, which is the ability of an economic unit to manage its financial capacity in the short and long term, maintaining the level of services. This requires the implementation of policies that ensure the provision of public services in an achievable manner, thus ensuring intergenerational parity (2019:2, Brusca) Defined fiscal sustainability as the ability of the state to implement spending and tax policies in the long term without the need to reduce current expenditures or risk not meeting future financial obligations. High interest on its debts in addition to imposing strict conditions on any new financing due to its failure to meet the requirements of financial sustainability (Al-Helou and Al-Jayashi, 2022: 67) Financial sustainability is also defined as the ability of the state to meet its financial obligations in the present and future and service its public debts without the need to reschedule them or accumulate arrears, and from this standpoint, financial sustainability indicators are analytical tools used to assess the ability of the state or the economy to manage its resources finances efficiently while ensuring that there is no negative impact on national economic stability or imposing heavy financial burdens on future generations (Ibrahim et al., 2023: 11)

2.6 The importance of financial sustainability

Due to the nature of government departments and their lack of care for central government departments in that it is not considered a last resort to obtain financial sustainability as is the case in traditional government departments, and due to the nature of financial growth in government departments, in addition to the weakness of financing mechanisms and obtaining financial sustainability from financial markets and to face any potential shortage of finances, government departments resort to holding a large amount of liquid funds to meet the various financial sustainability requirements, from daily operations or as a result of a motive Caution against the consequences of misaligning cash inflows with cash outflows, or as a result of the speculative motive that allows the exploitation of profitable and unexpected opportunities, (Jahel and Ali, 2023: 419) and therefore all of this requires government departments to maintain higher rates of financial sustainability than in the case of traditional government departments. The topic of financial sustainability is one of the vital topics that are of great importance to financial policymakers, as the importance of financial sustainability can be explained through the following (Ajam and Al-Fatlawi, 2023: 508).

1. A statement of the financial position of the State and a statement of its financial solvency in the face of financial crises and the extent of its ability to meet its debts, especially external ones, and a statement of the reality in which public financial sustainability revolves around as part of the State's fiscal policy
2. It is considered one of the tools for evaluating the financial policies of the state that reflects the extent of the state's ability to implement its work programs and various activities without undermining its financial capacity.
3. Government fiscal policies and the assessment of the impact of these policies on the government's financial situation. The role of financial sustainability for the economies of countries, whether developed or developing, indicates that the economy is moving in the right direction and that there is full and effective exploitation of the economic resources available to the country.

4. It is a link between generations and ensures the fair distribution of resources within a single country, as a means of reducing the size of the gap between developing and developed countries, reducing economic dependence on the outside world, protecting the environment and distributing production.
5. Improving the standard of living of individuals, raising the level of education, reducing the illiteracy rate, providing capital, and raising the level of national income of the country .
6. Fiscal sustainability is a tool that helps to understand and analyze a country's fiscal ability to continue implementing long-term public spending and revenue policies.

2.7 Principles of Financial Sustainability

Sustainability has a set of principles that can be summarized as follows (Hamo Khalil, 2018: 17):

1. **Ethics:** The Economic Unit establishes, promotes, monitors, and maintains ethical standards and practices in dealing with all stakeholders.
2. **Optimal Leadership:** The Economic Unit manages all its resources conscientiously and effectively, to recognize the fiduciary duty of the Economic Units, Boards of Directors and Directors to focus on the interests of all stakeholders in the Economic Unit.
3. **Transparency:** The economic unit allows for timely disclosure of information about its products, services, and activities, which helps stakeholders make informed decisions.
4. **Labor Relations:** The Economic Unit engages in fair trade practices with suppliers, distributors, and partners.
5. **Financial Return:** The economic unit compensates the capital providers with a competitive return on investment and the protection of the economic unit's assets.
6. **Social Interaction/Economic Development:** An economic unit fosters a mutually beneficial relationship between itself and the community to know the needs and requirements of customers.
7. **Value of products and services:** The economic unit respects the needs, desires and rights of its customers and strives to provide the highest levels of product value in its services.
8. **Recruitment Practices:** The Economic Unit is involved in human resource management and practices that promote personality, professionalism, employee development, diversity and empowerment.
9. **Environmental Protection:** The Economic Unit strives to protect and restore the environment and promote sustainable development with other products, processes, services and activities.

