

# Financing Investment Projects Using (P3s) Projects and (B.O.T) Contracts: An exploratory Study in Dhi-Qar Governorate

Abdulridha H. Saud<sup>a</sup>, Mohammed Fadhil Neamah<sup>b</sup>, Hassan A. Saud<sup>c</sup>,  
<sup>a</sup>Administrative Department, College of Management and Economics, University of Sumer, Iraq, <sup>b</sup>Lecture at Department of Accounting, Kerbala Technical Institute, Al-Furat Al-Awsat Technical University, 56001, Kerbala, Iraq, <sup>c</sup>University of Dhi-Qar, Iraq, Email: [ridha.saud@uos.edu.iq](mailto:ridha.saud@uos.edu.iq),  
[mohammednehal@gmail.com](mailto:mohammednehal@gmail.com)

The research aims to identify the concept of each of the projects (P3s) and contracts (B.O.T) and its role in financing investment projects at a time when Dhi-Qar Governorate suffers from a deficit in the financial allocations due to the crisis facing the country in general, and in order to achieve the goal of the research the researchers used the questionnaire As a main way for gathering information, 25 questionnaires were distributed to the research sample represented by the finance and auditing staff in the local government of Dhi-Qar and a number of the administrative departments managers in it. After analyzing the questionnaire through the SPSS statistical program, the researchers reached a major conclusion, which is to provide the planning and legislative capabilities for accreditation Because these projects and contracts positively affect their approval as a way for financing investment projects, the researchers recommended that this should be applied, provided that there are feasibility studies and strategic planning at a high level to choose the projects to be completed.

**Key words:** *B.O.T contracts, P3s projects and Financing investment projects.*

## **Introduction**

Projects (P3s) and contracts (B.O.T) are among the recent topics that were approved for the first time by the New Zealand Ministry of Finance in 1996 as an attempt to restructure the public budget and make it in the form of a system of deals between the government and the implementing agencies, in the sense that the government determines its future projects and programs and presents them to investors (From the public and private sectors) with the aim of contracting it to implement it at the lowest cost and on time (Koshak, 2013).

And given that the local governments in Iraq suffer from the difficulty of securing the necessary resources to cover their expenses, especially investment, especially in light of the current financial conditions that the country is going through, it can be that the projects (P3s) and contracts (B.O.T) have a major role in achieving economic development at the level of each government Local and at the national level, therefore it was necessary to develop the budget currently approved in local governments to fit with the activities of governments and the expansion made in them by participating with other sectors to provide services using these methods as a way for managing public money and improving the financial performance of these governments (Flayyih, Noorullah, Jari, & Hasan, 2020).

There are many studies that dealt with the topic of projects (P3s) and B.O.T contracts from several aspects, including: (Fisher, 2003), which dealt with the role of these methods in developing budget and completion groups, and a study (Shakara, 2010) which suggested a strategy for implementing projects (P3s) and (B.O.T) contracts with the local Baghdad government and reached the necessity of applying it because of its positive impact in reducing costs and adherence to the time limit, while (Whiley, 2012) study examined the challenges and risks associated with the contracting process to obtain advice from abroad in order to improve the budget The public in Estonia has reached several elements that improve the financial performance of countries, while the study (Jadoo, 2016) aimed at the possibility of applying the methods under discussion in preparing the Jordanian public budget, also study (Al-Shayb, 2017) aimed at the possibility of using them also in preparing the general budget for Iraq and improving it through participation contracts (P3s) and contracts B.O.T services and contracts.

## **Research Methodology**

Given the financial crisis that Iraq is going through at the present time, it is necessary to search for new ways to finance investment projects in local governments at a lower cost, at the right time, and with the required quality. Among the new ways at the local level are projects (P3s) and contracts (B.O.T) that are based on the involvement The private sector in the implementation of those projects, The research aims mainly to identify the concept of

each of the (P3s) projects and contracts (B.O.T) and its role in financing investment projects in general and the local government of Dhi Qar in particular.

The research is based on a major hypothesis that There is no significant relationship between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects. The research derives its importance from the importance of the topic of finding alternatives to financing in light of the scarcity of economic resources, especially since Iraq has suffered from a financial crisis since 2014 until now as well as rampant unemployment due to wars and mismanagement of public funds, which in turn was reflected in the poor services provided to the citizen, so it was It is necessary to search for a financing way that helps in providing better services at a lower cost and at the right time.

