Hawija Technical College

Transparency Principle Report 2026

Equal opportunity and fairness in appointment, selection, grants, and incentives — an evidence-based review under Criterion Two: Governance and Administration.

Where Transparency Sits in the Quality Framework

CRITERION TWO

Governance and Administration (18%)

The criterion that measures how the institution is governed, managed, and held accountable.

ELEMENT FOUR

Clarity of Policies, Laws, Regulations, and Instructions

Rules must be written, known, and applied in the same way to everyone.

INDICATOR ONE

A Declared and Transparent System

The educational institution provides a declared and transparent system ensuring equal opportunity and fairness in appointment, selection, grants, and incentives.

18% of the overall quality weighting is assigned to Governance and Administration.

4 Transparency is the fourth element of this criterion, with one core indicator.

Transparency is assessed under Criterion Two, which carries 18% of the overall quality weighting.

Transparency in Numbers: Open Data for 2025

753

Students enrolled

2025

397

Students admitted

2025

44

Teaching staff (permanent)

2025

17 : 1

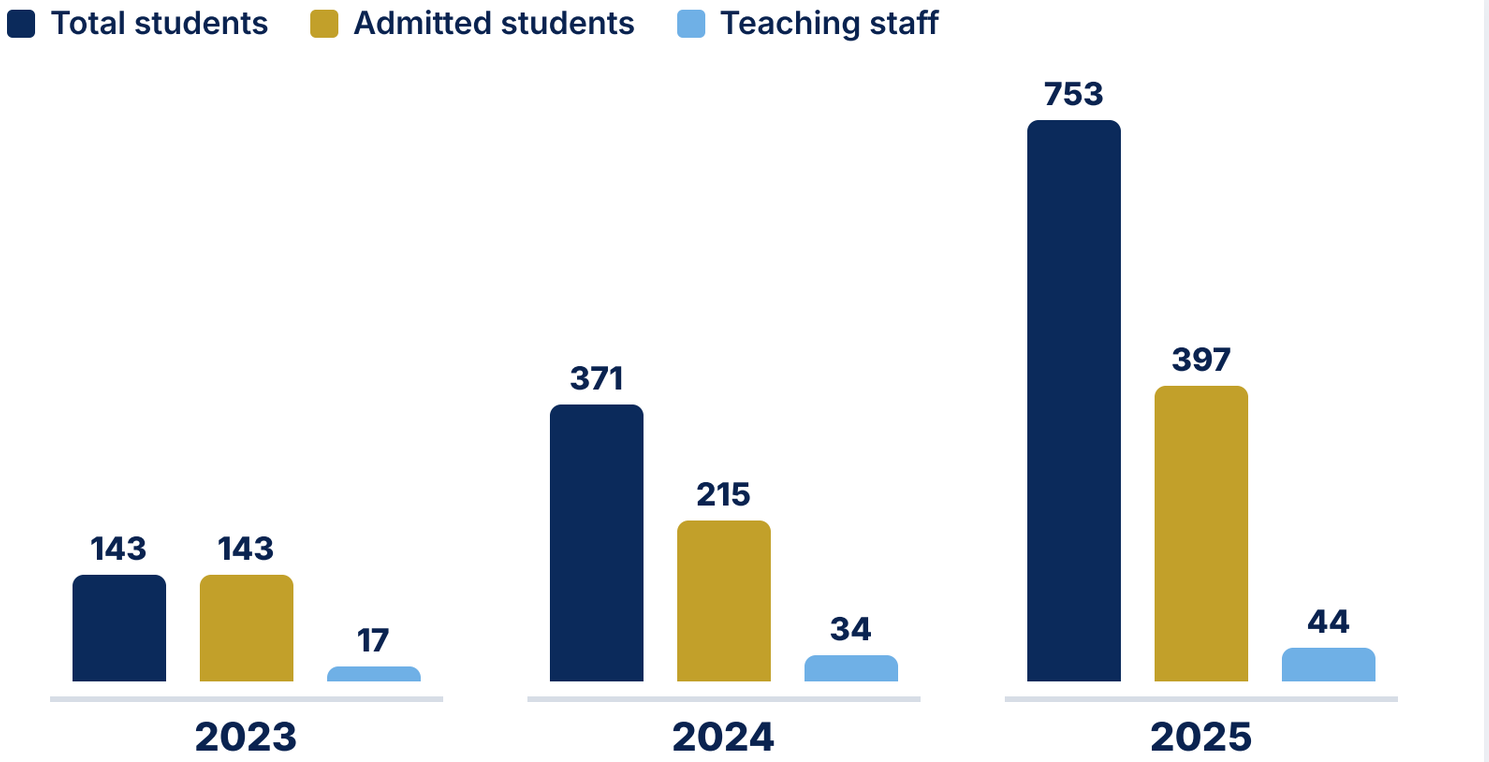
Students per teacher

