Judicial Institute
GUIDE

Jalil Adnan Khalaf
Director General of The Judicial Institute

Judicial Institute Guide

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Director General of the Judicial Institute

Judicial Institute Guide

Establishment, Vision, and Mission

Out of a deep belief in the importance of institutional documentation and the need to provide a unified administrative reference that enables future administrations of the Judicial Institute to review all steps and procedures followed to accomplish tasks within the Institute in an organized and transparent manner.

the Judicial Institute has embarked on developing this guide as a set of work procedures designed to ensure the efficiency of operations and maintain a high quality of future performance.

This guide serves as a detailed description of every process carried out by the Institute's staff—clarifying who performs it, how it is executed step by step, and who is responsible for each stage—in order to enhance the efficiency of both academic and administrative work. It thereby contributes to fostering a clear and effective educational and organizational environment that supports the Judicial Institute's mission.

The guide aims to outline the Institute's organizational structure, administrative functions, and approved procedures, while also highlighting the systems and regulations governing its operations. Through this, it seeks to achieve the highest levels of administrative discipline and institutional integration, unifying workflows across the Institute to facilitate the training of new employees, ensure performance quality, and minimize errors by providing a dependable reference.

The guide addresses key operational areas of the Institute, beginning with the duties of the Institute Council, its structure, and departments, followed by the strategic plan for the years **(2025–2030),** It also documents the procedures for admission, student disciplinary rules, the examination system, and the mechanisms of examination committees.

Furthermore, it provides a detailed presentation of the study materials and curriculum outlines for both judicial and public prosecution courses over the two academic years, along with the practical training plan and its implementation mechanisms in the courts, the regulations of on-campus housing, and the procedures for training, development, and scientific research.

Special chapters are dedicated to the graduation ceremony protocol, its accompanying hospitality guide, and the control room that manages the technical operations of official programs and ceremonies. It also presents the structure of the Information Technology Department, including its divisions and responsibilities.

In addition, the guide features the Judicial Institute's newspaper and journal, the emergency plan manual, the components of the Institute's library, and details of the Institute's official website as its window to the outside world.

Among the important chapters included in this guide is a special section prepared by the Quality Assurance Division on Job Satisfaction, which aims to measure the level of satisfaction among the Judicial Institute's staff regarding their work environment and the administrative services provided to them. This contributes to identifying areas that require improvement and to strengthening the sense of belonging and professional commitment, stemming from the Institute's conviction that the quality of institutional performance is inseparable from the satisfaction of its employees and their active role in achieving its objectives.

The Judicial Institute Guide is the result of a collective effort dedicated to preserving the Institute's administrative memory, reinforcing the principle of continuity, and ensuring the smooth transfer of knowledge between successive administrations. It serves the Institute's mission to provide an educational environment that keeps pace with scientific developments and enhances the research capacities of judges in their field of work—by drawing upon both local and international expertise and experience—to build a distinguished academic edifice that combines theoretical study with practical application. Its vision lies in preparing and qualifying competent judicial cadres who are professional in their duties and deeply committed to the values of judicial independence and the rule of law.

May Allah grant us success

Judge
Jalil Adnan Khalaf
Director General of the Judicial Institute

Overview of the Judicial Institute

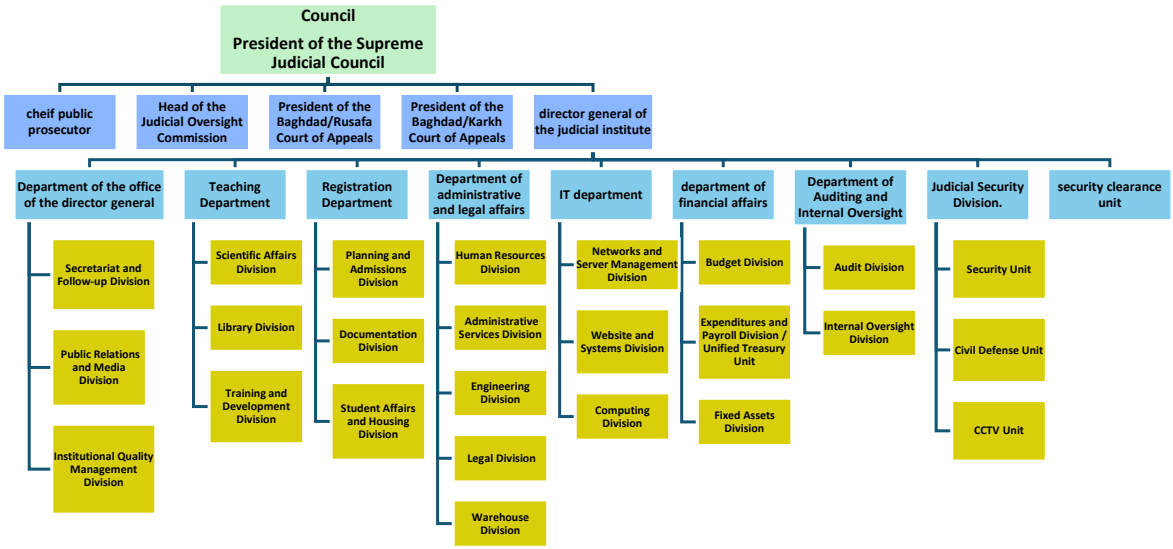
The Judicial Institute was established under Law No. (33) of 1976, as amended, and became part of the Supreme Judicial Council pursuant to Law No. (70) of 2017, which was published in the Iraqi Gazette, issue No. (4455) on July 13, 2017.
It is the institution responsible for graduating and preparing judges and members of the Public Prosecution Service through an intensive two-year academic program that includes legal courses in various branches of law—civil, criminal, administrative, human rights, and others. The program combines academic study with practical training in the courts, conducted in cooperation with judicial authorities. It also includes field visits to the Directorates of Criminal Evidence and Forensic Medicine, in addition to organizing numerous workshops, seminars, and conferences in collaboration with the Institute for International Law and Human Rights and other international legal organizations.
The Institute also organizes specialized training courses aimed at developing the legal expertise of employees working in various ministries, government institutions, and non-ministerial entities. These include programs such as Notaries Public and Judicial Executors Training Courses for the Ministry of Justice, Investigator Authorization Courses for the Ministry of Interior, and other professional development courses.

From an administrative and structural perspective, the Judicial Institute comprises several departments and divisions, namely:
(Office of the Director General, Information Technology Department, Academic Affairs Department, Registration Department, Administrative and Legal Affairs Department, Financial Affairs Department, Auditing and Internal Control Department, Security Clearances Division, Judicial Guards Division, Quality Assurance Division).

Chapter One

Formations and functions of the judicial institute

Chair of the Judicial Institute



Article One

The Institute is supervised by the (Institute Council), which is composed of

1. **President of the Supreme Judicial Council** – Chair
2. **Chief Public Prosecutor** – Member
3. **Head of the Judicial Oversight Commission** – Member
4. **President of the Baghdad/Rusafa Court of Appeals** – Member
5. **President of the Baghdad/Karkh Court of Appeals** – Member
6. **Director General of the Judicial Institute** – Member

The Council performs the following functions:

1. Exercises general oversight over the Institute's affairs.
2. Proposes plans for organizing and developing the Institute, and oversees their implementation.
3. Sets the criteria for selecting the required number of applicants based on academic credentials, grades, and competence.
4. Adds new subjects related to judicial work to the curriculum, in addition to those stipulated in the law.
5. Determines the start and end dates of the academic year, defines the semesters, and schedules official breaks.
6. Establishes examination regulations, sets their timing and procedures, and monitors their administration.
7. Approves examination results.
8. Classifies first-year graduates for appointment as judges or public prosecutors according to the needs of the Supreme Judicial Council.
9. Sets disciplinary regulations for the Institute's students.

-The Judicial Institute is managed by a Director General who holds a postgraduate degree in law and has no less than five years of legal service.

-The Director General is supported by a number of staff members as needed.

- The Director General performs the following functions:

1. Manages the academic, administrative, and financial affairs of the Institute.
2. Implements the decisions of the Institute Council.
3. Represents the Institute before official and non-official entities.
4. Selects instructors to teach at the Institute, with the approval of the President of the Supreme Judicial Council.
5. Submits progress reports on the Institute to the President of the Supreme Judicial Council and the Institute Council.

- The Director General exercises any other powers delegated to him by the President of the Supreme Judicial Council or the Institute Council.

Article Two

The Judicial Institute consists of the following departments

First: Office of the Director General

A. The department undertakes the following duties:

1. Managing and organizing the operations of the Director General's Office.
2. Carrying out and following up on all office administration tasks.
3. Receiving guests of the Institute, organizing their visits, and coordinating with various institutions.
4. Promoting the Institute's activities in coordination with the Media Center of the Supreme Judicial Council.
5. Organizing and publishing the *Judicial Institute's* newspaper and journal.
6. Monitoring the application of quality standards across all departments of the Institute.
7. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department carries out its functions through the following divisions:

1. Secretariat and Follow-up Division.
2. Public Relations and Media Division.
3. Institutional Quality Management Division.

Second: Academic Affairs Department

A. The department undertakes the following duties:

1. Monitoring the progress of academic studies at the Institute and preparing quarterly reports.
2. Proposing academic standards for selecting curricula and criteria for appointing members of the teaching faculty.
3. Organizing schedules for theoretical and practical classes in coordination with faculty members, and preparing examination regulations and supervision committees.
4. Organizing the work of midterm and final examination committees for Institute students and preparing the necessary arrangements.
5. Supervising the Institute's library and maintaining and organizing its records.

6. Preparing the training plan and organizing workshops, seminars, and conferences held at the Institute.
7. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department performs its functions through the following divisions:

1. Scientific Affairs Division.
2. Library Division.
3. Training and Development Division.

Third: Registration Department

A. The department undertakes the following duties:

1. Organizing the application process at the Institute and preparing all related requirements.
2. Maintaining the records and dossiers of applicants and those admitted to study at the Institute.
3. Preparing the proficiency examinations for applicants to the Institute and arranging all their requirements.
4. Providing administrative services to the students and graduates of the Judicial Institute.
5. Following up on student affairs and monitoring their attendance.
6. Carrying out any tasks assigned by the Director General of the Judicial Institute.
7. Supervising on-campus housing, controlling student presence, and providing services to them.

B. The department performs its functions through the following divisions:

1. Admissions Division.
2. Documentation Division.
3. Student Affairs and On-Campus Housing Division, which includes the following units:
   A. Services Unit.
   B. Male Housing Unit.
   C. Female Housing Unit.
   D. Kitchen Unit.

Fourth: Administrative and Legal Affairs Department

A. The department undertakes the following duties:

1. Managing and organizing all affairs of employees working at the Institute.
2. Managing and organizing the Institute's administrative and office services.
3. Preparing and implementing engineering projects and all maintenance works.
4. Organizing and auditing all Institute contracts and providing legal consultations.
5. Stating opinions and participating in investigative committees and following up on legal matters at the Institute.
6. Organizing the warehouse and assets, inventorying and preserving their contents, and recording them.
7. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department performs its functions through the following divisions:

1. Human Resources Division.
2. Administrative Services Division.
3. Engineering Division, consisting of the following units:
   A. Maintenance Unit.
   B. Buildings Unit.
   C. Transport Unit.
4. Legal Division.
5. Warehouse Division.

Fifth: Information Technology Department

A. The department undertakes the following duties:

1. Analyzing and designing databases and software systems, implementing them, and following up on them.
2. Managing the Institute's website and developing it.
3. Managing network connectivity (internet and intranet) and server systems.
4. Maintaining technological equipment.
5. Performing periodic updates to operating systems and software.
6. Managing electronic display devices for the auditorium and the Institute's meeting rooms.
7. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department performs its functions through the following divisions:

1. Networks and Server Management Division.
2. Website and Systems Division.
3. Computers Division.

Sixth: Financial Affairs Department

A. The department undertakes the following duties:

1. Carrying out the Institute's financial and accounting operations, including student stipends, faculty members' remunerations, and staff salaries, in accordance with applicable financial laws, regulations, and instructions.
2. Preparing and implementing the Institute's annual budget.
3. Maintaining, organizing, and preserving the financial, accounting, and inventory records.
4. Creating and updating a database of bank accounts opened in various banks, as well as receiving instructions and performing all duties related to the Unified Treasury Account.
5. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department performs its functions through the following divisions:

1. Budget Division.
2. Salaries and Expenditures Division / Unified Treasury Unit.
3. Fixed Assets Division.

Seventh: Internal Audit and Control Department

A. The department undertakes the following duties:

1. Monitoring the proper application of financial and accounting laws, regulations, and instructions.
2. Identifying accounting errors and proposing corrective measures.
3. Auditing contracts concluded by the Institute with external parties from financial and accounting perspectives.
4. Submitting periodic reports on the Institute's operations from financial and accounting standpoints.
5. Auditing documents before and after payment, as well as all accounting records

6. Addressing the observations of the Federal Board of Supreme Audit regarding the Institute's operations.
7. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The department performs its functions through the following divisions:

1. Audit Division.
2. Internal Control Division.

Eighth: Security Clearances Division

A. The division undertakes the following duties:

1. Organizing and updating the database of employees, staff, and students of the Judicial Institute and verifying it to complete the procedures for granting security clearances and issuing IDs and access permits.
2. Following up on regulations and instructions related to security management and taking the necessary measures for safety and protection in coordination with the Judicial Guards Division.
3. Managing and securing the reception and monitoring of entry points in coordination with the Judicial Guards Division.
4. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. This division reports directly to the Director General of the Judicial Institute.

Ninth: Judicial Guards Division
A. The division undertakes the following duties:

1. Ensuring the security and protection of the Judicial Institute buildings and the on-campus housing facilities.
2. Managing and supervising the camera surveillance system and monitoring its operation.
3. Managing and supervising the Civil Defense Division and preparing the necessary plans.
4. Carrying out any tasks assigned by the Director General of the Judicial Institute.

B. The division consists of the following units:
1. Guards Unit.
2. Civil Defense Unit.
3. Cameras Unit.

Chapter two

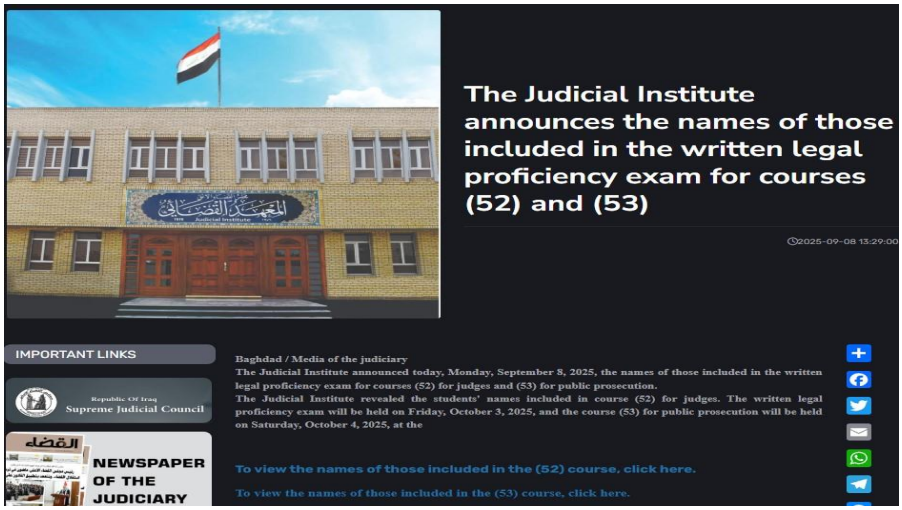
Admission Procedures to the Judicial Institute

Applying to the Judicial Institute

In order to organize the process of applying to the Judicial Institute and to ensure that the procedures run in a coordinated and effective manner, the following is a general guide to the application procedures, beginning from the announcement and continuing until admission, with specification of committee responsibilities and the follow-up mechanism.