### ***The Concept of Contract-Based Allocation***

The allocation based on the contract is more comprehensive than the allocation based on the items and the inclusion here focuses on clarifying the uses of all financial resources, in addition to that the assignments of the items are prepared before the beginning of each year based on the allocations of the previous year thus it is difficult to know the increase or decrease in the allocation for each item on The basis for what has already been achieved and the reasons for the increase or decrease for the failure to complete the final account at that time, just as the assignments of the items do not provide accurate information about the actual revenues and the aspects of their spending, therefore it is not possible to know whether the deficit was paid in the previous year or not and this misleads the specialists in Providing the necessary solutions Of the continuing deficit in the financial plan, and therefore the allocations of items do not go beyond being a specific object of expenditure and means of funding from revenue and control over spending and revenue collection (Al-Taie, Flayyih & Talab, 2017).

Accordingly, the goal of the shift towards contract-based allocation is to reconfigure the allocation in the form of contracts between the executing agency and the government, under the contract the government pays specific amounts before, during, and after the executing agency performs its specific tasks that should be quantifiable (Shakara, 2010: 53).

(Wothington & Goldsman, 1998: 325) defined contract-based allocation as "a business plan that outlines the specific objectives of the units which include four dimensions: work and specifications, time of completion, estimated cost, financing, according to which allocations are made and associated revenue and thus facilitates Implementation, control and efficiency in performance, as it links the goals and allocations allocated. "

He also defined it (Koshak, 12: 2006) as "a reconfiguration of the public financial plan in the form of deals between the executing agency and the central government, in other words that the government presents its projects and programs to everyone (private and public sector) for the purpose of reaching contractors that implement these projects at a lower cost and in The specified time, provided that the projects and programs specified for it are identical. "

As for (Salloum and Al-Mahayen, 2007: 95), he defined the contract-based allocations as "the latest development of the state's general financial plan, which is to organize the relationship between the implementing agency and the government in a contract whereby the implementing agencies implement specific tasks that are quantifiable against Paying the government sums before, during, and after implementing what was agreed upon."

(Cleland and Ireland, 2006:74) believes that the goal of this type of privatization is to obtain public goods and long-term assets such as infrastructure, oil, communications, hospitals ... They provide long-term development requirements to governments, and represent a multi-year plan that can be transferred To programs and obtain details of projects that the government intends to implement in the coming years to be presented as bids (Flayyih, Mohammed & Talab, 2019).

From the above, it can be said that the contract-based allocation is a transfer of the relationship between the government and the implementing agencies from a financing relationship to a purchase relationship, that is, the government determines the outputs that you wish to obtain and then contracts with the executing parties to purchase those outputs at an agreed price in the contract, And the budget here organizes the amounts due to the implementing agencies pursuant to that contract (Flayyih, Salih, Rahma, & Mohammed, 2020).

### ***Projects Implementing Contract-Based Assignments***

Given the problems that the country is going through at the moment, it has become necessary to resort to new sources of financing in order to implement infrastructure projects, and despite the diversity of funding sources, most of them depend on the private sector, and that the most important of these sources are:

### ***Public-Private Partnerships (P3s)***

These projects are one of the forms of cooperation between the government sector and the private sector, as the government sector depends in providing social requirements on the private sector indirectly according to contractual arrangements between the two parties.

Table (1) shows forms of participation between the government sector and the private sector:

**Table 1:** Forms of participation contracts

No.	Type of contract	The details
1	Providing government sector facilities with workforce needs and services	The private sector is obligated to provide the necessary employment for public interests, such as the services of private cleaning and maintenance companies.
2	Technical assistance contracts	The commitment of the private sector to provide technical assistance to public enterprises.
3	Secondary contracting	Supplying materials and providing services during a specific period.
4	Management contracts	Private sector companies take over the management of public facilities and facilities according to the limits and powers agreed in the management contract.
5	Lease contracts	Leasing an asset that already exists for the purpose of operating against the fees of making use of the concession for a specified period.
6	Franchise systems	The private sector company designs, funds, build, operate, and maintain the asset or project for a relatively long period of time 20-20-30 years.