2.8 Financial Sustainability Objectives

Financial sustainability objectives can be summarized as follows (Moldan, 2012:6):

1. Planning objectives related to the biosphere , pollution reduction, conservation of natural resources in the environment, protection of the rights of future generations, conservation of resources, ecological balance, and the preservation of the integrity of the basic environmental processes on which human beings depend for development (e.g., land, agriculture, climate protection from global warming).
2. Planning goals related to the technology used to promote the use of modern technology, promote clean technology that does not pollute the environment, and use technology that reduces pollution.
3. Economic Objectives: Optimal utilization of economic resources.

2-9 Financial Sustainability Indicators:

Financial sustainability is an essential element in achieving economic stability and ensuring the country's ability to meet its current and future obligations and evaluating the extent to which they have been achieved. A set of indicators are used that reflect the efficiency of financial resources management and economic policies Agencies: (Alwan & Taleb 2019: 312)

1. **Public Expenditure Coverage Index:** Measures the extent to which government revenues are able to cover total public expenditures, if the index is less than (1), it indicates that the country relies on borrowing to cover the deficit, which may threaten the long-term financial sustainability, and if it is greater than (1), it indicates financial stability and the ability to achieve a surplus.
2. **Public Debt to GDP Index:** It measures the size of public debt as a percentage of GDP, which is one of the most important indicators used to assess fiscal sustainability, and the high ratio of this ratio indicates an increase in financial risks and pressure on the public budget, while a low ratio indicates financial stability and a greater ability to meet obligations (Daas and Raqoub 2018: 116).
3. **Tax Gap Index:** The difference between actual tax revenues and expected tax revenues according to the tax capacity of the economy, the larger the tax gap, which indicates weak tax collection, tax evasion, or inefficiency of the tax system, which weakens fiscal sustainability and increases the need for external financing.
4. **General Revenue to GDP Index:** This indicator expresses the ratio of government revenues from taxes, fees, and other sources to GDP, and it is an indicator of the efficiency of the tax system and the sustainability of government revenues, and the high level of this indicator indicates the country's ability to finance its expenditures without the need for excessive borrowing.
5. **Oil Revenues to Public Revenues Index:** This indicator determines the extent of the country's reliance on oil revenues as a source of public revenues, and the high percentage of oil revenues increases financial risks in the event of a decline in oil prices, which reflects the weakness of financial sustainability and the need to diversify sources of revenue (Mohammed & Aziz, 2019: 106)
6. **External Debt to Exports Index:** This indicator reflects the extent to which the country is able to repay its external debts through its export revenues, and the high ratio indicates an increase in the debt burden, which may affect the country's credit rating and increase the risk of financial default (Al-Helou and Al-Jayashi, 2022: 70)

2-10 Impact of Revenues on Financial Sustainability

The researcher points out that universities can reduce dependence on government funding, and contribute to improving the quality of education by funding laboratories, updating curricula, providing teaching staff, and supporting the financial and administrative independence of universities, which enhances their ability to strategically plan. The need for financial and administrative control to ensure that revenues are directed towards the goals of education development and the determination of acceptance rates. and the distribution of seats according to the rates. Companies should consider including a narrative description of any material factors necessary to ensure that the disclosed data is complete, accurate, and comparable, as it has not been addressed by a standardized accounting, or below, the factory owner should discuss the following, relevant to the topic: (SASB, 2015: 1-4)

Weak	0	0	0	0	0	0	0	0	Monuments
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1. The factory's strategic approach to performance management in material financial sustainability issues.
2. The relative performance of the plant in relation to its peers.
3. The degree of factory control.
4. Any actions taken or planned by the manufacturer to improve performance.
5. Data of the last three complete financial years of the factory (when available).