❖ First: - Announcement of Application

- An announcement is published regarding the opening of applications for new courses through the official website of the Supreme Judicial Council / Judicial Institute section, with a defined period for applications.



❖ Second: Formation of Organizational Committees

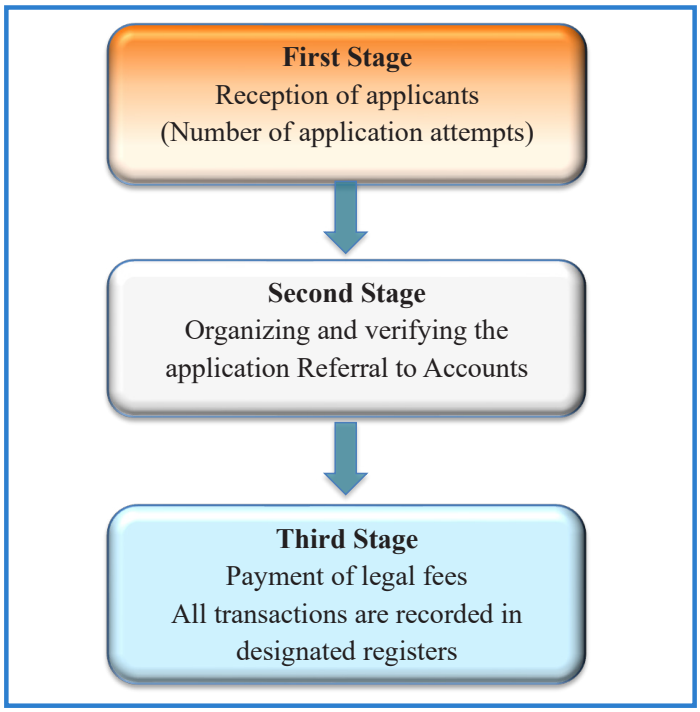
- An administrative order is issued to form specialized organizational committees to facilitate the application procedures, including:
  - Application Forms Receiving Committee
  - Verification Committee
  - Applications Referral Committee

- Financial Committee
- Records Committee
- IT Committee

- Additional committees are also formed to complete subsequent procedures, such as:
  - Book Printing Committee
  - Classified Documents Committee
  - Case File Verification Committee

❖ Third: Stages of Application

- **First Stage:**
  - Applicants are received in the external hall, where their number of attempts at applying is verified by designated employees.
- **Second Stage:**
  - Applicants are received in a designated hall for the purpose of verifying and organizing applications by specialized employees, after which the applications are referred to Accounts.
- **Third Stage:**
  - Payment of the legal fees by applicants using a MasterCard.
  - In case an applicant does not have the card, a specialized company is available inside the reception hall to issue one.
  - All transactions are recorded in designated registers.



❖ Fourth: Communication with Official Institutions

- Official letters are printed for each applicant according to their status (employee in the Supreme Judicial Council, employee of other ministries, or lawyer), and directed to the relevant authorities such as:

Court of Appeal Presidency

جمهورية العراق
مجلس القضاء الأعلى
المعهد القضائي / قسم التسجيل

العدد:
التاريخ: / /٢٠٢٥

(مسلمة)

الى / نقابة المحامين

م / (طلب معلومات)

تحية طيبة ...

قدم المتصاص المبين / المتقدمة صورته ادناه طلبا يرغب فيه الدراسة في المعهد القضائي للعام الدراسي (٢٠٢٥ / ٢٠٢٦) الدورة (٢٣) دورة (الاستاذ العلي) وتعرض الشكر في طلب المؤهلة اليه ورهن اكتمالها ما يلي :

١- صورته وشكاته في صحيفة الحاله وطلبه .
٢- بيان فيما اذا كان قد عرفته هناك ممارسته مهنة المحاماة وأسباب ذلك .
٣- بيان فيما اذا كان قد صدر بحقه حكم او احيل على التحقيق مع بيان الاسباب والقناع وان كان قد احيل الى التحقيق ورهن الاوراقها بصورة عن اوراقات التحقيق .
٤- تأييد ممارسة أهلية في المحاماة مدة لا تقل عن (٣) ثلاثة سنوات .
٥- تأييد صلاحية المؤهلة للدراسة في المعهد القضائي أمر تعلق الامر بالقضاية .

للتفضل بالاطلاع وسرعة الاجابة بكتب سرى معهون الى المعهد القضائي في موعده أقصاه ثلاثة عشر من يوم المصادف (/ / ٢٠٢٢) وتفضل لقبلة المسؤولية القانونية عن صحة المعلومات الواردة فيه .

مع التقدير .

القاضي
جليل عدنان خلف
مدير عام المعهد القضائي
/ /٢٠٢٥

صورة منه الى :-
• قسم التسجيل / الاضبارة الشخصية / مع الاوراق / للحفظ .

Supreme Judicial Council \ Judicial Institute
Baghdad-Al Waziriia Sector/ ٣٠-٥٥/١٠-Building\

E-mail : jinst@sjcmail.iq.iq

مجلس القضاء الأعلى / المعهد القضائي
بغداد – الوزيرية – محلة/٣٠ – شارع/١١ – بناية رقم/ ٥٥

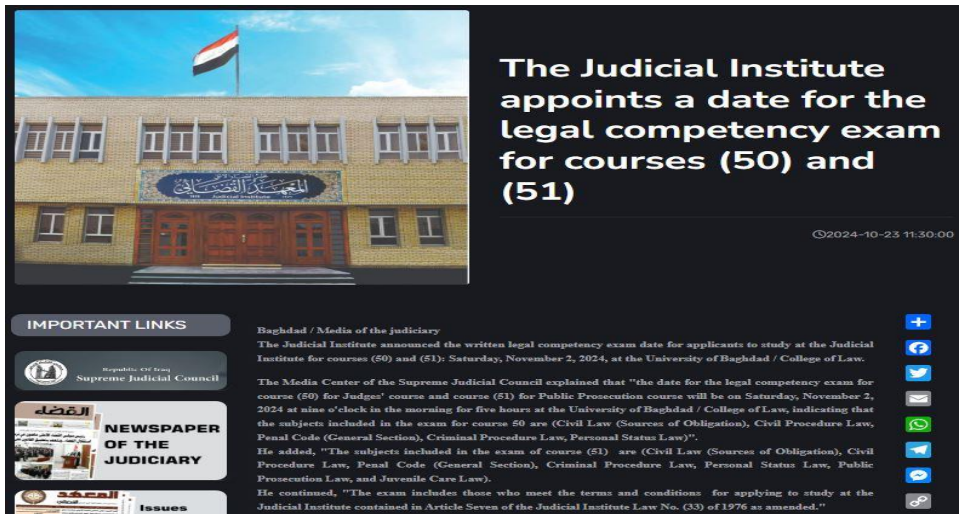
البريد الالكتروني

Bar Association

- Responses from the official authorities are received and recorded in the Registration Department database.

❖ Fifth: Written Legal Proficiency Exam

- Official approvals are obtained from the President of the Supreme Judicial Council to conduct the written exam at the University of Baghdad / College of Law at a specified time.
- The logistical preparations for the exam include:
  - Distribution of applicants across halls
  - Preparation of exam booklets
  - Formation of monitoring committees
  - Coordination with judges to participate in supervision
- The date and venue of the exam are announced through the official website.
- A specific day is designated for each category (judges or public prosecution) to sit the exam.
- Exam booklets are sent by a special committee to the headquarters of the Supreme Judicial Council for grading.



❖ Sixth: Oral Interview and Subsequent Procedures

- After results are announced, the names of the successful applicants are sorted and their files are prepared.

- Summaries are prepared for each applicant in preparation for the oral interview.

المعهد القضائي
قسم التسجيل

الاسم :

الكلية :
سنة التخرج :
المواليد :

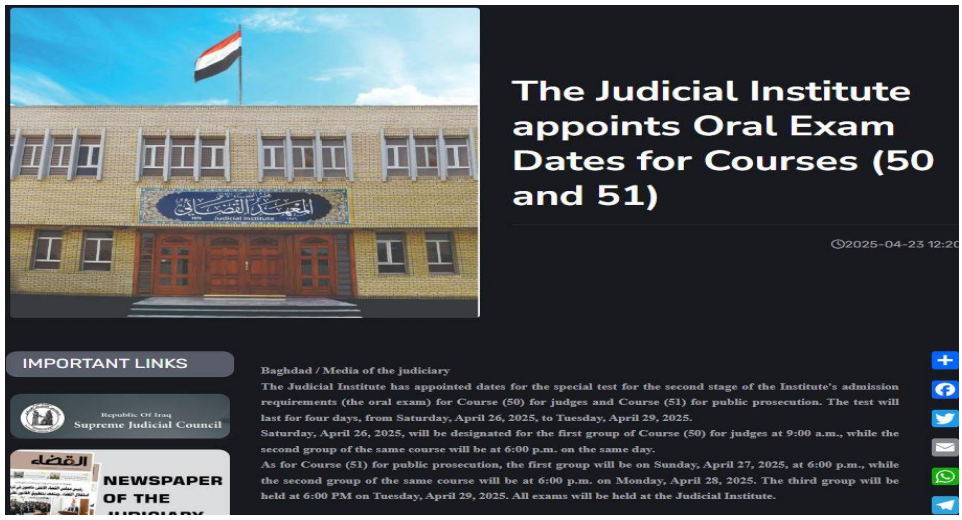
المهنة :
محل العمل :

محل السكن :

عدد مرات التقديم : ( )
الحالة الاجتماعية :
الاجابة الواردة بحقه :-
- حسب اجابة

- حسب اجابة نقابة المحامين

- Interview dates are announced and scheduled.



- The final results of those admitted to the Institute are announced.

❖ Seventh: Post-Admission Procedures

- Preparation of class schedules and allocation of halls by the Teaching Department.
- Conducting medical examinations for each student through coordination with the Medical City / specialized medical committees, together with a representative from the Judicial Institute.
- Admitted applicants commence according to a specific schedule.
- Official release letters are received for admitted employees in order to grant them study leave.
- Contracts are organized for lawyers or employees who have resigned, by the Legal Division of the Judicial Institute.
- Dormitory accommodations are prepared for students from other provinces.

Note:

This guide is adopted as a reference document for all future training courses and shall be updated according to new developments or directives issued by the Institute's administration or the Supreme Judicial Council.

Chapter three

Disciplinary Regulations for

Students and Staff of the Judicial Institute

First Section

Provisions Contained in the Disciplinary Regulations for Students of the Judicial Institute

Article (1):
The student at the Judicial Institute shall adhere to the following:

- **First:** Respect the professors and supervisors in both theoretical studies and practical training, observe the rules of manners and propriety, and obey their instructions concerning the performance of his duties within the limits required by judicial conduct.
- **Second:** Adhere to the schedules of theoretical and practical study, and not be absent except with prior permission, dedicating official working hours to study requirements and practical training.
- **Third:** Maintain confidentiality of information accessed during study and training if its disclosure would harm the public interest or private interests.
- **Fourth:** Preserve the dignity of his affiliation with the Judicial Institute and avoid anything that may undermine the respect due to the Institute, whether during study, training, or outside of them.
- **Fifth:** Perform the duties of the function during practical training in accordance with the laws, regulations, and instructions in force.

Article (2):

- **First:** Whoever commits the acts stipulated in Article (1) of these rules shall be punished with a warning.
- **Second:** The penalty of warning results in the deduction of 10 (ten) conduct points.

Article (3):

- **First:** Whoever repeats any of the acts stipulated in Article (1) of these rules shall be punished with a reprimand.

- **Second:** The penalty of reprimand results in the deduction of 20 (twenty) conduct points.

Article (4):

Each student has 100 (one hundred) conduct points throughout the academic year, and is considered to have failed if more than 50 (fifty) points are deducted.

Article (5):

The provisions of the Law of Discipline of State and Public Sector Employees No. (14) of 1991 shall apply to all matters not expressly covered herein, with regard to procedures for imposing disciplinary measures, appeals, and challenges.

Rules for the Legal Proficiency Examination (comprising 4 items)

Item One:

1) The candidate whose name has been announced for the exam by the Institute administration must present his civil status ID when entering the examination hall.
2) No candidate shall be allowed into the examination hall after distribution of the questions, regardless of the excuse.
3) It is prohibited for candidates to bring in any printed material, mobile phone, listening devices, or weapons, regardless of their status.
4) Candidates must answer in the official exam booklet, using only a blue or black ballpoint pen, in clear handwriting, without placing any marks or signs unrelated to the answer that could reveal the candidate's identity. No writing is permitted on the cover except in the designated fields; otherwise, the booklet shall be withdrawn.
5) Candidates are not allowed to change their seating positions except with the permission of the hall supervisor.
6) Candidates are not permitted to leave the hall except for health reasons, with the permission of the hall supervisor, and accompanied by an invigilator.
7) Candidates are strictly prohibited from talking among themselves during the exam or engaging in any act that may facilitate cheating or disturb order.

Item Two:

- The candidate shall be barred from entering the exam if he violates paragraphs (1) and (2) of Item One of these rules.

Item Three:

- The exam booklet shall be withdrawn if the candidate violates paragraphs (3), (5), (6), and (7) of Item One of these rules.

Item Four:

- The Institute shall exclude exam booklets if the candidate violates paragraphs (4) and (7) of these rules.

Second Section

Rules of Residence in the Dormitory

1. The dormitory administration shall issue an internal announcement indicating the number of vacant rooms (if available). Applications shall be received from students wishing to reside, according to capacity. Priority is given based on the distance between the student's residence and the Institute, and the application period shall last one week.
2. The student shall occupy the designated room. If he fails to occupy it within 7 (seven) days without a legitimate excuse, he forfeits his right to it.
3. Students must be present in the dormitory before 11:00 p.m. in summer and 10:00 p.m. in winter.
4. No one other than dormitory students is allowed entry. Visits from family members shall take place only in the reception hall at the external information desk.
5. Cooking is prohibited outside designated areas. Students must store food in the refrigerators and freezers allocated to them and dispose of it at the end of each week under the supervision of the responsible employee.