**Source:** Al-Bakri, Riyadh and Shakara, Mwafak (2013). The contractual budget is the best method for planning and implementing investment budget projects, Journal of Accounting and Financial Studies, Volume 18, No. 24.

### ***B.O.T contracts: Build, Operate, Transfer***

According to these contracts, the government contracts with a national or foreign company to establish a public facility, and the company bears all costs for setting up the facility, in exchange for it operating and managing it and benefiting from it, and after the contract period has expired, the facility will be owned by the government (Jadoo, 2016: 30).

On this basis, the B.O.T contracts solve two major problems for the government, the first: obtaining the necessary funding to establish public utilities, and the second: strengthening the government's role in providing public services as it bears full responsibility for providing these services.

The B.O.T contracts take different forms called (The B.O.T family) which can be summarized in table (2).

**Table 2:** The B.O.T family

No.	Type of contract	The details
1	Build-Own-Operate-Transfer B.O.O.T	The company builds the project, temporarily owns it, and operates it, then transfers ownership to the government after the contract period has expired
2	Build – Lease – Transfer B .L . T	The company builds, leases, and returns the project to the government after the contract period has expired, and the legal ownership of the project remains to the government.
3	Lease – Renovate – Operate – Transfer L . R . O . T	The company leases the existing project, undertakes to renew it, operate it, collect its revenues, and return it to the government at the end of the contract period.

Source: Abu Ghadah, Abdul Sattar (2011) Contract for Construction, Operation and Restoration and its Application in the Endowment and Public Facilities Development, International Islamic Fiqh Academy Conference, Nineteenth Session Sharjah, United Arab Emirates, 26-30-4 / 2011, pp. 1-15.

### Requirements for implementing projects (P3s) and contracts (B.O.T)

In order to implement projects (P3s) and (B.O.T) contracts in general, the following requirements must be met: (Robinson, 2000: 75-76)

- 1- Adopting the modern public management concept in a way that is compatible with those methods, in other words, deviating from the traditional method of management, since the modern method of management is based on linking available financial resources to specific outputs through a competitive method in order to conserve resources and directing them towards the targeted outputs properly.
- 2- Accurate identification of the outputs to be accomplished, and this is done through tight strategic planning.
- 3- Diversity in selecting contractors, i.e. distributing projects to several investors and not assigning them to one investor (Multiple-Prime Approval) in order to protect young investors.
- 4- Availability of the appropriate environment to apply these methods.
- 5- There should be a careful study of the costs of the projects in order to put the allocations in the budget and use them as a measure when analyzing bids and awarding contracts.

In the local environment, the following requirements must be met: (Yassin, 2018: 8)

**Legislative and organizational components:** There must be legislation that regulates all aspects of contracting with the contracted entity for proper implementation of projects (P3s) and contracts (B.O.T) and their oversight.

**Planning and contractual elements:** There should be predefined criteria for evaluating projects and implementation alternatives, and there should be feasibility studies for projects and reliance on the projects of B.O.T and P3S.

**Accounting and control components:** In order to prepare and evaluate feasibility studies and determine the cost of alternatives, a sophisticated accounting system must be available, as this system prevents the exaggeration of allocations in the public budget, in addition to that, the accounting information system connects between the beneficiary of the project and the party that transmits the project for implementation, It monitors its implementation, and this reduces a lot of time and cost (Shakara, 2010). There should also be a system of accountability for determining deviations in quality, time and cost.

**Human and material components:** There must be financial management and workers who have sufficient awareness of the importance of the contractual budget, as well as the contracting authority's ability to bear the high costs of implementation.

### **Implementation of Projects (P3s) and Contracts (B.O.T)**

The (Al-Shayeb, 2017) suggests the following mechanism for applying these methods in the local environment:

**First:** Forming a committee of experts whose affiliation will be with the Prime Minister. This committee will handle all matters related to projects (P3s) and contracts (B.O.T) as follows:

- 1- Laying down the rules and regulations that facilitate the contracting process with the internal and external parties within the framework of the requirements of the aforementioned methods.
- 2- Receiving the proposed projects from the various sectors of the state and arranging their implementation according to their social importance after studying the economic feasibility of each project.
- 3- The presence of specialized committees or committees of a technical nature that are linked to the Committee of Experts to follow up the implementation of projects and to identify and correct deviations taking place.