2025

Figures are taken from the college's statistical sheet, stamped by the Quality Assurance and University Performance Division, Hawija Technical College, Northern Technical University.

Publishing consistent figures year after year is itself a transparency practice: anyone can verify growth against the same sheet.

Growth Disclosed Year by Year (2023 – 2025)



Students per teacher

2023
8:1

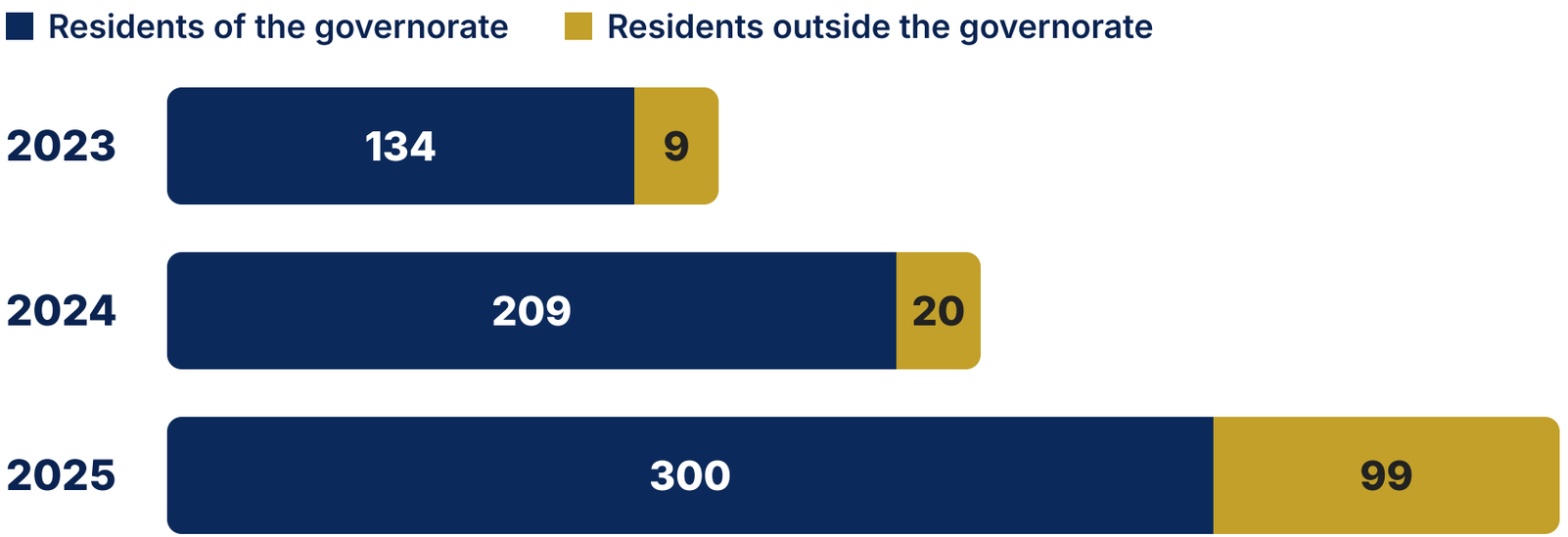
2024
11:1

2025
17:1

Recorded in the sheet as 8, 11, and 17 for 2023, 2024, and 2025.

Enrollment grew about five times in two years while teaching staff grew about two and a half times, which raised the student-to-teacher ratio.

Open Admission Data: Where Students Come From



Admission data is disclosed by place of residence, showing a growing share of students from outside the governorate (from 9 to 99).

The Regulatory Documents Behind the System

1. **University Housing Controls (amended)** — 27 Dec 2022
   Ministry of Higher Education circular sent to all universities, with the amended controls and the lease template attached.

2. **University Order No. 6920/35/7** — 3 Jun 2024
   Northern Technical University order forming an interview committee for deans' assistants and academic department heads.