6. It is prohibited to post pictures, flyers, or write on the walls of rooms and corridors.
7. Students must wash and hang laundry only in designated areas, under organized supervision by the responsible employee.
8. Students must observe general safety: switch off all electrical appliances before leaving the room, do not hand over keys to anyone else, and avoid using heaters inside the room. In general, civil defense instructions must be followed, and the civil defense officer is tasked with monitoring compliance.
9. Students must maintain cleanliness of rooms, corridors, and bathrooms, and dispose of waste in designated places.
10. Students must maintain general quiet and calm to provide a suitable study environment and avoid disturbing others during rest time.
11. Students may not move from their designated room to another or stay outside the dormitory without informing the responsible employee, who shall document it officially.
12. Smoking of all types (electronic or regular) is strictly prohibited inside the dormitory, as smoke detectors are linked to the early fire alarm system.
13. Students must wear attire appropriate to the place when moving around the halls and gardens of the Institute after official hours.
14. Communication with the dormitory supervisor shall be made to report any matter related to the students in the dormitory. Students' proposals regarding the improvement of the dormitory must be submitted in writing to the supervisor, who shall then forward them to the administration of the Judicial Institute.
15. Students must observe the limits of propriety and courtesy in dealing with the dormitory administration and comply with the instructions issued by it.
16. Students must preserve the furniture in the dormitory or under their use and employ it responsibly. If negligence is proven against a student, the damage shall be documented and an administrative investigation conducted, and the student shall bear the cost of the damage. In case of repeated violation, the negligent student shall be expelled from the dormitory.

17. Any equipment or utensils placed under the student's use must be returned to their designated place at the end of daily use; otherwise, the student shall be prohibited from using the kitchen.
18. Students must comply with the laws, regulations, and instructions related to public health and safety.
19. Students from Baghdad Governorate or those not residing in the dormitory are allowed to rest in the dormitory during noon hours only, or to use the bathrooms and the prayer room, but they are strictly prohibited from spending the night there, unless prior approval is obtained from the Institute's administration.
20. In case a student suffers a health emergency inside the dormitory outside official working hours, his roommates must take him to the nearest hospital or medical center and notify the responsible employee to take the necessary measures.
21. All students wishing to reside in the dormitory must be made aware of these instructions and sign them prior to moving into the dormitory.
22. Any student who violates the above instructions shall bear all legal consequences and shall be held liable for the value of any damages caused.

Third Section

Professional Conduct

In order to regulate the professional conduct of the staff of the Supreme Judicial Council, and to ensure that all employees of the Judicial Institute are fully aware of it, and out of a commitment to instilling professional and ethical principles that strengthen the efficiency of institutional work, a Code of Conduct has been prepared to serve as a framework defining the obligations and rights of employees, and to set out the behavioral standards that must be observed during the performance of official duties.

This Code seeks to promote a culture of integrity and transparency, and to entrench the principles of impartiality and professional responsibility, in line with the laws and regulations in force, and in a manner that reflects a positive image of the judicial institution and its standing in society.

Employee adherence to the provisions of this Code is considered an integral part of their commitment to their official duties, and serves as an indicator of their respect for the trust placed in them by both the institution and society at large.

Pursuant to the provisions of Articles 87, 88, 89, and 90 of the Constitution of the Republic of Iraq (2005), and to the provisions of Article 4/First and Article 5 of the Supreme Judicial Council Law No. 45 of 2017, and based on the constitutional and legal role of the Supreme Judicial Council in ensuring the proper functioning of judicial bodies, strengthening the independence of the judiciary, upholding the integrity of its employees, and in harmony with the rules of conduct and discipline set forth in the Judicial Organization Law No. 160 of 1979 (as amended), the Civil Service Law No. 24 of 1960 (as amended), and the State and Public Sector Employees Discipline Law No. 14 of 1991, and in line with the best international judicial practices, particularly the Bangalore Principles of Judicial Conduct (2002), and with the aim of establishing a clear ethical and normative framework that defines standards of professional conduct, reinforces values across all categories of employees within the Supreme Judicial Council, and enhances citizens' trust in the work of its employees—this Code of Conduct is hereby issued as a binding reference.

In light of the development of standards of good governance and accountability in public institutions, it has become necessary to adopt a professional Code of Conduct that defines the ethical and professional standards required of every employee of the Supreme Judicial Council. This Code shall serve as a binding behavioral reference reflecting the highest judicial values, contributing to the regulation of performance, and ensuring transparency, integrity, and proper conduct within the judicial institution.

Accordingly, and under the direct supervision of His Excellency the President of the Supreme Judicial Council, Dr. Faiq Zaidan, and following a series of deliberations, the final version of this Code has been formulated.

The Supreme Judicial Council, in its session held on 10/7/2025 AD, resolved to adopt and approve this Code.

Definitions

Article 1: For the purposes of this Code, the following words and terms shall have the meanings set out opposite them, unless the context requires otherwise:

- **Council:** The Supreme Judicial Council of the Republic of Iraq.
- **Employee:** Every person working for the Supreme Judicial Council, whether as a permanent employee, under contract, or in any other capacity.
- **Code:** The Code of Professional Conduct for Employees of the Supreme Judicial Council.
- **Professional Conduct:** The totality of actions and behaviors that embody adherence to legal and ethical values in the performance of official duties.

Scope of Application

Article 2: The provisions of this Code apply to all employees of the Supreme Judicial Council, across all employment grades, including administrative staff, employees, and judicial guards.

Objectives of the Code

Article 3: This Code aims to:

1. Define the behavioral and ethical standards required to be observed by employees of the Supreme Judicial Council.
2. Inform staff and the general public of the judicial and professional conduct that must be observed by employees of the Supreme Judicial Council in their dealings with the judiciary and the courts.
3. Promote concepts of professional and occupational conduct among employees of the Supreme Judicial Council, and enhance transparency and integrity in the performance of duties, thereby projecting a positive image and high credibility of the institution before society.

4. Ensure the confidentiality and protection of information, prevent its leakage or misuse in any form, when obtained in the course of employment at all grades, thereby strengthening trust between the citizen and the judiciary.
5. Create a positive and disciplined work environment that promotes mutual respect and professional cooperation, thereby raising the overall level of performance.
6. Adopt a clear procedural framework to ensure the proper fulfillment of the official tasks assigned to employees.

Integrity

Article 4: Employees, at all employment levels, must adhere to absolute integrity and refrain from any conduct that would undermine the dignity of the office, the reputation of the judiciary, or its independence and impartiality.

Article 5: Employees are prohibited from taking any position or engaging in any act that may be understood as bias or influence by any political, social, or personal entity.

Competence and Discipline

1. Employees affiliated with the Supreme Judicial Council, in any capacity, are prohibited from engaging in any act that could damage their reputation or their official duties.
2. Employees are prohibited from expressing personal opinions intended to influence a court in any case pending before it.
3. Employees must adhere to the prescribed official uniform and ensure a dignified appearance in the workplace.
4. Employees must avoid inappropriate behavior, improper language, or insults in the work environment.
5. Employees must respect official working hours, starting and ending at the designated times.

6. Employees are prohibited from using social media to publish opinions that affect the impartiality of the judiciary, or from publishing decisions issued by courts or appellate bodies of various levels.

Employees affiliated with the Supreme Judicial Council must, each according to his duties, maintain and develop their knowledge, enhance their competence, and update their expertise within their field of specialization through:

(a) Familiarity with legislation relevant to their work and area of specialization.
(b) Familiarity with the laws of judicial authority.

(c) Contributing to the development of work methods and presenting proposals that help raise their scientific and professional performance.

(d) Commitment to participate in seminars, courses, and training programs held by the Supreme Judicial Council, whether in the headquarters of the Courts of Appeal, the Judicial Development Institute at the Supreme Judicial Council, or the Judicial Institute.

Code of conduct

Article 7 – Respect for Laws, Regulations, and Instructions:

Employees must apply applicable laws and regulations, and are prohibited from violating or circumventing them.

Article 8 – Confidentiality:

Employees must preserve the confidentiality of judicial information and files, and are prohibited from disclosing any information or giving interviews to the media except with official authorization from the Supreme Judicial Council.

Article 9 – Professional Relationships:

1. Employees must show due respect to the judiciary and judges, safeguard their dignity, and ensure these values are displayed before the public.
2. Employees must safeguard the independence of the judiciary and refrain from any act that may interfere with its affairs.

3. Employees must refrain from expressing personal opinions or evaluations concerning the work of judges, judgments, or decisions issued by them.
4. Employees must remain within the scope of the tasks assigned by the court and must not exceed them.
5. Employees must avoid using authority, influence, or their official position as employees of the Supreme Judicial Council for personal gain.

Article 10 – Conflict of Interest:
Employees must refrain from participating in any dispute before the courts in which they or their first-degree relatives have a direct or indirect interest.

Violations

Article 11: Any violation of the provisions of this Code constitutes a behavioral breach that exposes the perpetrator to administrative or disciplinary accountability.

Article 12 – Penalties:

1. The penalties provided in the State and Public Sector Employees Discipline Law No. 14 of 1991 or other applicable laws shall be imposed on those who violate the provisions of this Code, depending on the seriousness of the violation, by investigative bodies formed in the Courts of Appeal or by the Central Committee formed at the headquarters of the Supreme Judicial Council.
2. Investigative procedures shall be taken by the competent investigation courts against employees who commit acts that exceed professional misconduct.

Publication and Enforcement

Article 13: This Code shall be adopted by decision of the Supreme Judicial Council and shall be binding on all its employees as of the date of its adoption, along with the signing of the attached undertaking after reviewing and understanding its contents.

Interpretation

Article 14: The Supreme Judicial Council shall have the authority to interpret the provisions of this Code and to issue the necessary supplementary instructions for its implementation when required.

Chapter four

Academic Subjects and Teaching Curricula

at the Judicial Institute

First section

Study Subjects for the First Year – Judges' Course No. 50

No	Course	Duration	Lecturer	Workplace
1	Civil Law / Practical	Two semesters / 32 hours	Judge Mr. Hassan Fuad Munaim	Federal Court of Cassation
2	Civil Law / Theoretical	for each semester	Dr. Ali Fawzi Ibrahim	Office of the Prime Minister
3	Code of Civil Procedure / Theoretical	Two semesters / 32 hours	Judge Mr. Mundher Ibrahim Hussein	Federal Court of Cassation
4	Code of Civil Procedure / Practical	for each semester	Judge Mr. Kazem Abbas Habib	Federal Court of Cassation
5	Code of Criminal Procedure / Theoretical	Two semesters / 32 hours	Dr. Sabah Sami Dawood	University of Baghdad
6	Code of Criminal Procedure / Practical	for each semester	Judge Mr. Ahmed Ali Khalaf	Federal Court of Cassation
7	Criminal Law / General Part / Theoretical	Two semesters / 32 hours	Dr. Mohammed Hameed Abed	Al-Iraqia University / College of Law and Political Science
8	Criminal Law / General Part / Practical	for each semester	Judge Mr. Mahmoud Abbas Al-Fatlawi	Federal Court of Cassation
9	Law of Evidence	Two semesters / 32 hours	Judge Mr. Mohammed Abd Ali Shadhan	Federal Court of Cassation
10	Personal Status Law	for each semester	Judge Mr. Ahmed Jasib Okla	Presidency of Baghdad Al-Rusafa Court of Appeal
11	Judicial Legislation	Two academic semesters	Judge Mr. Salah Drayb Ibrahim	Presidency of Baghdad Al-Karkh Court of Appeal
12	Arabic Language	Two semesters / 32 hours for each semester	Dr. Hussein Ali Jabbar Al-Kasid	Al-Mustansiriyah University / College of Arts
13	English Language	One semester 32 hours	Dr. Hussein Abdullah	State Council

Courses for the First Year – Public Prosecution Program No. 51

No.	Course	Duration	Lecturer	Workplace
1	Criminal Procedure Law / Theoretical	Two semesters / 32 hours for each semester	Dr. Sabah Sami Dawood	University of Baghdad
2	Criminal Procedure Law / Practical	Two semesters / 32 hours for each semester	Public Prosecutor Mr. Khalis Kazem Jabr	Presidency of Public Prosecution
3	Penal Code / General Part / Theoretical	Two semesters	Dr. Mohammed Hameed	Al-Iraqia University / College of Law and Political Science
4	Penal Code / General Part / Practical	Two semesters / 32 hours for each semester	Judge Mr. Diaa Jaafar	Presidency of Baghdad Al-Karkh Court of Appeal
5	Civil Law / Theoretical	Two semesters / 32 hours for each semester	Dr. Ali Fawzi Ibrahim	Office of the Prime Minister
6	Law of Evidence	Two semesters / 32 hours for each semester	Judge Mr. Muthanna Ahmed Jasim	Federal Court of Cassation
7	Personal Status Law	Two semesters / 32 hours for each semester	Judge Mr. Ahmed Jasib Okla	Presidency of Baghdad Al-Rusafa Court of Appeal
8	Civil Procedure Law / Theoretical	Two semesters / 32 hours for each semester	Judge Mr. Shihab Ahmed Yaseen	Federal Court of Cassation
9	Public Prosecution Law (General Principles)	Two semesters / 32 hours for each semester	Public Prosecutor Mr. Razaq Dhahi Hassan	Presidency of Public Prosecution
10	Arabic Language	One semester / 32 hours	Dr. Ne'ma Dahesh Farhan	Dean of the College of Islamic Sciences – University of Baghdad
11	English Language	One semester / 32 hours	Dr. Firas Abdul Munim	University of Baghdad / College of Law

Course Syllabi for the First-Year Courses

Penal Code / General Part / Practical	
No.	**Subject**
1	Legality of crime and punishment
2	Scope of application of the Penal Code in terms of time and place (territorial, objective, personal, and universal jurisdiction)
3	Crime: definition / nature / seriousness / elements / attempt
4	Causes of justification and grounds for exemption from liability
5	Criminal participation
6	Criminal responsibility
7	Penalties: principal / accessory / supplementary / precautionary measures
8	Legal excuses
9	Judicial circumstances
10	Multiplicity of crimes
11	Suspension of execution
12	Extinction of crimes and penalties

Criminal Procedure Law			
No	**Subject**	**No**	**Subject**
1	Initiation of criminal proceedings	**16**	How to take legal procedures in cases of multiple crimes against the accused within a single lawsuit
2	Flagrante delicto (crime in flagrante)	**17**	Types of criminal courts and their jurisdiction
3	Crimes for which criminal proceedings may only be initiated by a complaint from the victim or their legal representative	**18**	Transfer of the case during the trial stage
4	Withdrawal of the complaint	**19**	General rules of trial
5	Judicial officers	**20**	Crimes committed during trial sessions
6	Reporting crimes	**21**	Trial procedures in non-summary cases
7	Preliminary and initial investigation	**22**	The charge
8	Jurisdiction – territorial – subject-matter	**23**	Reconciliation
9	Testimony and grounds for inadmissibility	**24**	Suspension of legal proceedings
10	Expert testimony	**25**	Trial and judgment
11	Search	**26**	Penal order
12	Pardon by the victim	**27**	Trial of persons lacking legal capacity
13	Interrogation of the accused	**28**	Methods of appeal against judgments
14	Decisions of the investigating judge upon completion of the investigation	**29**	Termination of criminal proceedings
15	Referral order	**30**	Conditional release
31	Methods of compelling appearance: a. Summons to appear b. Arrest c. Detention of the accused and release on bail d. Seizure of the fugitive accused's assets		

Arabic language	
No	**Subject**
1	Parts of speech (noun, verb, particle)
2	Declinable and indeclinable words
3	The verb and its signs
4	Particles and pronouns
5	The nominal sentence
6	The verbal sentence
7	The dual form
8	Sound masculine plural and sound feminine plural
9	Writing of hamzas
10	Indefinite and definite nouns
11	Common linguistic errors
12	Spelling and stylistic errors
13	Numbers