Third Topic

Practical side

3-1 An introductory brief about the research sample

The University of Al-Qadisiyah was established in 1987 in the city of **Diwaniyah**, the capital of Al-Qadisiyah Governorate in the Middle Euphrates, Iraq, and started with two faculties: **the Faculty of Education** and the College of Administration and Economics, then the Faculty of Arts was added the following academic year and later expanded to include other colleges in the governorates of **Wasit** and Muthanna, which later became the nucleus of independent universities such as **Wasit University** and Al-Muthanna University. The University of Al-Qadisiyah includes a wide range of colleges in various disciplines, including:

Notable Specialties	College
General Medicine	Faculty of Medicine
Civil and Architectural Engineering	College of Engineering
Information Technology and Programming	Faculty of Computer Science
Physics, Chemistry, Life Sciences	Faculty of Science
Veterinary	College of Veterinary Medicine
Educational Sciences	College of Education for Girls
Plant and Animal Production	Faculty of Agriculture
Public and Private Law	College of Law
Educational Sciences, Psychology	College of Education
Arabic, History, Geography	Faculty of Arts
Economics, Accounting, Business Administration	Faculty of Business and Economics
Sport Science and Training	Faculty of Physical Education
Clinical & Industrial Pharmacy	Faculty of Pharmacy
General Nursing	Faculty of Nursing
Oral and Dental Surgery	Faculty of Dentistry
Fine Arts	Faculty of Fine Arts
Archaeology and Ancient History	Faculty of Archaeology

Parallel education is an educational system that allows students who did not obtain central admission to study in public universities for a financial fee. As for **tuition fees**: it varies according to the college, and they are higher than free government education, but it is lower than private education.

3-2 Analysis of the Revenues of Parallel Education of the University Research Sample

Table (1) Parallel Education Revenues and Their Impact on Financial Sustainability for the Period 2022-2023

medium	750,000	0	750,000	0	750,000	0	1	Biotechnologies
medium	1,800,000	0	1,800,000	0	600,000	0	3	Law
Tough cookie	24,000,000	0	24,000,000	0	750,000	0	32	Management and Economics
Tough cookie	140,250,000	0	140,250,000	0	750,000	0	187	Education for Pure Sciences
Tough cookie	84,150,000	0	84,150,000	0	450,000	0	187	Education for Humanities
Tough cookie	77,000,000	0	77,000,000	0	2,750,000	0	28	Dentistry
Tough cookie	91,000,000	0	91,000,000	0	3,250,000	0	28	Pharmacy
Tough cookie	13,500,000	0	13,500,000	0	750,000	0	18	Fine Arts
medium	6,000,000	0	6,000,000	0	750,000	0	8	Education for Girls Pure Sciences
Weak	0	0	0	0	450,000	0	0	Education for Girls Humanities
Tough cookie	58,500,000	0	58,500,000	0	750,000	0	78	science
Tough cookie	24,750,000	0	24,750,000	0	750,000	0	33	Physical Education and Sport Sciences
medium	1,500,000	0	1,500,000	0	750,000	0	2	Computer Science and Information Technology
Tough cookie	917,775,000	646,875,000	270,900,000	5,175,000	450,000	125	602	medicine
Tough cookie	45,000,000	45,000,000	0	4,500,000	0	10	602	Literature
Tough cookie	21,000,000	0	21,000,000	0	750,000	0	28	Nursing
Tough cookie	15,750,000	0	15,750,000	0	875,000	0	18	Veterinary
Tough cookie	29,250,000	0	29,250,000	0	1,125,000	0	26	Engineering

Source: Prepared by the researcher based on university data

It is clear from the above table that medical and scientific colleges such as medicine, pharmacy, and dentistry generate the highest revenues, which strongly promotes financial sustainability, and humanities colleges such as arts and education generate varying revenues, and rely more on the number of students. Colleges that have not received students in parallel or international education, such as archaeology, do not have a financial contribution, which makes their impact weak. The parallel and international education system is an effective tool to maximize university revenues, and directly contributes to reducing dependence on government funding, supporting academic infrastructure, and improving the quality of education and scientific research