3. **Higher Education Fund Instructions — Articles 10, 12, 14** — Articles
   Rules for spending revenues, distributing staff incentives by points, and financial control of the fund.

4. **Hawija Technical College Administrative Order** — 8 Apr 2024
   Grants the allowances due to listed staff from May 2024, with evaluation forms and supporting orders attached.

5. **Kirkuk Governorate Decision No. 419 of 2020** — 2020
   Points form for public employees, with published scores for age, family status, education, position, and service.

Every practice in this report traces back to an official, dated, and numbered document that staff can consult.

Transparent Selection: A Formal Interview Committee

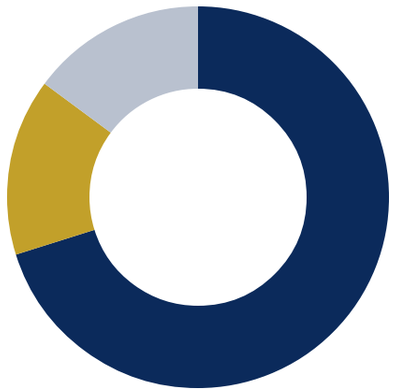
- University Order No. 6920/35/7, dated 3 June 2024, issued by the President of Northern Technical University.
- Purpose: interview candidates for deans' assistants and academic department heads across the university's formations.
- Five members drawn from administrative, scientific, legal, and quality units; the interview schedule is attached.
- The committee must complete its work by 27 June 2024.
- Copies go to the leadership, scientific, legal, quality, and administrative offices.

#	Position	Role
1	Assistant President for Administrative and Financial Affairs	Member
2	Assistant President for Scientific Affairs	Member
3	Director, Quality Assurance and University Performance	Member
4	Director, Legal Affairs	Member
5	Director, Administrative and Financial Affairs	Member and rapporteur

Committee membership, roles, and deadline are fixed in writing, and copies of the order are circulated to the university's offices.

Declared Rules for Spending Revenues

Evening-study fees (Article 10-A)



- **70%** Wages and salaries of staff and lecturers' fees, with service requirements
- **15%** Maintenance of buildings and fixed assets
- **15%** Remaining share, not covered by the excerpt

Other revenues (Article 10-B)



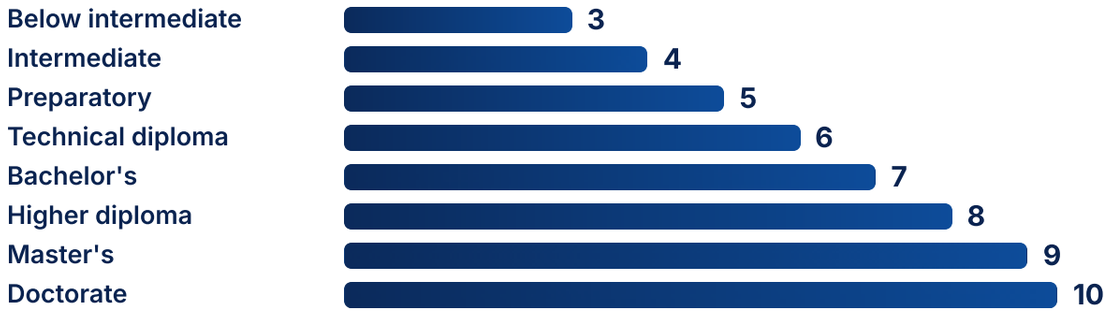
- **70%** Incentives for staff
- **30%** Maintenance and expenses of the scientific process

Grants, donations, and endowments are spent on developing the educational process unless the donor allocated them to a special purpose. Revenues from the fund's other items follow the instructions cited in the same article.

Each share of revenue has a stated purpose, so staff and students can see where fees and other income are directed.