Personal Status Law	
No	**Subject**
1	Introduction to the Personal Status Law, its importance, and the definition and particularity of the Sharia lawsuit
2	Marriage, engagement, and eligibility for marriage (Articles 3–7)
3	Capacity, registration of the marriage contract, and its proof (Articles 7–10)
4	Registration of the marriage contract, prohibited degrees of women, and marriage with People of the Book
5	Marital rights and their rulings (Articles 12–19)
6	Dowry and its rulings, wife's maintenance (Articles 19–23)
7	Entitlement of the wife to maintenance and cases of its forfeiture (Articles 23–26)
8	Obedience lawsuit and its conditions
9	Calculation of maintenance, its increase and decrease, permanent and temporary maintenance (Articles 27–31)
10	Divorce: definition, types, and agency divorce from both Sharia and legal perspectives (Article 34)
11	Legal and Sharia basis for compensation in arbitrary divorce
12	Persons whose divorce is effective and the consequences of divorce
13	Explanation of Law No. 77 of 1983 on the Right of Divorced Women to Housing and its applications
14	Separation due to harm and its forms (Article 40)
15	Examples and applications of cases of separation due to harm
16	Separation lawsuit due to discord and its procedures
17	Forms of separation granted exclusively to the wife (Article 43)
18	Optional separation (Khulʿ): definition and its legal and Sharia basis
19	Divorce through modern means of communication
20	The waiting period (ʻiddah), its conditions, and duration
21	Maintenance during the waiting period (ʻiddah): legal and Sharia grounds for its obligation

judicial legislation			
No	**Subject**	**No**	**Subject**
1	Objectives and foundations of the Enforcement Law and its scope of application	**7**	Provisions on the attachment and sale of the debtor's movable property, including: a. Conditions for imposing attachment b. Property prohibited by law from being attached and sold c. Procedures for attachment of movable property d. Procedures for sale of movable property Attachment of salary and allowances
2	Enforcement of judicial judgments and decisions: a. Judicial judgment and conditions for its enforceability b. Decisions of urgent matters courts and orders of interim judiciary Arbitral awards	**8**	Provisions on the attachment and sale of the debtor's real estate, including: a. Authorities responsible for the attachment and sale of the debtor's real estate b. Procedures for attachment of the debtor's real estate c. Procedures for sale of the debtor's real estate Attachment and sale of mortgaged property
3	Enforceable instruments, including: a. Conditions required in the right subject to the instrument b. Types of enforceable instruments c. Instruments issued in Arab countries d. Instruments issued in foreign countries	**9**	Distribution of enforcement proceeds, including: a. Preferential debts b. Distribution among creditors (pari passu) Decision of participation
4	Objection to commercial papers, promissory notes acknowledging debt, and instruments establishing personal rightsEnforcement procedures, including: a. Acceptance or rejection of enforcement b. Appearance of the debtor before the enforcement officer after notification, or non-appearance c. Death of the debtor before or during enforcement d. Change of possession e. Annulment, reversal, rescission, or amendment of the enforced judgment f. Enforcement of two conflicting judgments g. Breach by the debtor of what has been executed and restitution of what was received without right	**10**	Prescription barring enforcement, including: a. Prescription barring enforcement b. Suspension and interruption of prescription Forfeiture of the right to claim deposits

	Refusal of the debtor to receive his personal belongings		
5	Suspension and postponement of enforcement, including: a. Concept of suspension and its effect on enforcement proceedings Cases of suspension and postponement of enforcement	**11**	Methods of appeal against the decisions of the enforcement officer, including: a. Statutory time limits for appeal b. Complaint against the decision c. Cassation
6	Means of compulsory enforcement, including: a. Use of compulsory force b. Travel ban on the debtor Executive detention		

Guardianship of Minors	
No	**Subject**
1	Objectives and Foundations of the Guardianship of Minors Law and Its Scope of Application
2	Guardianship over the minor, including: a. Concept of guardianship b. Its types c. Its conditions d. Revocation and termination
3	Tutorship over the minor, including: a. Concept of tutorship b. Its types c. Its conditions d. Termination
4	Custodianship over the minor, including: a. Concept of custodianship b. Its conditions c. Termination
5	Protection and management of the minor's property
6	Accountability of guardians and tutors
7	Inventory of the estate
8	Liquidation of the estate

Real Estate Registration Law			
No	**Subject**	**No**	**Subject**
1	Land Registry a. Definition of land registration b. Systems of land registration	**8**	Real Right a. Definition b. Types of real rights
2	Personal Register a. Definition b. Legal ruling	**9**	Types of Registers Related to Real Property Rights a. Real Estate Registers b. Basic Registers c. Personal Registers d. Daily Registers
3	Title Deed a. Definition b. Legal ruling	**10**	Renewed Registration a. Definition b. Conditions required in the right subject to renewed registration c. Conditions required in the applicant for renewed registration d. Procedures of renewed registration: 1. Procedures carried out by the Directorate of Real Estate Registration 2. Procedures carried out by the Property Confirmation Committee Methods of appeal against the decision of the Property Confirmation Committee
4	Case File a. Definition b. Legal ruling	**11**	Confirmation a. Definition b. Its conditions c. Procedures of the Property Confirmation Committee d. Methods of appeal against the decision issued by the Committee
5	Map a. Definition b. Legal ruling	**12**	Annulment of Real Estate Registration a. Definition b. Its types c. Causes
6	Specialization	**13**	Sale of Mortgaged Real Estate a. The competent authority for its sale and the conditions required for selling it b. Procedures preceding the auction c. Auction procedures, adjudication, and related matters
7	Real Estate Disposition a. Definition b. Types of real estate dispositions		

Notaries Law			
No	**Subject**	**No**	**Subject**
1	Official Document a. Definition b. Conditions for drafting an official document c. Penalty resulting from violation of its drafting conditions	**8**	Legal provisions and procedures to be observed by the notary public in drafting and authentication
2	Drafting and Authentication of Documents	**9**	Legal value of documents drafted or authenticated by the notary public
3	Authentication of Powers of Attorney a. Definition of power of attorney b. Its characteristics c. Its pillars (essential elements) d. Its types e. Rules to be observed when authenticating a power of attorney	**10**	Correction of material errors in documents drafted or authenticated by the notary public
4	Authentication of Translation a. Its nature and procedures b. Rules to be observed when authenticating a translation	**11**	Amendment of documents drafted or authenticated by the notary public
5	Surety (Guarantee) a. Definition b. Its characteristics c. Its essential elements d. Procedures for authentication of surety e. Cases of termination of surety	**12**	Annulment of documents drafted or authenticated by the notary public
6	Deposit a. Definition b. Deposits accepted by the notary public c. Legal provisions to be observed when accepting deposits	**13**	Registration of Machinery a. Definition of machinery b. Types of machinery c. Registration procedures
7	Cases in which the notary public is prohibited from drafting or authenticating	**14**	Legal notifications required in the notary public's work

Civil Procedure Law – Theoretical	
No	**Subject**
1	The lawsuit and its parties
2	All procedural and substantive defences
3	Litigation
4	Notifications
5	Judicial jurisdiction: functional, subject-matter, and territorial
6	Statement of claim: filing and value
7	Court session system
8	Incidental claims in terms of subject matter and parties
9	Incidental circumstances affecting the lawsuit
10	Urgent (provisional) judiciary
11	Recusal of judges and complaints against them
12	Procedures for issuing judgment and costs
13	Methods of appeal against judgments
14	Objection to judgments in absentia, appeal, retrial, third-party objection, cassation, and correction of cassation decisions
15	Provisional attachment
16	Arbitration

Civil Law – Theoretical			
No	**Subject**	**No**	**Subject**
1	Sources of obligation (contract, tort liability, unjust enrichment)	**10**	Prohibition of claim
2	Contracts (sale, lease, contracting, agency, surety, attorney's fees)	**11**	Enforcement of foreign judgments
3	Eviction of leased property (Civil Code and Real Estate Lease Law)	**12**	Lawsuits related to lease of real estate (improvements, damages, fair rental value)
4	Provisions of co-ownership (common property)	**13**	Insurance lawsuits and recourse in compulsory insurance
5	Decision No. 1198	**14**	Possession recovery lawsuits
6	Death illness	**15**	Gift lawsuits
7	Pre-emption (shuf a)	**16**	Debt lawsuits
8	Annulment of registration	**17**	Accounting lawsuits between partners
9	Ineffectiveness of disposition		

Law of Evidence			
No	**Subject**	**No**	**Subject**
1	Introduction to judicial evidence, its importance, and the judge's role in it	**20**	Proof of the authenticity of documents, methods of challenging them, the judge's role in assessing their validity, and related investigation procedures
2	Subject matter of evidence and its elements	**21**	Presentation of ledgers and documents, the obligation to present them, the legal conditions for such obligation, and the judge's authority therein
3	Element of law	**22**	Confession
4	Element of facts and their conditions	**23**	Conditions for the validity of confession
5	Objectives of the Law of Evidence	**24**	Probative force of confession and the admissibility of its division
6	Granting the judge an active role in evidence	**25**	Interrogation
7	Simplification of formality	**26**	Conditions for requesting interrogation
8	Respect for the courts	**27**	Consequences of interrogation
9	Foundations of the Law of Evidence	**28**	Testimony: its scope, procedures, and probative force in evidence
10	Burden of proof	**29**	Presumptions and the probative force of judgments
11	Prohibition on the judge ruling based on personal knowledge	**30**	Legal presumptions and their types
12	Scope of application of the Law of Evidence in terms of subject matter, time, and place	**31**	Judicial presumptions and the judge's authority to derive and assess them
13	Procedures of evidence within Iraq	**32**	Res judicata: its probative force, scope, and conditions
14	Procedures of evidence outside Iraq	**33**	Oath
15	Means of evidence	**34**	Decisive oath: its conditions, procedures, the judge's role in it, and its effects
16	Documentary evidence	**35**	Supplementary oath: the judge's authority to direct it and its effects
17	Official documents: conditions of validity and probative force in evidence	**36**	Inspection and the judge's authority in its procedures and its probative force in evidence
18	Ordinary documents: conditions for their creation and probative force in evidence	**37**	Expert testimony: the judge's authority to determine its necessity, its procedures, and its probative force in evidence
19	Ledgers and unsigned papers		

Practical Criminal Procedure Law (Role of the Public Prosecution)	
No	**Subject**
1	Role of the Public Prosecution in the stage of initiating criminal proceedings and related judicial and practical applications
2	Authorities granted by law the right to initiate criminal proceedings
3	Cases initiated without a complaint and public right cases
4	Limitations on the Public Prosecution's right to initiate criminal proceedings
5	Role of the Public Prosecution in the stage of preliminary investigation and related judicial and practical applications
6	Importance of preliminary investigation
7	Guarantees of the accused in procedures restricting personal liberty
8	Judicial applications regarding the validity of searches
9	Judicial applications regarding the validity of interrogations
10	Judicial applications regarding the validity of arrest warrants and their execution
11	Judicial applications regarding the validity of detention orders
12	Judicial and practical applications of the Public Prosecution's tasks during investigation
13	Attendance during interrogations
14	Access to decisions of the investigating judge
15	Inspection of detention centers and prisons
16	Supervision of the work of investigation and judicial officers
17	Exercise by the Public Prosecutor of the powers of the investigating judge
18	Cassation appeal
19	Role of the Public Prosecution before the Misdemeanor Court and related judicial and practical applications
20	Administrative procedures upon the referral of the case to the Public Prosecution before the Misdemeanor Court
21	Trial procedures in summary cases
22	Judicial investigation and trial in non-summary cases
23	Cassation appeals against the judgments and decisions of the Misdemeanor Court (conditional release, reconciliation, pardon)

Theory of Public Prosecution in the Public Prosecution Law	
No	**Subject**
1	Development of the Public Prosecution
2	The legal status of the Public Prosecution in Iraq and Arab laws
3	Independence of the Public Prosecution
4	Unity and indivisibility of the Public Prosecution
5	Hierarchical subordination of the Public Prosecution
6	Non-liability of the Public Prosecution
7	Recusal of Public Prosecution members
8	Members of the Public Prosecution
9	Presiding bodies of the Public Prosecution
10	Disciplinary rules for members of the Public Prosecution

Courses for the Second Year – Judges Program No. 48

No	Course	Duration	Lecturer	Workplace
1	Civil Law / Practical	Two semesters / 32 hours for each semester	Judge Abbas Hassan Al-Anbakki	Retired
2	Criminal Investigation	Two semesters / 32 hours for each semester	Judge Ahmed Ali Khalaf	Federal Court of Cassation
3	Penal Code / Special Part	One semester / 32 hours	Judge Iyad Mohsen Dhamad	Baghdad Al-Rusafa Court of Appeal
4	Conflict of Laws	Two semesters	Dr. Haider Adham	Al-Nahrain University / College of Law
5	Forensic Medicine (including DNA fingerprinting)	One semester / 32 hours	Dr. Wissam Subeih Dr. Maysaa Abdul Wahab Dr. Abeer Salman	Directorate of Forensic Medicine
6	Computer	One semester	Dr. Zainab Mohammed Hussein	Al-Iraqia University / College of Law and Political Science
7	Forensic Evidence	One semester	Lecturer from the Directorate of Criminal Evidence, jointly with Dr. Farah Jabbar Hashim	Directorate of Criminal Evidence
8	Criminal Psychology	One semester / 32 hours	Dr. Nawar Daham Al-Zubaidi	University of Baghdad / College of Science
9	Constitutional Judiciary and Challenges to the Constitutionality of Laws	Two semesters	Dr. Ali Hadi Al-Hilali	Central Bank of Iraq
10	Juvenile Welfare Law	One semester	Judge Najm Ahmed Abdullah	University of Baghdad / College of Law
11	Principles of Scientific Research	One semester	Dr. Kazem Abdullah Hussein	Federal Court of Cassation
12	Legislative Drafting	One semester	Dr. Ali Hadi Al-Hilali	University of Baghdad / College of Law

13	Practical Training Class / Civil Law and Civil Procedure Law	Two semesters	Judge Kazem Abbas Habib	University of Baghdad / College of Law
14	Practical Training Class / Penal Code and Criminal Procedure Law	Two semesters	Judge Mohammed Salman Mohammed	Federal Court of Cassation
15	Artificial Intelligence / Legal Aspect Artificial Intelligence / Theoretical Aspect	One semester	Judge Amer Hassan Shanta Nominated academic professor from Al-Farahidi University	Baghdad Al-Karkh Court of Appeal
16	Commercial Arbitration	One semester	Nominated judge who participated in the Training of Trainers Program (Commercial Arbitration) with the United Nations Office	
17	Judicial Art (including Judicial Organization, previously taught to first-year students of Program 48)	One semester	Judge Laith Jabbar Hamza	Presidency of the Judicial Supervision Commission

Course Syllabi for the Second-Year Courses – Judges Program No. 48

No	Computer Course
1	Fundamentals of Computers (basic components – software entity)
2	Operating system – desktop – taskbar – folders and files – basic commands
3	Microsoft Word (launching – tabs – ribbons) File tab
4	Home tab and its tools
5	Creating documents – text formatting – word processing
6	Insert tab – inserting shapes and pictures – inserting tables
7	Practical application – drafting a statement of claim
8	Spell check – artificial intelligence with practical application
9	Header and footer – footnotes – numbering with practical application
10	Cybersecurity – concepts – how cybersecurity works