**Second:** A contract is initiated with accredited foreign or local companies to implement investment contracts and under the specified contract mechanisms, provided that there is media coverage of all aspects of the contract, and an explanation of the economic and social feasibility of each project, as the main goal of this is to achieve popular oversight on one hand and gain confidence People on the other hand.

**Third:** Keeping the projects (P3s) and contracts (B.O.T) away from the recognized governmental control authorities, to prevent infiltration of the government routine and financial corruption, and mechanisms for monitoring these contracts are established by the Committee of Experts.

### *Analysis of the Results of the Questionnaire and Hypothesis Testing*

This part includes a presentation, analysis, and discussion of the results obtained from the answers of the members of the research sample, according to what was stated in the questionnaire distributed to them, which included two axes, and after that the data for the axes were distributed in the SPSS program and analyzed through a set of statistical methods and percentages. Note that the scale used for the answers of the respondents is a Likert scale of five degrees, as the upper limit of the answer is (5) which equals the weight agreed strongly and the minimum is (1) which equals the weight not strongly agreed, whereas the questionnaire paragraphs totaled (12) paragraphs. Distributed on two axes, as the number of paragraphs reached Two axis (6) paragraphs for each axis, the following is an analysis of the expected results for each axis of the questionnaire.

### *Statistical Methods Used*

The researchers used the statistical program (SPSS vr. 23). The research included distributing 25 forms to the sample included in the research, and they were all retrieved, and we obtained the following results, which were divided into two parts, the first section included descriptive statistics and characteristics of research variables, and the second section included the analytical statistics of the questionnaire to determine trends in sample responses, the researchers relied on analyzing the correlation and impact relationships between the research variables, and the research also included the use of (Cronbach's alpha coefficients to test the stability and reliability of the questionnaire, linear regression method, correlation, F test and a set of illustrative tables)

### *Measuring the Level of Reliability and Reliability of the Questionnaire*

To measure the stability and validity of the questionnaire form, the researchers adopted the Cronbach's alpha coefficient, whose value falls between zero and one, so that if the value is zero, this is evidence of the lack of consistency of the questionnaire and its paragraphs, and therefore it does not have the ability to measure what was designed for it, but if the value is equal to the correct one, then this is evidence On the existence of complete stability of the questionnaire, and the values that range from zero to one indicate the level of strength of the stability and reliability of the questionnaire, and Table (3) includes the values of the Cronbach's alpha coefficient:

**Table 3:** Cronbach's alpha Transaction Values

	Axis	Cronbach's alpha			
Questionnaire paragraphs	Planning and legislative capabilities to implement projects (P3s) and contracts (B.O.T)	6	12	0.723	0.880
	Projects (P3s) and contracts (B.O.T) as a financing way.	6		0.850	

The values in Table (3) indicate that the questionnaire is characterized by consistency and reliability in the measurement, and from it the researchers has the right to adopt the results of this questionnaire and generalize these results from the sample to the community.

**The first axis: the planning and legislative capabilities for the application of projects (P3s) and contracts (B.O.T)**

**Table 4:** General statistical indicators for the first axis paragraphs

No.	Paragraph	The mean	standard deviation	Coefficient of variation%
1	The style of P3s projects and contracts (B.O.T) complies with the laws and financial regulations for local government work.	4.20	0.764	18
2	Senior management in the local government is concerned with developing the process of preparing discretionary budgets.	4.16	0.473	11
3	There are established criteria for selecting project alternatives.	3.80	1.190	31
4	There is an integrated monitoring system to monitor the budget preparation process and its implementation.	3.92	0.702	18
5	Financial performance is evaluated annually according to specific performance indicators.	4.00	0.764	19
6	There is a guide for evaluating and studying the economic feasibility of the proposed projects.	4.04	0.790	20

It is clear from Table (4) that the third paragraph came first in terms of the relative importance arrangement with an mean equal to 3.8 and a standard deviation of 1.19 and a coefficient of difference equal to 31%, which confirms the existence of fixed pre-prepared criteria that are adopted in choosing the best alternative from the projects presented before The local government, and the respondents agreed that there is a guide for evaluating and studying the economic feasibility of the proposed projects, as the sixth paragraph came in the second rank in terms of relative importance, and the fifth paragraph came in the third rank, as the first and fourth paragraph came in the fourth rank, While the second paragraph ranked fifth in terms of relative importance.