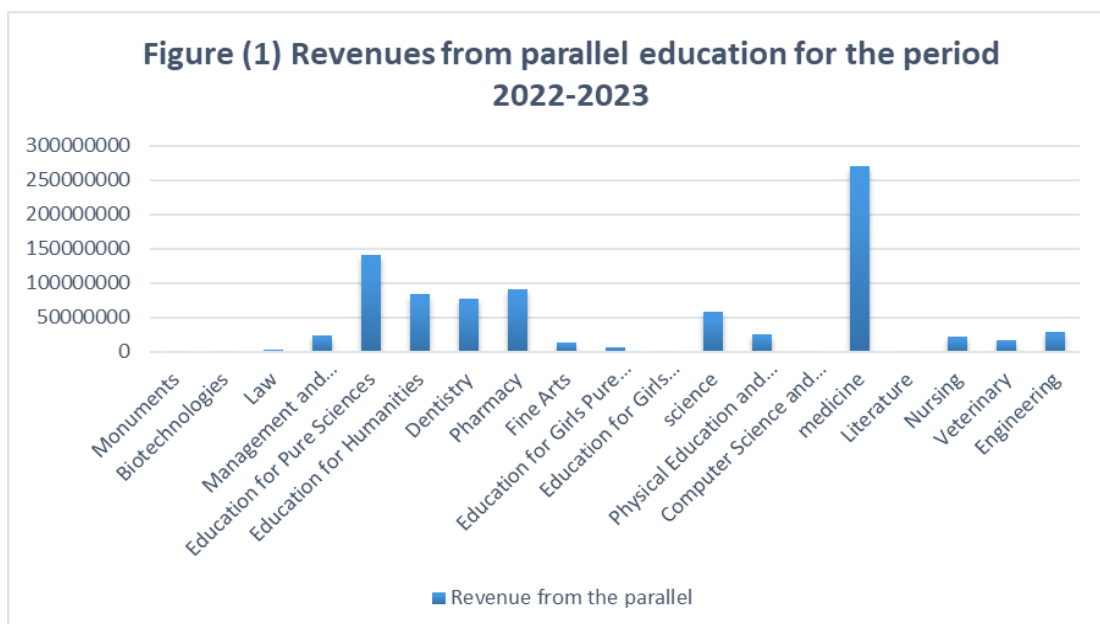


Table (2) Parallel Education Revenues and Their Impact on Financial Sustainability For the period 2023-2024

Financial impact on sustainability	Revenue from International Bank (JD)	Revenue from Parallel (JD)	Tuition Fees (International)	Tuition Fees (Parallel)	Number of Students (International)	Number of Students (Parallel)	College
Weak	0	1,350,000	-	450,000	0	3	Monuments
Weak	0	1,500,000	-	750,000	0	2	Biotechnologies
medium	0	3,000,000	-	600,000	0	5	Law
Tough cookie	0	20,250,000	-	750,000	0	27	Management and Economics
Tough cookie	0	.	-	750,000 / 450,000	0	217	Education
very strong	0	123,750,000	-	3,750,000	0	33	Dentistry
very strong	0	97,500,000	-	3,250,000	0	30	Pharmacy
Tough cookie	0	29,250,000	-	750,000	0	39	Fine Arts
medium	0	.	-	750,000 / 450,000	0	15	Education for girls
Tough cookie	0	68,250,000	-	750,000	0	91	science
Tough cookie	0	63,750,000	-	750,000	0	85	Physical Education and Sport Sciences
Weak	0	750,000	-	750,000	0	1	Computer Science and Information Technology
very strong	595,125,000	2,691,000,000	5,175,000	4,500,000	115	598	medicine
Tough cookie	0	94,500,000	-	4,500,000	0	21	Literature
Tough cookie	0	21,000,000	-	750,000	0	28	Nursing
medium	0	14,875,000	-	875,000	0	17	Veterinary
Tough	0	31,500,000	-	1,125,000	0	28	Engineering

cookie		0		000		g
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Source: Prepared by the researcher based on university data

It is clear from the above table that the revenues from parallel education represent an important financial source for the university, especially in colleges with high fees such as medicine, pharmacy, dentistry, and international education, which appears only in the medical school, and generates significant revenues, indicating the possibility of expanding this type of education and colleges with a small number of students or low fees such as computer science or archaeology, have a relatively weak financial impact. Humanities and scientific colleges such as education, science, and arts generate good revenues due to the density of students. Thus, maximizing self-revenues, i.e., reducing dependence on government funding, supporting laboratories, halls, and services, funding research projects, and attracting talent, leads to the payment of competitive salaries to professors.