11	Developments in cyber threats (Internet of Things, quantum computer attacks, digital health, artificial intelligence, drones)
12	Objectives of the National Cybersecurity Strategy
13	Cybercrime (objectives, crimes by individuals, crimes by institutions, financial crimes)
14	Data hijacking – don't fall prey to hackers – methods of combating cybercrime
15	What is artificial intelligence? Benefits of artificial intelligence, Applications of artificial intelligence in the legal field (smart contracts, automated lawyers, traffic governance, crime prediction)
16	Benefits and risks of using artificial intelligence in crime detection
17	Crimes of autonomous machines (robots, self-driving cars) Crimes on social media, cyber-space crimes, press and media crimes
18	Role of artificial intelligence in cyber defense

No	Commercial Law (Commercial Arbitration and Mediation) Judges Program
1	Concept of Arbitration
	a. Definition of arbitration
	b. Legal nature of arbitration
	c. Types of arbitration
	d. Validity of the arbitration agreement
2	Effects of the Arbitration Agreement
	a. Principle of relativity of arbitration
	b. Positive and negative effects of the arbitration agreement
3	Arbitration Procedures
	a. Formation of the arbitral tribunal
	b. Procedural rules of arbitration
4	Arbitral Award
	a. Definition and types of arbitral awards
	b. Rules governing the issuance of arbitral awards
5	Action for Enforcement of International Commercial Arbitral Awards
	a. Concept of the action for enforcement of international commercial arbitral awards
	b. Competent court to issue the enforcement order
	c. Authority of the national judge in reviewing international commercial arbitral awards
6	Substantive Grounds for Refusal of Enforcement upon a Party's Request
	a. Lack of capacity required for arbitration
	b. Invalidity of the arbitration agreement
	c. Exceeding the scope of the arbitration agreement

7	Procedural Grounds for Refusal of Enforcement upon a Party's Request
	a. Violation of fundamental arbitration procedures
	b. Formation of the arbitral tribunal contrary to the law
	c. non-binding nature of the arbitral award
8	Court's Ex Officio Refusal to Enforce International Commercial Arbitral Awards
	a. non-arbitrability of the subject matter of the dispute
	b. Conflict of the international commercial arbitral award with public policy

No	Criminal Psychology – (Judges Program)
1	First: Introduction to Criminal Psychology
2	Historical development of criminal psychology
3	Basic concepts in the field of criminal psychology
4	Methodological and research problems in psychology
5	Second: Theories Explaining Criminal Behaviour
6	- Biological theory
7	- Psychological theory
8	- Social theory
9	- Integrative theory
10	Third: Classification of Crimes and Criminals
11	- Violent crimes
12	- Sexual crimes
13	- Drug-related crimes
14	- Corruption crimes
15	- Other crimes
16	Fourth: Causes of Psychological Deviation
17	- Delinquent juveniles and offenders
18	- Adults (antisocial personality)
19	Fifth: Parties to the Criminal Case (Psychological Study)
20	- Complainant and informant
21	- Investigator
22	- Judge and public prosecutor
23	- Witness and expert
24	- Attorneys of the parties
25	- Supporting agencies and scientific means
26	Sixth: Psychological Pressures and Behavioural Disorders
27	- Psychological disorder and its relation to crime
28	- Psychological pressures and their relation to criminal liability

29	- Seventh: Evaluation of Psychological Services
30	- Courts
31	- Correctional institutions
32	- Psychiatric medical and correctional hospitals
33	- Eighth: Methods of Psychological Prevention in the Criminal Field
34	- Awareness and diagnosis
35	- Training and rehabilitation

No	Conflict of Laws – (Judges Program)
1	Definition of conflict of laws: definition, conditions, and scope
2	Historical development of conflict of laws rules: emergence of the problem in the late Middle Ages, classical and modern theories proposed for its solution
3	Legislative approaches to solving the conflict problem: characterization and the Savigny method, along with other approaches in international law doctrine
4	Determination of the applicable law for characterization: proposed theories and the position of Iraqi legislation
5	Renvoi and the evolution of Iraqi legislation regarding it: Article 31 of the Iraqi Civil Code and the concept of internal reference or renvoi
6	Rules of conflict of laws in Iraqi legislation: personal status, dual nationality, and statelessness
7	Rules of conflict of laws in Iraqi legislation: applicable law for the capacity of natural and legal persons, with national interest as a bar to applying foreign law
8	Rules of conflict of laws in Iraqi legislation: applicable law for engagement, substantive and formal conditions for concluding marriage, and criteria for determining mandatory rules of immediate application
9	Rules of conflict of laws in Iraqi legislation: applicable law for proof of marriage, its effects, and dissolution of marital ties
10	Rules of conflict of laws in Iraqi legislation: applicable law for lineage and its effects – birth and its consequences
11	Rules of conflict of laws in Iraqi legislation: applicable law for maintenance
12	Rules of conflict of laws in Iraqi legislation: applicable law for inheritance
13	Rules of conflict of laws in Iraqi legislation: applicable law for wills
15	Rules of conflict of laws in Iraqi legislation: applicable law for immovable property
16	Rules of conflict of laws in Iraqi legislation: applicable law for intangible movables (commercial establishments, intellectual property, debts)
17	Rules of conflict of laws in Iraqi legislation: applicable law for contractual obligations in comparative legislative and judicial approaches, with reference to U.S. doctrinal trends and modern European approaches

18	Rules of conflict of laws in Iraqi legislation: applicable law for tort liability and unjust enrichment
19	Rules of conflict of laws in Iraqi legislation: applicable law for the form of dispositions
20	Bars to the application of foreign law: public policy and fraud or evasion of law
21	Proof of the applicable foreign law, constitutionality of applying foreign law, problem of interpreting foreign law, and review by higher courts
22	Application of foreign law regarding time, place, and persons: legislative amendments to conflict rules, intertemporal conflict of laws, territorial and personal conflict, and mobile (change of connecting factor) conflict
23	Applicable law for electronic commerce contracts: Articles 87–88 of the Iraqi Civil Code and Article 12 of the Law of Evidence, with references to the Electronic Signature and Electronic Transactions Law No. 78 of 2012 (published in the Iraqi Gazette, issue 4256, on 5 November 2012)
24	Special conflict of laws rules for consumer e-contracts under the Consumer Protection Law No. 1 of 2010
25	Applicable law for investment contracts: position of Iraqi legislation under the Investment Law No. 13 of 2006
26	Arbitration in disputes arising from investment contracts
27	International jurisdiction of Iraqi courts: concept and fundamental principles in regulating international jurisdiction
28	International jurisdiction of Iraqi courts: freedom of the state to regulate its jurisdiction, its principles and limits, and judicial immunity in light of the Vienna Convention on Diplomatic Relations 1961, the Vienna Convention on Consular Relations 1963, and Iraqi judicial practice
29	International jurisdiction of Iraqi courts: cases of jurisdiction under current legislative provisions
30	International jurisdiction of Iraqi courts: determination of the competent court and procedures of litigation
31	Enforcement of foreign judgments in Iraq: concept of foreign judgment, comparative legislative approaches, international approaches, and justifications for enforcement

32	Conditions for enforcement of foreign judgments in Iraq under the Law on Enforcement of Foreign Judgments No. 30 of 1928
33	Enforcement of foreign judgments in Iraq: procedures for issuing the enforcement decision, its effects, and arbitral awards issued in foreign countries
34	Riyadh Arab Convention on Judicial Cooperation signed in 1983 (entered into force on 30 October 1985)

No	Commercial Law – (Judges Program)
1	1- Theory of Commercial Transactions: definition, types, and commercial obligation
2	2- The merchant, trade name, and lawsuits related to the trade name
3	3- Commercial registers
4	4- Commercial customs and usages
5	5- Trade title and commercial establishment
6	6- Trademarks
7	7- Patents
8	8- International sales
9	9- Commercial bankruptcy and rehabilitation in Iraqi law
10	Foreign commercial law and its judicial applications before Iraqi courts
11	Summary proceedings in commercial law
12	Important commercial contracts:
13	- Contracting agreements in general and legal contracting agreements
14	- Supply and procurement contracts in general and legal procurement contracts
15	- Various transportation contracts
16	- Air freight contracts and the Civil Aviation Authority Law
17	Characterization of commercial transactions
18	Types of commercial courts in Iraq:
19	- Commercial Court of First Instance
20	- Financial Services Court
21	Criminal protection of commercial transactions and the Trade Regulation Law
22	Commercial prescription under Iraqi law
23	Commercial evidence
24	ommercial arbitration and international commercial arbitration
25	ational and foreign chambers of commerce and industry
26	Commercial companies
27	Private companies

28	Public companies
29	Legal framework for branches of foreign and commercial companies and representative offices operating in Iraq
30	Legal framework for multinational and transnational companies
31	Holding companies and their branches in different countries
32	Commercial papers: promissory note, bill of exchange, check
33	Various banking operations
34	Commercial interest and banking interest
35	Legal framework of official and private banks
36	Law of the Central Bank of Iraq
37	Government contracts execution instructions
38	Standard documents issued by the Ministry of Planning
39	Investment Law

No	Penal Code / Special Part – (Judges Program)
1	Crime of public officials exceeding the limits of their duties
2	Crime of forgery of private and official documents and their use
3	Crimes against human life and bodily integrity Crime of intentional homicide
4	Crimes against human freedom and dignity Crime of kidnapping, arrest, or detention of persons
5	Crimes against human sanctity Crime of violating the inviolability of dwellings and others' property threats – defamation and insult – disclosure of secrets
6	Crimes against property Crime of theft and seizure of securities and money
7	Crime of breach of trust and fraud
8	Crime of false reporting, failure to report, misleading the judiciary, and perjury

No	Constitutional Judiciary – (Judges Program)
1	Investigation and the investigator
2	Reporting
3	Crime scene sketch and examination of the body
4	Importance of physical evidence at the crime scene
5	Search
6	Expert testimony
7	Testimony
8	Arrest
9	The plaintiff (party with standing) – admissibility of constitutional lawsuits in form
10	The defendant in the constitutional lawsuit and direction of litigation
11	Powers of the judge in constitutional lawsuits
12	Constitutional judge's authority under the mechanism of judicial intervention
13	b. Constitutional judge's authority in light of the legislature's discretionary power
14	Constitutional judge's authority to depart from his judgments given their finality and binding nature
15	Jurisdiction of constitutional judiciary in interpretation
16	Nature, scope, and limits of constitutional interpretation
17	Modern approaches of the Federal Supreme Court in constitutional interpretation procedures
18	Jurisdiction of the constitutional judge over disputes under the federal form of the state
19	Adjudication of disputes concerning the application of laws, decisions, regulations, instructions, and federal procedures
20	Adjudication of disputes between governments under the federal form of the state
21	c. Adjudication of disputes between judicial bodies under the federal form of the state
22	Jurisdiction of constitutional judiciary over executive authority acts
23	a. Jurisdiction over acts of the President of the Republic
24	b. Jurisdiction over acts of the Prime Minister and ministers
25	c. Jurisdiction over election results

No	Constitutional Judiciary – (Judges Program)
1	Research problem (criteria for selecting and defining it)
2	a. Condition for selecting a legal research problem
3	b. Preparation of the preliminary research plan
4	c. Defining the research methodology, scope, and objectives
5	Methods of collecting scientific material for legal research
6	a. Methods of collecting material
7	b. How to record the material in the body of the research
8	c. Distribution of material according to the research plan
9	Methodology of writing legal research
10	a. Style of writing research (formal aspect, substantive aspect)
11	b. Rules for recording, writing, and numbering footnotes
12	c. Style of writing the conclusion (findings and recommendations)
13	d. Style of recording the bibliography

No	Judicial Art – (Judges Program)
1	Introduction to the concept of Judicial Art: the legal means through which a person attains their right via litigation and the stages it goes through
2	Principles of judicial organization in Islamic jurisprudence
3	a. Meaning of the judiciary
4	b. Treatises on the judiciary
5	Letter of Imam Ali (peace be upon him) to Al-Ashtar Al-Nakha'i and the main principles derived from it
6	Letter of Caliph Umar ibn Al-Khattab (may Allah be pleased with him) to Ibn Musa Al-Ash'ari and the importance of its principles
7	a. Pillars of the judiciary
8	b. Conditions of the judge in Islam
9	c. Judicial ethics in Islam
10	Qualities and duties of the judge
11	Control and management of court sessions and the judge's role therein under the principle of judicial art
12	The judge's role in striking offensive expressions contrary to ethics and public order, based on judicial art

13	Judicial Code of Conduct and its role in guiding the professional behavior of judges
14	Recusal of judges: reasons that prohibit a judge from hearing a case, reasons that permit recusal, and reasons related to a judge's sense of embarrassment, with examples and lectures on how to organize recusal procedures
15	Deliberation in judgment and the judge's role in it
16	Drafting judicial judgments and their issuance
17	Writing the judgment
18	Reasoning of the judgment
19	Operative part of the judgment / dissenting opinion in judgments
20	Judicial systems that allow recording of dissenting opinions
21	Pronouncement of judgment
22	Judicial truth vs. factual truth and their concepts
23	Complaints against judges: causes, procedures, and the court's decisions on such complaints
24	Correction of material errors in judgments: procedures and methods of appeal
25	Art of speech and etiquette in sitting, walking, behavior, and interaction
26	(25) rules of etiquette outlining how individuals should conduct themselves with friends, colleagues at work, and in official meetings
27	Other topics presented to students related to current cases and events

No	Legislative Drafting – (Judges Program)
1	Nature of legislative drafting / distinction between legislative drafting and judicial judgment drafting / drafting of judgments and their validity
2	Distinction between the language of legislation and the language of judgments / clarity and precision / decisiveness
3	Language of judgment (eloquent wording, figurative wording, colloquial wording)
4	Interpretation of judgment terms (definitive and direct indication)
5	Reasoning of judgments / grounds of judgment and their reasoning / language of reasoning
6	Completeness of the judgment and the necessity of reference / reference to other judgments

7	Drafting judgments between lengthiness and brevity
8	Drafting judgments between the judge's style and the parties' style
9	Effect of the duty of equality between litigants on judgment drafting
10	Consistency, coherence, and integration in judgment drafting
11	Drafting judgments with directly indicative wording
12	Drafting the parts of a judgment (formal structure of the judgment)

No	Forensic Medicine (including DNA Fingerprinting) – (Judges Program)
1	Death and its signs
2	Wounds
3	Law on narcotics: natural and synthetic drugs
4	Gunshot wounds and explosions
5	Traffic accidents
6	Narcotics
7	Burns and electrocution
8	Asphyxiation
9	Psychotropic substances and chemical precursors
10	Sudden death
11	Medical errors and surgical operations
12	Forensic toxicology
13	Sexual assaults
14	Age estimation and referrals
15	Proper referral of criminal cases
16	Biological samples for all cases: methods of handling, collection, and preservation
17	Evidentiary value of biological samples taken after sexual assaults
18	Discussion of various criminal cases in terms of referral, samples, and forensic DNA reports
19	Referrals lacking technical requirements regarding necessary tests