A Points-Based Incentive Formula

Educational attainment (points)



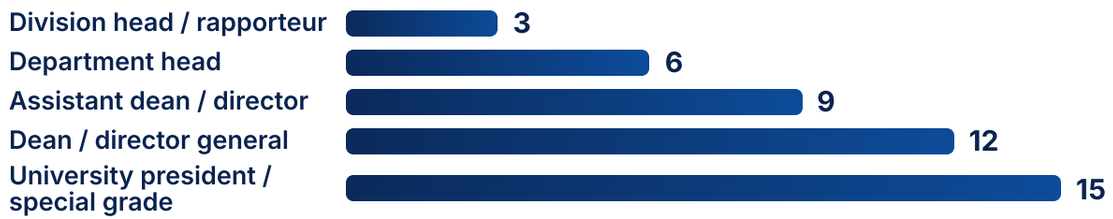
Thank-you letters (points)



Academic rank (points)



Job level (points)



Service: 1 point for every two years of actual service

Half of the incentive pool is shared on these published points; the other half rewards distinguished work by a formal decision.

Built-In Fairness Rules

Full entitlement for continuous service
Staff in continuous service, including those released for doctoral study, receive the full incentive under the instructions.

Partial entitlement is proportional
Staff seconded for part of the period receive the incentive in proportion to the days they were assigned.

Absence reduces points equally for all
One point is deducted for each day of absence; maternity leave is the stated exception.

Attendance is rewarded
Two points are added for not taking leave and not being absent during the distribution period.

Recognition is counted
Thank-you letters add 1, 2, or 3 points depending on who issued them.

The same rules apply to every employee: entitlement, deductions, and bonuses are written in advance.

Financial Integrity Safeguards

1

Independent and ring-fenced

The fund is an independent accounting unit with its own account at a government bank.

2

Unified accounting system

The fund follows the unified accounting system and uses the documentary book group.

3

External audit

Fund accounts are subject to the oversight and audit of the Federal Board of Financial Supervision.

Article 14 of the instructions: independence, a standard accounting method, and an outside auditor together create a clear trail from every dinar received to every dinar spent.

Independent accounts, a unified accounting system, and external audit protect the fund from misuse.

A Documented Trail for Every Award

Legal basis

- State and Public Sector Employees Law No. 22 of 2008, Article 5
- University Order No. 8277/35/7 of 22 Aug 2023 (delegated powers)

The decision

- Hawija Technical College Administrative Order, 8 April 2024
- Grants the listed staff the allowances due for May 2024, according to entitlement
- Signed by the Dean

Attachments

- List No. 1 of beneficiaries
- Five evaluation forms
- Previous-year administrative orders with thank-you letters

Copies sent to

- University administrative and financial affairs
- Human Resources Division
- Financial Division and Audit Division
- Quality Assurance Division
- Studies, Planning and Statistics
- Personal file

Each decision names its legal basis, lists its attachments, and is copied to the units that check it.

Published Scoring Criteria for Housing and Land

Age	
20 – 30 years	2
30 – 40 years	4
40 – 60 years	6
Over 60 years	8

Family status	
Married	2
Unmarried with dependants	2
Widowed or divorced	6
Each minor child (extra)	4
Partial or total disability	6
More than one wife (each extra wife)	2

Education	
Intermediate	2
Preparatory	4
Diploma	6
Bachelor's	8
Master's	10
Doctorate	12

Position	
Unit head	2
Division head	4
Department head	6
Director general and above	8

Service and residence	
Each year of service	1
No residential land of own	5

Source: Kirkuk Governorate land allocation committee form (Decision 419 of 2020). The Ministry's university housing controls (27 Dec 2022) follow the same logic of declared rules.

A single scoring form, with every point value printed on it, means two employees with the same circumstances receive the same score.

Findings and Proposed Next Steps

Strengths found in the documents

- Selection by a multi-member committee with written roles and a deadline.
- Incentives distributed by published points, not by discretion alone.
- Revenue shares fixed in advance for each purpose.
- Independent accounts audited by the Federal Board of Financial Supervision.
- Numbered, dated orders with attachments and copy lists.
- Yearly statistics stamped by the quality unit.

Proposed next steps

- Publish these rules and orders on htc.ntu.edu.iq so every employee can read them.
- Announce the incentive points and results each year, anonymised where needed.
- Reconcile the statistical sheet before release: the 2025 staff total (44) differs from the sum of ranks (34), and the 2024 gender split does not add up to the 371 students reported.
- Record the committee's interview criteria and keep minutes with each appointment.

The system is documented and rule-based; the next step is to make it easier for staff and students to find and verify.

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الكلية التقنية / الحويجة
شعبة ضمان الجودة والأداء الجامعي

Hawija Technical College — Transparency Principle Report 2026

One of the formations of Northern Technical University, affiliated with the Ministry of Higher Education and Scientific Research.