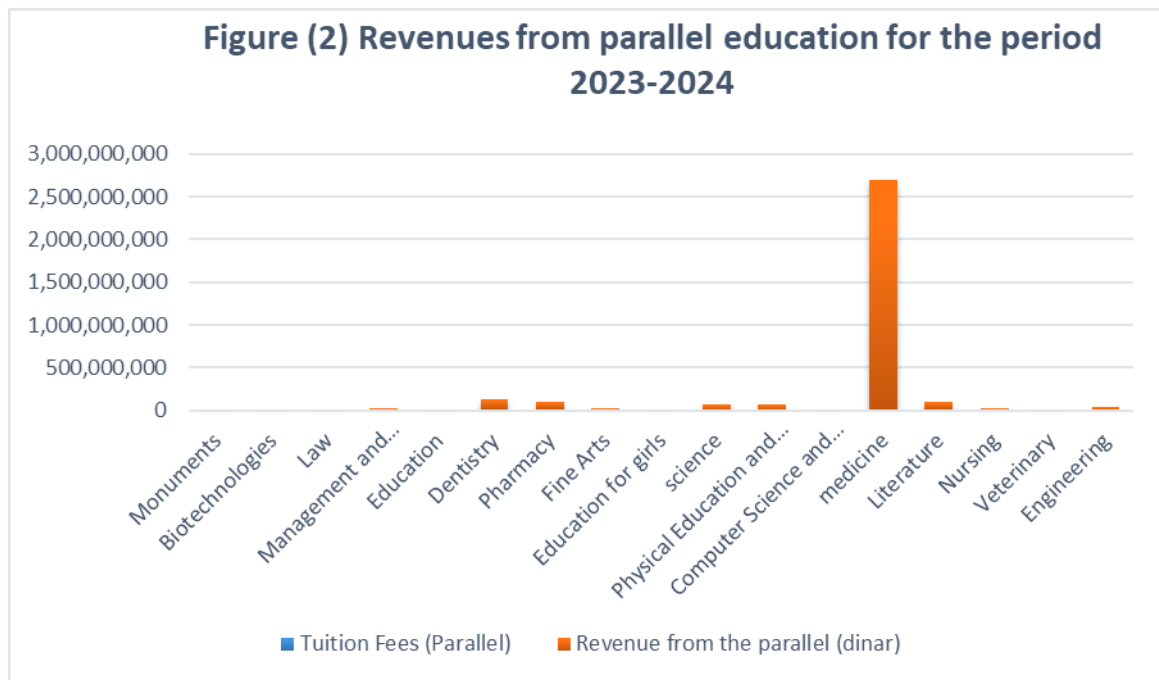


Table (3) Parallel Education Revenues and Their Impact on Financial Sustainability for the Period 2024-2025