20	DNA extraction and purification
21	FTA card extraction
22	Solvent- and reagent-based extraction methods and their characteristics
23	Causes of DNA degradation or inaccurate results
24	Importance of cooperation between investigative and forensic authorities
25	Principles to be observed to achieve accurate results
26	Mass graves: concept, biological samples used in matching and comparison tests
27	Anthropology: definition, branches, and relation to the judiciary
28	Databases and DNA banks and their uses in the judicial field
29	Forensic reports: types and interpretations
30	What is DNA fingerprinting?
31	Proper referral of paternity and lineage cases
32	Brief history of DNA discovery
33	Role of DNA fingerprinting in lineage and paternity denial cases
34	Role of DNA fingerprinting in proving lineage
35	Applications of DNA fingerprinting in marital suspicion cases
36	Applications of DNA fingerprinting in juvenile cases and proof of life
37	Applications of DNA fingerprinting in rape and incest cases, and the importance of software and statistics in interpreting results
38	Importance of DNA fingerprinting in resolving complex inheritance disputes
39	Discussion of unexpected DNA test results in certain cases

No	Forensic Evidence – (Judges Program)
1	Importance of preserving the crime scene
2	Physical evidence and methods of searching for it
3	Its benefits
4	Common mistakes at the crime scene
5	Standards and guidelines to be followed to ensure accurate results
6	Essential qualities required of those working in the forensic field

7	Administrative and technical procedures to be taken when examining in the DNA laboratory
8	Basic rules for collecting biological samples from the crime scene, preserving them, and sending them to the forensic laboratory
9	Forensic evidence and its preservation
10	Do not package materials while wet—let them dry completely
11	Basic conditions for considering any device a firearm
12	Conditions for firearm usability
13	Absolute technical requirements
14	Details of the form for sending exhibits (weapons and accessories) to forensic firearms experts
15	Traces found on firearms
16	Serial numbers
17	Light firearms
18	Definition of fingerprints
19	Documents and records
20	Samples of small central textile materials for comparison
21	Explosions

No	Juvenile Welfare Law – (Judges Program)
1	Historical development of juvenile justice in Iraq
2	General philosophy of the Juvenile Welfare Law No. 76 of 1983
3	Objectives and foundations of the Juvenile Welfare Law
4	Objectives of the Juvenile Welfare Law
5	General foundations in the Juvenile Welfare Law
6	Factors leading juveniles to delinquency and deviation
7	Psychological and social factors
8	Biological factors and social interaction
9	Application of the law with respect to persons
10	Application of the law with respect to time

11	Administrative structures defined in the Juvenile Welfare Law
12	Juvenile Welfare Council
13	Formation of the Juvenile Welfare Council
14	Jurisdiction of the Council
15	Reformatories and rehabilitation schools
16	Legal basis for rehabilitation schools
17	Nature of the work of reformatories and rehabilitation schools
18	Office of Personality Study
19	Importance of establishing the Office of Personality Study
20	Role and duties of the Office of Personality Study
21	Juvenile Police
22	Prevention
23	Early detection
24	Legal rules for early detection
25	Role of non-judicial authorities in early detection
26	Vagrancy and behavioral deviation
27	Definition of vagrants and deviants
28	Role of the judiciary in addressing vagrancy and behavioral deviation
29	Liability of guardians
30	Withdrawal of guardianship
31	Cases of withdrawal of guardianship and the court's authority in determining them
32	Conditions for withdrawal of guardianship
33	Custody (Placement)
34	Legal rules related to custody
35	Legal effects resulting from custody
36	Juvenile justice
37	Investigation
38	Powers and duties of the juvenile investigating judge and appeal of his decisions
39	Detention of juveniles
40	Trial

41	Juvenile Court and its jurisdiction
42	Guarantees of the juvenile defendant in court
43	Behavioral supervision
44	Prescription (Statute of limitations)
45	Conditional release
46	Aftercare
47	Care of the juvenile before the end of the placement period
48	Care of the juvenile after the end of the placement period

No	Civil Law / Practical – (Judges Program)
1	Judicial judgment construction
2	Real right and personal right in judicial disputes
3	Types of lawsuits arising from contracts
4	Judicial applications of unilateral will
5	Types of lawsuits arising from unlawful acts
6	Unjust enrichment and the law in judicial application
7	Specific and in-kind performance before the judiciary
8	Means of securing the creditor's right
9	Assignment in judicial application
10	Solidarity and its practical forms
11	Rescission lawsuit
12	Gift lawsuit
13	Provisions of reconciliation (settlement)
14	Lease contract
15	Disputes arising from the contracting agreement
16	Agency
17	Judicial protection of property rights
18	Right of disposal
19	Disputes of common property ownership
20	Possession lawsuits

21	Procedures of renewed registration
22	Pre-emption (shuf'a)
23	Right of disposal and enfranchisement
24	Rights of usufruct, habitation, and use
25	Superficies in judicial applications
26	Easements
27	Mortgage
28	Privilege right
29	Legal and natural person in civil disputes
30	Review of decisions of the Federal Court of Cassation

Courses for the Second Year – Public Prosecution Program No. 49

No	Course	Duration	Lecturer	Workplace
1	Criminal Investigation	Two semesters / 32 hours for each semester	Judge Mohammed Abdul-Hamza Aboud	Retired
2	Penal Code / Special Part	Two semesters / 32 hours for each semester	Judge Ali Kamal Jaber	Baghdad Al-Rusafa Court of Appeal
3	Public Prosecution Law	Two semesters / 32 hours for each semester	Judge Dari Jaber Farhoud	Presidency of the Public Prosecution
4	Judicial Art	One semester	Judge Laith Jabbar Hamza	Presidency of the Judicial Supervision Commission
5	Forensic Medicine (including DNA fingerprinting)	One semester / 32 hours	Dr. Wissam Subeih Dr. Hanan Khalil	Directorate of Forensic Medicine
6	Computer	One semester	Dr. Zainab Mohammed Hussein	Al-Iraqia University / College of Law and Political Science
7	Criminal Psychology	One semester 32 hours	Dr. Nawar Daham Al-Zubaidi	Central Bank of Iraq
8	Principles of Scientific Research	One semester	Dr. Kazem Abdullah Hussein	University of Baghdad / College of Law
9	Forensic Evidence	One semester	Lecturer from the Directorate of Criminal Evidence,	Directorate of Criminal Evidence

			jointly with Dr. Farah Jabbar Hashim	University of Baghdad / College of Science
10	Artificial Intelligence / Legal Aspect Artificial Intelligence / Theoretical Aspect	One semester	Judge Amer Hassan Shanta Dr. Zainab Mohammed Hussein	Baghdad Al-Karkh Court of Appeal Al-Iraqia University / College of Law and Political Science
11	Practical Training Class / Penal Code and Criminal Procedure Law	Two semesters	Public Prosecutor Khalis Kazem Jabr	Office of the Public Prosecutor in Al-Rusafa

Course Syllabi for the Second-Year Courses – Public Prosecution Program No. 49

No	Public Prosecution Law No. 49 of 2017 – (Public Prosecution Program)
1	Administrative and legal powers of the Head of the Public Prosecution (administrative matters, presiding over bodies, appeal in the interest of law, request to suspend legal proceedings, challenge to the constitutionality of laws and regulations)
2	Disciplinary rules for members of the Public Prosecution (authorities competent to hold a Public Prosecutor accountable and their powers)
3	Duties of the Public Prosecution in safeguarding criminal security (initiation of criminal proceedings, restrictions on initiating criminal proceedings)
4	Duties of the Public Prosecution in the stage of enforcement of judgments (execution of the death penalty, conditional release, suspension of sentence execution, collection of fines imposed on the convicted)
5	Role of the Public Prosecution before committees and bodies
6	Duties of the Public Prosecution in protecting family and childhood
7	Duties of the Public Prosecution in protecting state funds and rights
8	(all lectures include practical case studies) Mock trial sessions with emphasis on the role of the Public Prosecutor in these sessions

No	Computer – (Public Prosecution Program)
1	Fundamentals of computers (basic components – software entity)
2	Operating system – desktop – taskbar – folders and files – basic commands
3	Microsoft Word (launching – tabs – ribbons) File tab
4	Home tab and its tools
5	Creating documents – text formatting – word processing
6	Insert tab – inserting shapes and pictures – inserting tables
7	Practical application – drafting a statement of claim
8	Spell check – artificial intelligence with practical application

9	Header and footer – footnotes – numbering with practical application
10	Cybersecurity – concepts – how cybersecurity works
11	Developments in cyber threats (Internet of Things, quantum computer attacks, digital health, artificial intelligence, drones)
12	Objectives of the National Cybersecurity Strategy
13	Cybercrime (objectives, crimes by individuals, crimes by institutions, financial crimes)
14	Data hijacking – don't fall prey to hackers – methods of combating cybercrime
15	What is Artificial Intelligence? Benefits of Artificial Intelligence Applications of Artificial Intelligence in the legal field (smart contracts, automated lawyers, traffic governance, crime prediction)
16	Benefits and Risks of Using Artificial Intelligence in Crime Detection
17	Crimes of Autonomous Machines (robots, self-driving cars) Crimes on Social Media, Cybercrimes, Crimes of the Press and Media
18	Role of Artificial Intelligence in Cyber Defense

No	Criminal Psychology – (Public Prosecution Program)		
1	First: Introduction to Criminal Psychology	19	Sixth: Psychological Pressures and Behavioral Disorders
2	Historical development of criminal psychology	20	Psychological disorder and its relation to crime
3	Basic concepts in the field of criminal psychology	21	Psychological pressures and their relation to criminal liability
4	Methodological and research problems in psychology	22	Seventh: Evaluation of Psychological Services
5	Second:Theories Explaining Criminal Behavior	23	Courts
6	Biological theory	24	Correctional institutions
7	Psychological theory	25	Psychiatric medical and correctional hospitals
8	Social theory	26	Eighth: Methods of Psychological Prevention in the Criminal Field
9	Integrative theory	27	Awareness and diagnosis
10	Third: Classification of Crimes and Criminals.	28	Training and rehabilitation
11	Crimes of violence	29	Fifth: Parties to the Criminal Case (Psychological Study)
12	Crimes of sex	30	Complainant and informant
13	Crimes of drugs	31	Investigator
14	Crimes of corruption	32	Judge and public prosecutor
15	Other crimes	33	Witness and expert
16	Fourth: Causes of Psychological Deviation	34	Attorneys of the parties
17	Delinquent juveniles and offenders	35	Supporting agencies and scientific means
18	Adults (antisocial personality)		

No	Criminal Investigation – (Public Prosecution Program)
1	Investigation and the investigator
2	Reporting
3	Crime scene sketch and examination of the body
4	Importance of physical evidence at the crime scene
5	Search
6	Expert testimony
7	Testimony
8	Arrest
9	Detention of the accused
10	Interrogation of the accused
11	Crime scene reconstruction (evidence demonstration)
12	Exhumation
13	Identification of the accused
14	Course of the investigation
15	DNA fingerprinting
16	Fingerprints
17	Importance of firearms in criminal investigation
18	Importance of clothing and hair in criminal investigation
19	Questions posed by the investigator to the forensic doctor in certain crimes
20	Discussion of decisions of the Federal Court of Cassation

No	Course: Principles of Scientific Research – (Public Prosecution Program)
1	Research problem (criteria for selecting and defining it)
2	a. Condition for selecting the legal research problem
3	b. Preparation of the preliminary research plan
4	c. Defining the research methodology, scope, and objectives
5	Methods of collecting scientific material for legal research
6	a. Methods of collecting material
7	b. How to record the material in the body of the research
8	c. Distribution of material according to the research plan
9	Methodology of writing legal research
10	a. Style of writing research (formal aspect, substantive aspect)
11	b. Rules for recording, writing, and numbering footnotes
12	c. Style of writing the conclusion (findings and recommendations)
13	d. Style of recording the bibliography

No	Course: Penal Code / Special Part – (Public Prosecution Program)
1	**Crime of public officials exceeding the limits of their duties**
2	**Crime of forgery of private and official documents and their use**
3	**Crimes against human life and bodily integrity** **Crime of intentional homicide**
4	**Crimes against human freedom and dignity** **Crime of kidnapping, arrest, or detention of persons**
5	**Crimes against human sanctity** **Crime of violating the inviolability of dwellings and others' property – threats – defamation and insult – disclosure of secrets**
6	**Crimes against property** **Crime of theft and seizure of securities and money**
7	**Crime of breach of trust and fraud**
8	**Crime of false reporting, failure to report, misleading the judiciary, and perjury**

No	Course: Forensic Evidence – (Public Prosecution Program)		
1	Importance of preserving the crime scene	12	Conditions for firearm usability
2	Physical evidence and methods of searching for it	13	Absolute technical requirements
3	Its benefits	14	Details of the form for sending exhibits (weapons and accessories) to forensic firearms experts
4	Common mistakes at the crime scene	15	Traces found on firearms
5	Standards and guidelines that must be observed to ensure accurate results	16	Serial numbers
6	Essential qualities required of those working in the forensic field	17	Light firearms
7	Administrative and technical procedures to be taken when examining in the DNA laboratory	18	Definition of fingerprints
8	Basic rules for collecting biological samples from the crime scene, preserving them, and sending them to the forensic laboratory	19	Documents and records
9	Forensic evidence and its preservation	20	Samples of small central textile materials for comparison
10	let them Do not package materials while wet dry completely	21	Explosions
11	Basic conditions for considering any device a firearm		

No	Forensic Medicine (including DNA Fingerprinting) – (Public Prosecution Program)		
1	Death and its signs	21	FTA card extraction
2	Wounds	22	Solvent- and reagent-based extraction methods and their characteristics
3	Law on narcotics: natural and synthetic drugs	23	Causes leading to DNA degradation or inaccurate results
4	Gunshot wounds and explosions	24	Importance of cooperation between the investigative authority and the forensic authority
5	Traffic accidents	25	Principles to be observed to achieve the required results
6	Narcotics	26	Mass graves: concept and biological samples used in matching and comparison tests
7	Burns and electrocution	27	Anthropology: definition, branches, and relation to the judiciary
8	Asphyxiation	28	Databases and DNA banks and their uses in the judicial field
9	Psychotropic substances and chemical precursors	29	Forensic reports: types and interpretations
10	Sudden death	30	What is DNA fingerprinting
11	Medical errors and surgical operations	31	Proper referral of cases related to paternity and lineage
12	Forensic toxicology	32	Brief historical overview of the discovery of DNA
13	Sexual assaults	33	Role of DNA fingerprinting in paternity and lineage denial cases
14	Age estimation and referrals	34	Role of DNA fingerprinting in proving lineage
15	Proper referral of criminal cases	35	Applications of DNA fingerprinting in marital suspicion cases
16	Biological samples for all cases: methods of handling, collection, and preservation	36	Applications of DNA fingerprinting in juvenile cases and proof of life
17	Evidentiary value of biological samples taken after sexual assaults	37	Applications of DNA fingerprinting in rape and incest cases, and the importance of software and statistics in interpreting results
18	Discussion of various criminal cases in terms of referral, samples, and forensic DNA reports	38	Importance of DNA fingerprinting in resolving complex inheritance disputes
19	Referrals lacking technical requirements regarding necessary tests	39	Discussion of unexpected DNA test results in certain cases
20	DNA extraction and purification		