***The Second Axis: Projects (P3s) and Contracts (B.O.T) As A Financing Way***

**Table 5:** General statistical indicators for the second axis

No.	Paragraph	The mean	standard deviation	Coefficient of variation%
1	(P3s) projects and B.O.T contracts reduce the money that the local government contributes to its budget and reduce the financial corruption that accompanies it through partnership contracts with the private sector.	3.88	0.881	23
2	Projects (P3s) and (B.O.T) contracts contribute to reducing the deficit in the local government budget by providing the costs of establishing the infrastructure with the required quality.	4.00	0.764	19
3	Projects (P3s) and contracts (B.O.T) increase the capital assets of the local government, as these assets ultimately become their property.	3.96	1.060	27
4	The participation of the private sector with the local government in the participation contracts provides an opportunity to provide goods and services that the local government cannot provide on its own on time and with the required quality.	3.88	1.092	28
5	Projects (P3s) and contracts (B.O.T) reduce local government insurance obligations by sharing risks with the private sector.	3.92	0.862	22
6	(P3s) projects and contracts (B.O.T) help to provide a future picture of the local economy so that the local government can draw up a comprehensive development policy.	4.20	0.7070	17

It is clear from Table (5) that Paragraph No. (4) came first in terms of relative importance, with a coefficient of difference of 28% and a standard deviation of 1.092 and an average of 3.88, as a large number of respondents agreed that participation with the private sector through participation contracts provides an opportunity for The local government to provide goods and services that it cannot provide alone on time and with the required quality, as respondents emphasized that projects (P3s) and B.O.T contracts lead to an increase in the

capital assets of the local government as these assets ultimately become their property, as the paragraph came The third is second in terms of relative importance And the first paragraph came in the third rank, as the fifth paragraph came in the fourth rank, while the second paragraph came in the fifth rank, and the sixth paragraph ranked sixth in terms of relative importance.

### Correlation Hypothesis Test

**H0:** There is no significant relationship between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects.

**H1:** There is a significant relationship between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects.

The researchers here will find the value of the link between the axis of planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) on the one hand, and the axis of the requirements of those projects and contracts as a financing way on the other hand, as well as determine the significance of the link through the use of the statistical program (SPSS vr. 23).

**Table 6:** Correlation coefficient values and significance

<b>Pearson Correlation</b>	Project requirements (P3s) and contracts (B.O.T) as a way for financing investment projects	Planning and legislative capabilities for the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T)
Project requirements (P3s) and contracts (B.O.T) as a way for financing investment projects.	1.000	0.738
Planning and legislative capabilities for the local government of Dhi Qar to implement projects (P3s) and contracts (B.O.T)	0.738	1.000
<b>Sig. (1-tailed)</b> Project requirements (P3s) and contracts (B.O.T) as a way for financing investment projects.		0.000

Planning and legislative capabilities for the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T)	0.000	
---	-------	--

From Table (6) we find that the correlation coefficient between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects was 0.738 which is a significant direct correlation under the level of statistical significance of 0.05 and from it is accepted The alternative hypothesis: We conclude that there is a significant correlation between the two axes.

### *Effect Hypothesis Testing*

**H0:** There is no significant effect between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects.

**H1:** There is a significant effect between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects.

**Table 7:** Coefficient of determination, value of regression parameter, value of **F** and its significance

Coefficient of determination	Correct coefficient of determination	Regression parameter value	computed F value	Sig. F	significance of F value	Durbin watson
0.644	0.624	0.738	27.462	0.000	Significantly at the significance level of 0.05	2.405

The value of the determination factor has reached 0.644 The corrected identification factor is 0.624 This means that the model of the effect of the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) and contracts (B.O.T) and the requirements of those projects and contracts as a way for financing investment projects explained an amount of 64% of the total deviations The remainder was explained by other variables not included in the research.



The results of Table (7) showed that the effect parameter was 0.738 and the calculated **F** test value was 27.462 and it was a significant function at the significance level of 0.05, therefore we reject the null hypothesis and accept the alternative hypothesis, that is, there is a significant effect between the planning and legislative capabilities of the local government of Dhi-Qar to implement projects (P3s) And B.O.T contracts and the requirements of those projects and contracts as a way for financing investment projects, in other words, the increase in the planning and legislative capabilities of the local government of Dhi-Qar to adopt the methods referred to by one unit leads to increasing the requirements of those methods as a way for financing investment projects with 0.7380.