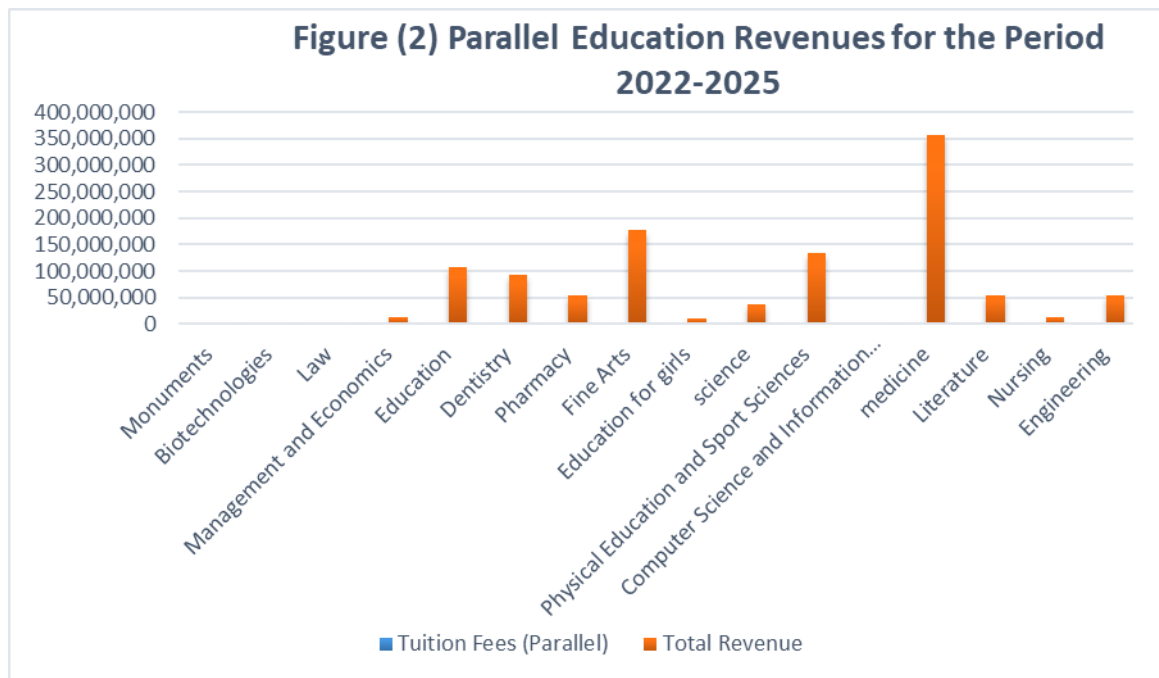
Impact of Revenues on Financial Sustainability	Total Revenue	International Education Revenue (JD)	Parallel Education Revenues (JD)	Tuition Fees (International)	Tuition Fees (Parallel)	Number of Students (International)	Number of Students (Parallel)	College
Weak	3,600,000	0	3,600,000	-	450,000	0	8	Monuments
Weak	1,500,000	0	1,500,000	-	750,000	0	2	Biotechnologies
Weak	3,000,000	0	3,000,000	-	600,000	0	5	Law
Low	13,500,000	0	13,500,000	-	750,000	0	18	Management

	000		000					ent and Economic s
High	106,650,000	0	<i>Calculated by distribution</i>	-	750,000 Pure) Science s) / 450,000) Humanities	0	157	Education
Medium	91,875,000	24,375,000	67,500,000	4,875,000	3,750,000	5	18	Dentistry
Medium	55,250,000	0	55,250,000	3,727,500	3,250,000	0	17	Pharmacy
High	177,000,000	0	177,000,000	-	750,000	0	236	Fine Arts
Low	11,250,000	0	11,250,000	-	750,000	0	15	Education for girls
Low	38,250,000	0	38,250,000	-	750,000	0	51	science
High	135,000,000	0	135,000,000	-	750,000	0	180	Physical Education and Sport Sciences
Weak	1,500,000	0	1,500,000	-	750,000	0	2	Computer Science and Information Technology
High	357,300,000	82,800,000	274,500,000	5,175,000	4,500,000	16	61	medicine
Medium	54,000,000	0	54,000,000	5,175,000	4,500,000	0	12	Literature
Low	14,250,000	0	14,250,000	-	750,000	0	19	Nursing
Medium	54,000,000	0	54,000,000	-	1,125,000	0	48	Engineering

Source: Prepared by the researcher based on university data

It is clear from the above table that colleges with high fees and a large number of students such as medicine, fine arts, and physical education, generate high revenues, which enhances financial sustainability, and therefore international education appears only in the faculties of medicine and dentistry, and generates significant revenues, indicating the possibility of expanding this type of education. Colleges with a small student body or low fees, such as computer science or biotechnology, have a relatively low financial impact. The faculties of education calculated their revenues based on an estimated distribution between pure sciences and humanities, which gives a more accurate picture. It provides a financial source that is independent of government funding,

contributes to the development of academic infrastructure, supports scientific research and innovation, and enhances the university's ability to achieve financial sustainability.