No	Curriculum of Judicial Art – (Public Prosecution Program)
1	Introduction to the concept of Judicial Art: the legal means through which a person attains their right via litigation and the stages it goes through
2	Principles of judicial organization in Islamic jurisprudence
3	Meaning of the judiciary
4	Treatises on the judiciary
5	Letter of Imam Ali (peace be upon him) to Al-Ashtar Al-Nakha'i and the main principles derived from it
6	Letter of Caliph Umar ibn Al-Khattab (may Allah be pleased with him) to Ibn Musa Al-Ash'ari and the importance of its principles
7	Pillars of the judiciary
8	Conditions of the judge in Islam
9	Judicial ethics in Islam
10	Qualities and duties of the judge
11	Control and management of court sessions and the judge's role therein under the principle of judicial art
12	The judge's role in striking offensive expressions contrary to ethics and public order, based on judicial art
13	Judicial Code of Conduct and its role in guiding the professional behavior of judges
14	Recusal of judges: reasons that prohibit a judge from hearing a case, reasons that permit recusal, and reasons related to a judge's sense of embarrassment, with examples and lectures on how to organize recusal procedures
15	Deliberation in judgment and the judge's role in it
16	Drafting judicial judgments and their issuance
17	Writing the judgment
18	Reasoning of the judgment
19	Operative part of the judgment / dissenting opinion in judgments
20	Judicial systems that allow the recording of dissenting opinions
21	Pronouncement of judgment
22	Judicial truth vs. factual truth and their concepts
23	Complaints against judges: causes, procedures, and the court's decisions regarding them
24	Correction of material errors in judgments: procedures and methods of appeal
25	Art of speech and etiquette in sitting, walking, acting, and interacting
26	(25) rules of etiquette addressing how individuals should conduct themselves with friends, colleagues at work, and in official meetings
27	Other topics presented to students related to current cases and events

Chapter five

Practical Training Plan for Judicial Institute Students

Judicial Institute Practical Training Plan in the Courts for Judicial Institute Students (Judges and Public Prosecutors)

section One

Practical Training in the Courts

The trainer is considered the vital cornerstone for the success of the training process. Indeed, it can be said that the trainer is the central factor in the success of the training program because the trainer's task is not limited to presenting and explaining the material and using various means to do so, but extends to the degree of interaction with the trainees, giving them the necessary attention, making them feel the importance of their experiences and knowledge, and discussing their weaknesses according to the assignments presented to them. This aims to refine their administrative and judicial skills when appointed to the courts, practicing professional work, acquiring the skills of managing various courts, becoming familiar with judicial work and practicing it in reality, reviewing records and administrative work in the courts and methods of using them, in addition to becoming acquainted with the work of court clerks, registrars, and other related functions.

The Institute also works on developing new mechanisms for the training process to enhance the efficiency of Judicial Institute students, strengthen the stability of training, support and reinforce the features of their judicial and legal personality, and remove the barrier of fear and awe of the judicial bench.

Details of the Training Plan

First: Selection of the Trainer

And for the success of the training process, there must be standards for selecting the trainers of the trainee students, as the trainer is considered the most important link in the training process, indeed the fundamental cornerstone upon which the success of the training rests. This is achieved through adopting criteria for selecting trainers according to the specifications listed below:

1. Qualifications

The trainer must be a judge or a public prosecutor from the advanced ranks, possessing experience and skill in judicial work.

2.Training of Trainers Courses

The trainer must have participated in regional training courses and be familiar with training skills through the use of diverse training methods and techniques for delivering information to trainees.

3.the trainer's personal appearance

paying attention for personality and appearance represent an important indicator in evaluating the trainer, as he is regarded as a role model for the trainees and has a positive or negative impact on the extent to which they accept his guidance and advice and learn from him.

4.Preparation and readiness for training

The trainer is required to prepare a written training plan based on the attached form which points are mentioned in no.2 (second) which include the duration of the trainee student in the court and the work they'll be assigned to for organizational purposes of the training which will reflect on performance clearly.

5. Training Performance

Training performance constitutes the most important indicator of evaluating the trainer through:

- Encouraging the participation of experiences, experiments, and suggestions.
- Motivating trainees to ask questions.
- Receiving feedback from trainees.
- Giving feedback to trainees.
- Controlling the flow of the training process.
- Effective time management.

If the trainer is unable to manage the time of the training session effectively, he will be forced to shorten some of the time allocated for later topics. This may affect the effectiveness of the training and its balanced achievement of its objectives. Based on the above, it is important for the trainer to develop a plan to organize the distribution of training time in an appropriate balance to achieve the desired benefit.

6.Use of correct and simple language

Integrity and eloquence of language are among the most important influences on the training process. Therefore, paying attention to the correctness of delivery—represented by the use of correct language that is easy to understand and expresses what the trainer wants appropriately—plays a role in the success of the training process and brings the trainee closer to the trainer.

7.Distributing tasks and giving all trainees the opportunity

If we consider interaction with trainees to be important for the trainer, the matter does not stop there completely, but rather extends to fairness in distributing training tasks so that each of them gets the opportunity to participate.

8.Linking the topic to practical reality

Training represents an introduction to verifying and alerting trainees to some experiences and events that they may encounter in the past or future. Training that is not linked to practical reality remains theoretical, difficult for trainees to absorb and relate to their reality.

9. The ability to correct mistakes appropriately

The trainee does not join the training program already familiar with all topics. Therefore, it is expected that the trainee will make mistakes, and it is also expected that the trainer will be able to accept these mistakes and deal with them appropriately, without causing embarrassment to the person making the mistake or wasting the training opportunity for the trainees.

10- Treating trainees well

The trainee is a student still in school. He may exhibit some behaviors that annoy the trainer, which he finds himself needing to deal with. Based on this, the trainer is required to deal well with such situations and others that occur from the trainees. He must have the ability to interact well with the trainees and not act arrogantly toward them or make them feel inferior for any reason. Rather, the trainer must treat the trainees as experienced people who lack some of the skills, he is supposed to provide them.

11 - Answering Questions Appropriately

Many trainees believe that the trainer has more experience and knowledge about the training subject than they do. Therefore, you may sometimes find them directing many

questions to the trainer, some of which may not be related to the training subject. From this standpoint, the trainer needs to answer the questions posed, whether he has the correct answer or not. He is required here to answer well and not to be arrogant, prolong, or clearly evade the answer.

12 - Achieving Training Objectives

The trainer must ensure from time to time that he is moving in the right direction toward achieving the objectives of the training plan he developed for the trainees. Therefore, it is necessary to link the legal topics that the trainee has trained on with the training objectives at the beginning and end of each training day and remind the trainees of them.

Second: The Trainer's Training Plan

The trainer develops a training plan that includes the administrative and judicial work (the attached form template) that the student will be trained on and which he finds important in developing his skills when appointed to work as a judge or public prosecutor in the courts, according to a specific timetable during his time in court, for example:

- Training in the Court Registry
- Training on the court's main record book.
- Training on the duties of the court clerk.
- Training on responding to correspondence received from the Court of Appeal and the Office of the Public Prosecution.
- Training on drafting decision memoranda.
- Training on reviewing and verifying referral decisions.
- Training on recording the statements of the parties to a case.
- Training on preparing reports and memoranda for the judge.
- Training on drafting cassation petitions (Public Prosecution).
- Training on writing legal opinions regarding decisions issued by the investigating judge.
- Preparing reports during field visits to centers and institutions closely related to judicial work, such as juvenile rehabilitation centers, correction and reform centers, and police stations.

These and other administrative and judicial tasks are considered essential components of the training process, as deemed beneficial by the court administration for developing the trainee's skills.

- The trainer must maintain a dedicated register to record the trainee's attendance and departure, under his supervision.

Form No. (2)

Sample Training Plan Form for Trainer

Judges' Course (50)

No	Activity	Evaluation yes/or no	Duration	Edition
1.	Have the student received training on following up on administrative work in the court registry?			
2.	Have the student received training on keeping court record and their type			
3.	Have the student received training on answering letters received by the court registry?			
4.	Have the student been assigned to write draft decisions (clerk/registrar)?			
5.	Have the student been assigned to review referral decisions and state observations based on reviewing the case and its evidence?			
6.	Have the student been trained to record the statements of the parties to the case?			
7.	Have the student attended pleading sessions and recorded observations?			
8.	Have the student been trained on annotating some of the orders and requests submitted to the court?			
9.	Have the student received training on organizing the referral decision?			
10.	Have the student received training on following up on administrative work in the court registry?			

Notes:

1. If the answer is yes, and whenever possible, send a sample of the written activity.

2.Do not respond to the activity if it is not related to the training topic

The Trainee Judge:

Form No. (2)

Sample Training Plan Form for Trainer

Public Prosecution Course (51)

No	Activity	Evaluation yes/or no	Duration	Edition
1.	Have the student received training on following up on administrative work in the court registry?			
2.	Have the student received training on keeping court record and their type			
3.	Have the student received training on answering letters received by the court registry?			
4.	Did the students review the daily case models and find out their opinion on each case?			
5.	Have the student attended investigation sessions, recorded the defendant's statements, and submitted their comments and requests regarding them?			
6.	Have the student received training on work of a judicial nature?			
7.	Have the student received training on writing briefs?			
8.	Have the student received training on writing appeals?			
9.	Have the student received training on writing a statement of opinion on the decisions issued by the investigating judge?			
10.	Have the student received training on writing draft reports when conducting field visits to centers and institutions closely linked to judicial work, such as juvenile rehabilitation centers, rehabilitation and reform centers, and police stations?			

Notes:

1. If the answer is yes, and whenever possible, send a sample of the written activity.

2.Do not respond to the activity if it is not related to the training topic

The Trainee Persecutor:

Third: Student Training Activity Log

- The student is required to maintain a training activity log that records, on a daily basis, the administrative and judicial tasks assigned for training. The log shall be reviewed by the trainer, who provides comments and observations.
- The trainee must record in the activity log the details of the daily administrative and judicial training tasks performed, in accordance with the following structure (this section is to be included in the trainees' evaluation form):

Day **Date**

Training on Administrative Tasks:

- **Title of Training Activity (Example):** Main Record Book
- **Details:** Number of cases recorded
- **Verification:** Signature of the employee responsible for the training

Training on Judicial Tasks:

- **Title of Training Activity:**
- **Details:**
- **Verification:** Signature of the judge or public prosecutor supervising the training

Fourth: Evaluation of the Trainee Student

At the end of the training period in each court, the supervising judge or public prosecutor shall submit to the President of the Court of Appeal a comprehensive report on each student's training performance, using a pre-prepared confidential form, and provide the Judicial Institute with a copy of the report according to the model shown below.

Supreme Judicial Council
Judicial Institute

Form No. (1)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students
Judges' Course (50)

Training Date - From: --- To:

Court Name: _____

Name of Trainee Judge: _____

Name of Trainee Student: _____

Administrative Work Assigned to them:

Judicial Work Assigned to them:

Page (1-2)

Evaluation:							
No	Questions Use (His / Her)	Weak	Average	Good	Very good	Excellent	Notes
1.	Commitment to attendance and number of absence days						
2.	His proficiency in performing administrative tasks						
3.	His proficiency in performing judicial tasks						
4.	His ability to engage in discussion and raise questions and inquiries						
5.	His legal and judicial knowledge						
6.	His adherence to the trainer's instructions						
7.	His commitment to implementing the training plan						
8.	His conduct with his superiors						
9.	His conduct with employees						
10.	His conduct with reviewers/clients						
11.	Organization of the training activity log						
12.	Personality traits and presence						

General Notes and Recommendations:

Signature of the Training Judge:

Signature of the President of the Court of Appeal:

Notes: this evaluation form must send by Confidential and Personal book addressed to the judicial institute with an official employee.

Page (2-2)

Supreme Judicial Council
Judicial Institute

Form No. (1)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students
Public Prosecution Course (51)

Training Date - From: --- To:

Court Name: _____

Name of Trainee Judge: _____

Name of Trainee Student: _____

Administrative Work Assigned to them:

Judicial Work Assigned to them:

Page (1-2)

Evaluation:							
No	Questions Use (His / Her)	Weak	Average	Good	Very good	Excellent	Notes
1.	Commitment to attendance and number of absence days						
2.	His proficiency in performing administrative tasks						
3.	His proficiency in performing judicial tasks						
4.	His ability to engage in discussion and raise questions and inquiries						
5.	His legal and judicial knowledge						
6.	His adherence to the trainer's instructions						
7.	His commitment to implementing the training plan						
8.	His conduct with his superiors						
9.	His conduct with employees						
10.	His conduct with reviewers/clients						
11.	Organization of the training activity log						
12.	Personality traits and presence						

General Notes and Recommendations:

Signature of the Training public prosecutor:

Signature of the President of the public prosecutor inside the Court of Appeal:

Notes: this evaluation form must send by Confidential and Personal book addressed to the judicial institute with an official employee.

Page (2-2)

Fifth: Evaluation of the training mechanism undertaken by the training judge

The training process in each court where the students are trained is monitored by the President of the Court of Appeal or the Public Prosecutor in Al-Rusafa and Al-Karkh. Their task is to evaluate the extent of the success of the training and the benefit derived from it by the trainee students, as well as to assess the training mechanism carried out by the trainer, whether a judge or a public prosecutor, through the evaluation form (attached herewith). The President of the Court of Appeal or the Public Prosecutor in Al-Karkh and Al-Rusafa shall then submit their recommendations to the Institute for presentation to His Excellency, the President of the Supreme Judicial Council.

Supreme Judicial Council
Judicial Institute

Form No. (3)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students

Training Date - From: --- To:

Court Name: _____

Name of Trainee Judge: _____

Name of Trainee Student: _____

No	Questions	Weak	Average	Good	Very good	Excellent	Notes
1.	The Trainer's Training Plan						
2.	The trainer uses various training methods						
3.	The trainer accepts suggestions from the trainees						
4.	His style and approach in training						
5.	Appropriate allocation of time for each training unit						
6.	His ability to effectively transfer knowledge to the trainees						
7.	Management of dialogue, discussion, questions, and inquiries						
8.	The trainer's control over the training process						
9.	Follow-up on the student's daily activity log						

- General Notes and Recommendations:

Signature of the President of
The Baghdad / Rusafa Court of Appeal

Notes: this form must be send by Confidential and Personal book addressed to the judicial institute with an official employee.

Supreme Judicial Council
Judicial Institute

Form No. (3)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students

Training Date - From: --- To:

Court Name: _____

Name of Trainee Judge: _____

Name of Trainee Student: _____

No	Questions	Weak	Average	Good	Very good	Excellent	Notes
1.	The Trainer's Training Plan						
2.	The trainer uses various training methods						
3.	The trainer accepts suggestions from the trainees						
4.	His style and approach in training						
5.	Appropriate allocation of time for each training unit						
6.	His ability to effectively transfer knowledge to the trainees						
7.	Management of dialogue, discussion, questions, and inquiries						
8.	The trainer's control over the training process						
9.	Follow-up on the student's daily activity log						

- **General Notes and Recommendations:**

Signature of the President of
The Baghdad / Al karakh Court of Appeal

Notes: this form must be send by Confidential and Personal book addressed to the judicial institute with an official employee.