### **Conclusion**

From the above, the researchers concluded that the availability of planning and legislative capabilities for the approval of projects (P3s) and B.O.T contracts with the local government of Dhi-Qar affects positively the adoption of these methods as a way for financing investment projects, as it can solve many financial problems that were the main reason for Projects are slowing or stalled due to lack of budget allocations through private sector participation in the implementation of these projects, and a large part of the widespread unemployment in the country can be eliminated.

## REFERENCES

- Abu Ghadah, A. (2011). Contract for construction, operation and restoration and its application in the endowment and public facilities development. International Islamic Fiqh Academy Conference, Nineteenth Session Sharjah, United Arab Emirates, pp. 1-15.
- Al-Bakri, R., & Shakara, M. (2013). The contractual budget is the best method for planning and implementing investment budget projects. *Journal of Accounting and Financial Studies*, Volume 18, Number 24, 158-166.
- Al-Shayeb, N. (2017). The contractual budget as a way for development in light of the scarcity of economic resources, *Baghdad University Journal for Economic Sciences*, No. 52, 275-298.
- Al-Taie, B. F. K., Flayyih, H. H., & Talab, H. R. (2017). Measurement of Income Smoothing and Its Effect on Accounting Conservatism: An Empirical Study of Listed Companies in the Iraqi Stock Exchange. *International Journal of Economic Perspectives*, 11(3), 1058-1069.
- Cleland, D. I. (1999), *Project management: strategic design and implementation*, McGraw-Hill.
- Flayyih, H. H., Mohammed, Y. N., & Talab, H. R. (2019). The role of accounting information in reducing the funding constraints of small and medium enterprises in Iraq. *African Journal of Hospitality, Tourism and Leisure*, 8(4), 1-10.
- Flayyih, H. H., Noorullah, A. S., Jari, A. S., & Hasan, A. M. (2020). Benford Law: A Fraud Detection Tool under Financial Numbers Game: A Literature Review. *Social Science and Humanities Journal*, 15, 1909-1914.
- Flayyih, H. H., Salih, J. I., Rahma, N. G. A., & Mohammed, Y. N. (2020). Earnings Management between the fact of manipulation and credibility of management procedures: a literature review. *Social Science and Humanities Journal*, 12, 1898-1908.
- Jadoua, Y. (2016), *Extent of the applicability of the contractual budget method in preparing the Jordanian current budget*, Master Thesis, College of Economics and Business, Accounting Department, Jadara University, Jordan.
- Joseph G. Fisher, et al. (2003) *Budget-Based Contracts, Budget Levels and Group Performance*, *Journal of management accounting research*, vol. 15, 111-113.



- Koshak, d. (2006). Balancing Items Waste Available Resources and Exacerbate Public Debt, King Abdulaziz University, Akkaz Magazine, Issue 937. 155-163.
- Robinson, M. (2000), Contract budgeting, Public Administration, 78(1), 75-90.
- Saliha, J. I., & Flayyihb, H. H. (2020). Impact of Audit Quality in Reducing External Audit Profession Risks, International Journal of Innovation, Creativity and Change, 13(7), 176 – 197. [www.ijicc.net](http://www.ijicc.net)
- Salloum, H. & Al-Mahayeni, M. (2007). The State's current Budget between Preparation, Implementation and Control, A Field Study of the Iraqi Budget, Journal of Administration and Economics - Al-Mustansiriya University, Volume 29, Issue 64. 158-166.
- Shakara, M. (2010). Strategy for preparing the contractual budget for the local Baghdad government, PhD Thesis, University of Baghdad, Iraq.
- Wiley, Blackwell. (2012). Pitfalls of contracting for policy advice preparing performance budgeting reform in Estonia, Journal of policy administration, Vol 26, no 4, 606-623
- Worthington, M. M., & Goldsman, L. P. (1998). Contracting with the federal government, New York: Wiley.
- Yassin, A. (2018). The possibility of using the contractual budget as a way for planning and control in the investment budget. Faculty of Economics, University of Hama.