The comparison of the Pearson correlation coefficient and the Spearman coefficient was performed using revenue data from parallel education and total revenue over three years.

3-3 Measuring the relationship between research variables

Analyze the relationship between the number of students in parallel education (independent variable) and each of the revenues from parallel education, total revenues, and the impact of revenues on financial sustainability (dependent variables) using Pearson and Spearman coefficients

Table (4) Measuring the Correlation between the Research Variables

Spearman Labs	Pearson Labs	
1.000	1.000	Revenue from Parallel Education
1.000	0.998	Total Revenue
0.964	0.985	Impact of Revenues on Financial Sustainability

Source: Prepared by the researcher based on the results of SPSS

Revenue from parallel education: both Pearson and Spearman coefficients = 1.000, demonstrating an ideal direct relationship between the number of students and total revenues **and** revenues: the relationship is also near-ideal, reflecting that parallel education contributes directly to maximizing public revenues. **As for the impact of revenues on financial sustainability:** the relationship is very strong, but slightly lower than other variables, reflecting that there are additional factors that affect sustainability.

3.4 Testing Research Hypotheses

Table (5) Analysis of Pearson and Spearman's correlation coefficient to prove the hypothesis

Interpretation	Data relevance	Type of relationship	P-Value	Correlation coefficient (r/ρ)	Type of Analysis
Indicates a strong direct relationship between the number of students and revenues, but is affected by anomalous values	Good if the data is naturally distributed	Too strong sin	< 0.01	0.99	pierson
Reflects a strong direct relationship even with significant variation between colleges	Excellent for abnormal or divergent data	Very strong rank	< 0.01	1.00	Spearman

Source: Prepared by the researcher based on the results of SPSS

Since the data contains large disparities between colleges (e.g., medicine vs. archaeology), **the Spearman coefficient is the best** to prove the hypothesis because it is not affected by anomalous values and reflects the rank relationship between the number of students and revenues accurately and is appropriate for the data that is not naturally distributed.

The Fourth Topic

Conclusions and Recommendations

4.1 Conclusions

1. Medical colleges (medicine, pharmacy, dentistry) generate the highest revenues from parallel education, making them a key pillar in supporting financial sustainability.
2. The International Bank appears in a very limited way, limited to the faculties of medicine and dentistry, despite its ability to generate significant revenues.
3. Colleges with low fees or a small number of students (e.g., archaeology, computer science, biotechnology) record a poor financial contribution to revenue.
4. Humanities and scientific colleges such as education, science, and arts generate good revenues due to the density of students, despite the low fees.
5. The coefficient correlation between the number of students in parallel education and total revenues is very high, which proves that there is a strong direct relationship.
6. Self-revenue from parallel education reduces reliance on government funding and provides support for academic infrastructure.
7. There is a clear disparity in the impact of parallel education between colleges, which requires policies tailored to each college according to its academic nature and market demand.

4.2 Recommendations

1. Expand international education programs at faculties other than medicine, such as pharmacy and engineering, to attract students from outside Iraq and increase revenues.
2. Re-evaluating tuition fees for high-demand colleges such as education and science, in order to achieve a balance between students' financial ability and maximizing revenues.
3. Developing infrastructure and services in high-revenue colleges to ensure sustainable demand and improve the quality of education, thereby enhancing community trust.

4. Adopting parallel education as a strategic financial policy, with controls that ensure academic fairness and not disturbing the quality of education.
5. Establishing special units for the Department of Parallel and International Education, which are responsible for planning, marketing, and attracting students internally and externally.
6. Promoting the integration between self-revenues and government funding, so that revenues are allocated to support scientific research, laboratories and cadre development. Conducting periodic studies to measure the impact of parallel education on academic and financial performance.
7. Developing a five-year plan to achieve comprehensive financial sustainability It is recommended to formulate a five-year strategic plan, which includes revenue growth targets from parallel education and reducing dependence on government funding at a set rate per year.

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