Supreme Judicial Council
Judicial Institute

Form No. (3)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students

Training Date - From: --- To:

Court Name: _____

Name of Trainee Prosecutor:

_____

Name of Trainee Student:

No	Questions	Weak	Average	Good	Very good	Excellent	Notes
10.	The Trainer's Training Plan						
11.	The trainer uses various training methods						
12.	The trainer accepts suggestions from the trainees						
13.	His style and approach in training						
14.	Appropriate allocation of time for each training unit						
15.	His ability to effectively transfer knowledge to the trainees						
16.	Management of dialogue, discussion, questions, and inquiries						
17.	The trainer's control over the training process						
18.	Follow-up on the student's daily activity log						

- General Notes and Recommendations:

Signature of the Head public prosecutor of
The Baghdad / Rusafa Court of Appeal

Notes: this form must be send by Confidential and Personal book addressed to the judicial institute with an official employee.

Supreme Judicial Council
Judicial Institute

Form No. (3)
(Confidential and Personal)

General Evaluation Form for Training Judicial Institute Students

Training Date - From: --- To:

Court Name: _____

Name of Trainee Prosecutor:

_____

Name of Trainee Student:

No	Questions	Weak	Average	Good	Very good	Excellent	Notes
19.	The Trainer's Training Plan						
20.	The trainer uses various training methods						
21.	The trainer accepts suggestions from the trainees						
22.	His style and approach in training						
23.	Appropriate allocation of time for each training unit						
24.	His ability to effectively transfer knowledge to the trainees						
25.	Management of dialogue, discussion, questions, and inquiries						
26.	The trainer's control over the training process						
27.	Follow-up on the student's daily activity log						

- General Notes and Recommendations:

Signature of the Head public prosecutor of
The Baghdad / Al karakh Court of Appeal

Notes: this form must be send by Confidential and Personal book addressed to the judicial institute with an official employee.

section Two

Mechanism of the Training Plan

In pursuit of ensuring that the Judicial Institute's training is not limited to reviewing practical cases in the courts without the student recording them, and instead treating them as practical exercises in which the trainee actively participates by presenting them during the practical training class before the course instructor at the Judicial Institute, the following objectives are to be achieved:

1. Linking theoretical lessons with practical application.
2. Ensuring that the student's memory retains information for the longest possible period, since a person does not remember what they only see or hear as much as they remember what they practice themselves.
3. Making training a reliable means of maintaining the attention of trainee students, as it is impossible to sustain their attention for long by merely speaking to them without including some practical exercises that capture that attention.

To make training supportive of the educational process at the Institute, facilitating its curricula, increasing the legal knowledge of students, and creating a comprehensive and practical awareness of judicial sciences, it is proposed that the practical training course include three axes:

1. **Training in the Courts:**

In this Section, the student trains in a simplified manner on actual cases presented before the court where they are placed. The student is not required to express an opinion on the case; rather, their role is limited to asking questions and listening to answers, leading to an understanding of the case and writing down its summary. When the student encounters a real case in the courts, it becomes a short practical exercise within this Section. The supervising judge manages these exercises and answers the questions, thereby enabling the trainee to comprehend the case from a legal standpoint. It is essential for participants in the exercise to understand that the purpose of the exercise is not necessarily to reach the correct judgment, but rather to provide an opportunity to understand the case, to discuss, and to exchange opinions and legal interpretations.

2. **Applied Cases:**

This involves presenting real cases in the form of applied cases, whereby one student presents an actual case handled by a court where students are placed, and shares it with the entire class during the practical training session. The facts of the case and its procedures are then discussed in light of the relevant legal provisions. The course instructor requests that all students form an opinion on what the judgment should be, preferably by dividing them into groups, with each group tackling a specific issue. At the end, the instructor ensures that all students are exposed to the hypothetical court judgment so they can understand how legal characterization is conducted and how rulings are issued in different types of cases. It is important that students understand that the aim of the lesson is not to arrive at the correct judgment, but to provide an opportunity for everyone to express their legal opinion based on the provisions studied both theoretically and practically.

3. **Mock Trials:**

This involves taking a real case and converting it into a simulated case in terms of facts and procedures, leading up to the issuance of a final judgment, whether in a criminal or civil matter. The students take on the roles of the parties to the case, thereby learning the procedures, applicable legal provisions, and exchanging opinions and legal interpretations among themselves.

It is also possible to produce a film that includes a mock trial lasting no longer than one hour, depicting a simulated trial of a hypothetical case in accordance with the law. This can serve as a model that is practically explained by the course instructor and used as a foundation by the student to strengthen their skills during training in the courts.

Chapter Six

Examination Rules and Procedures for Judicial Institute Students

The rules regulating examinations and the procedures of the examination committees include the following axes:

First Section: Examination Rules for Judicial Institute Students.

Second Section: Procedures of Examination Committees at the Judicial Institute.

The procedures of the second Section include the following:

- Procedures of the Examination Committee.
- Procedures of the Examination Monitoring (Invigilation) Committee.
- Procedures of the Auditing Committee.
- Procedures of the Examination Appeals Committee regarding exam results

First section

Examination Rules for Judicial Institute Students

1. The Institute Council, upon the proposal of the Director General of the Judicial Institute, shall determine the dates of semester examinations for students of the Institute.
2. Examinations for the first semester of both the first and second stages shall be written.
3. The Institute Council shall determine the subjects to be included in the oral examinations in the second semester of each stage.
4. The oral examination shall carry a weight of (30%) and the written examination (70%), except in the subjects of Civil Procedure Law and Code of Criminal Procedure, where the written exam shall carry (50%) and the annual assessment (50%), divided as follows: oral exam (40%) and class participation/evaluation by the course professor (10%), in accordance with Article 10/Third of the Judicial Institute Law No. (33) of 1976.
5. The examination grade shall be divided equally when a subject is taught by more than one professor.
6. The Director General of the Judicial Institute, upon the proposal of the Teaching Department, shall form an Examination Committee tasked with organizing the conduct of the examination process and preparing grades, and shall form another committee to review and audit the grades.
7. A student is entitled to participate in the second-round examinations if his absence from the first round was due to a medical reason proven by an official medical report accepted by the Institute Council, and the examination grade shall be calculated out of (100%).
8. Fractions of grades shall be rounded up to the nearest whole number if equal to or greater than half a mark, for each subject individually.
9. Fractions of grades shall not be rounded for the overall average.

10. A committee shall be formed to review student appeals submitted to the Teaching Department within three days of the announcement of results.
11. The minimum passing grade for each subject shall be (50%), provided that the overall average of all subjects and research is not less than (60%), in accordance with Article 10/Second of the Judicial Institute Law.
12. Oral examinations shall not be conducted with fewer than two members in each committee.
13. The Institute shall prepare the final results and submit them, with its recommendations, to the Institute Council for approval and announcement.
14. Results shall be recorded in an indexed paper register, printed electronically, and archived to preserve them from damage.
15. Students shall use only black or blue ballpoint pens. Correctors shall use green ink, and the auditing committee shall use red ink.
16. The number of invigilators shall be determined in proportion to the number of students in each examination hall at a ratio of (15:1), provided that no examination hall shall have fewer than two invigilators.
17. The exam questions shall be submitted by the course professor at least one day prior to the exam to the Director General, who shall safeguard them and deliver them to the Examination Committee one hour before the exam.
18. The Director General shall hand the exam questions to the Chair of the Examination Committee, who, together with committee members, shall conduct the examination procedures in accordance with the issued instructions.
19. A "Master Register" shall be prepared for student grades, indicating on each page the course number, stage, student name, subjects, final grades, total, and overall average for the second semester. This register shall be kept in the Registration Department for reference in issuing graduation documents. The register must be free of erasures, white-out, or tampering.
20. The Examination Committee shall receive exam booklets, paper supplies, and envelopes from the Teaching Department, and shall be responsible for stamping the exam booklets.

21. The Examination Committee shall receive exam questions from the Director General or his delegate under a printed report prepared for this purpose.
22. Under no circumstances shall unauthorized persons be permitted to enter the exam printing or duplication room. Full confidentiality must be maintained. If exams are printed on the same day, staff involved in typing, copying, or printing the exam papers shall not leave the printing room until at least one hour after the exam begins, and only after the original exam questions and surplus or defective exam papers have been secured.
23. Examination questions shall be limited strictly to the material actually taught in the curriculum.
24. Students shall not be allowed to leave the exam hall until at least half the allotted exam time has passed.

Second section

Procedures of Examination Committees at the Judicial Institute

First \ Procedures of the Examination Committee:

1. Prepare exam booklets stamped with the Examination Committee seal, equal in number to the students sitting the exam, with no fewer than ten additional copies. Place them in envelopes along with the exam questions in a special envelope, including a list of students and exam hall number.
2. Prepare the exam halls by supervising their cleaning, ensuring all requirements (lighting, air conditioning, etc.) are available, affixing each student's name to his designated seat according to the seating chart, and posting a list of students outside the hall.
3. On exam day, the Examination Committee shall receive the sealed envelope containing the exam questions, bearing the professor's name and signature. The envelope shall be opened in the presence of all committee members, and the questions inspected. If any problem is found, the Director General shall be informed

to resolve it. After ensuring the validity of the questions, copies shall be made equal to the number of students, placed in a special envelope, and sealed three times with the committee's stamp.

4. Provide the invigilation committee with the envelopes of exam booklets, the exam record, and a student attendance list to be signed by each student after completing the exam.
5. Deliver the sealed exam questions envelope to the exam hall, obtain signatures from two students before opening, and instruct the invigilators to distribute the questions.
6. Withdraw from the exam hall after distributing the questions, leaving the hall supervisor to communicate with the Examination Committee regarding any issues.
7. Receive the exam booklets from the hall supervisor after the exam, verify the number, assign secret codes to each, cut out the name slip, and store it in a separate envelope. The exam booklets shall then be placed in an envelope labeled with the subject, professor, number of booklets, and the original exam questions.
8. Prepare oral exam lists for each committee member. After the written exam, direct students to the oral exam committee, and upon completion, return the lists to the Examination Committee for safekeeping.
9. Receive the exam booklets after grading, reattach the slips, and secure them.
10. Review the booklets to ensure grades are correctly totaled and signed by the professor. Any errors shall be noted and referred to the professor for correction.
11. After review, send the booklets to the auditing committee for further verification.
12. After auditing, enter the written, oral, and assessment grades (if applicable) into the Master Register and electronic sheet. The sheet shall be arranged from highest to lowest grade, showing each subject and grade. For the first semester, averages are not calculated; for the second semester, a final average column is included. Failing grades shall be marked "Fail."
13. Prepare a report signed by the Chair of the Examination Committee and the Chair of the Auditing Committee, submitted to the Director General, listing the number of successful and failing students.

Second \ Procedures of the Invigilation Committee:

1. On exam day, the Examination Committee shall provide the hall supervisor with the exam booklet envelopes. The hall supervisor shall direct invigilators to enter the exam hall ahead of time.
2. Invigilators shall seat students according to their assigned places, and the hall supervisor shall read out exam instructions before the exam begins.
3. After confirming attendance, the Examination Committee shall provide the hall supervisor with the exam booklets, sealed exam questions, exam record, and student attendance list.
4. Invigilators shall maintain order in the exam hall in accordance with the rules. Any question or objection raised by students shall be communicated by the hall supervisor to the Examination Committee.
5. If an exam booklet is defective, or a student requires a replacement, a new booklet shall be issued from the spare copies, with the student's information transferred from the first booklet to the second. This shall be documented in the exam record.
6. After completing the exam, students shall submit their booklets to the hall supervisor, confirm their name and subject, and sign the attendance list before leaving.
7. After the last student leaves, the invigilation committee shall sign the exam record, noting the exam end time and any incidents. They shall also sign the attendance list. The hall supervisor shall then deliver the booklets and exam questions to the Examination Committee.
8. Invigilators shall accompany students leaving the hall during the exam for valid reasons, ensuring necessary precautions.
9. In emergencies, the hall supervisor shall immediately inform the Examination Committee.
10. If a student is caught cheating, the hall supervisor shall prepare a report and submit it to the Examination Committee, which shall forward it to the Director General to be presented to the Institute Council for a decision on expulsion, in accordance with Article 14 of the Judicial Institute Law No. 33 of 1976.

Third \ Procedures of the Auditing Committee:

1. The Auditing Committee shall review the exam booklets after the Examination Committee completes its review.
2. The committee shall also verify the grade lists prepared by the Examination Committee, checking student names, subjects, grades, totals, and averages.
3. The Auditing Committee shall prepare a joint report signed by its Chair and the Chair of the Examination Committee, submitted to the Director General.

Fourth \ Procedures of the Examination Appeals Committee:

1. The Appeals Committee shall verify the grades recorded in the exam booklet, the accuracy of grade calculation, and their correct transfer to the booklet cover.
2. Verify the grade recorded in the Master Register against the grade recorded in the electronic register.
3. The results of appeals shall be posted on the notice board, marked either “Consistent” or “Inconsistent.”

Chapter seven

Administrative and Legal Affairs Procedures

Introduction

The Department of Administrative and Legal Affairs is one of the vital departments of the Judicial Institute. It plays a pivotal role in organizing work and responsibilities, facilitating communication with all departments and divisions, and managing the affairs of staff and resources. It also monitors procedures and ensures the implementation of instructions and directives in a manner that guarantees smooth workflow in accordance with regulations and secures administrative discipline.

The department consists of the following divisions:

1. Human Resources Division
2. Administrative Services Division
3. Engineering Division, consisting of the following units:
   A. Maintenance Unit
   B. Buildings Unit
   C. Transporting Unit
4. Legal Affairs Division
5. Warehouse Division

Duties of the Department of Administrative and Legal Affairs

1. Managing and organizing the affairs of the staff working at the Institute.

2. Managing the administrative and financial services of the Institute.

3. Preparing and implementing engineering projects and all maintenance works.

4. Organizing and auditing contracts of the Institute, providing legal consultations.

5. offering opinions and participating in investigative committees and following up on the Institute's legal matters.

6. Organizing warehouses and inventories, maintaining their contents, and keeping records and documents.

7. Carrying out other tasks assigned by the Director General of the Judicial Institute.

First: Mechanism of Work – Human Resources Division

1. Identifying training needs and preparing plans to train employees in order to raise their efficiency.
2. Organizing the staffing register and updating it with changes related to employee promotions and allowances, then referring it to the Department of Audit and Internal Control for approval.
3. Preparing promotion reports and related administrative orders by maintaining a register of promotions, forwarding promotion transactions to the President of the Council, and then issuing an administrative order after obtaining the required approvals. The transaction is then sent to the Ministry of Finance / Budget Directorate / Staffing Division to reflect the financial impact of the promotions.
4. Organizing the allowances register, recording all changes, including percentages, instructions, and evaluations where applicable, and then preparing employee evaluation forms. These are merged with the register, followed by issuing the corresponding administrative order.

Second: Mechanism of Work – Administrative Services Division

1. Managing staff attendance by preparing daily attendance and departure sheets, and monitoring compliance with official dress codes.
2. Organizing medical and ordinary leave forms by the responsible officer, forwarding them to the Office of the Director General for approval, and then recording them in a dedicated leave register.
3. Organizing registers for incoming and outgoing correspondence through receiving incoming letters from the Office of the Director General, assigned an incoming number, stamped with the official seal, then delivered to the office for distribution to the relevant departments according to their specialization, as for the outgoing letters, a dedicated number is given to each book from each department after being signed by the director general.
4. Sending external and internal correspondence through the Institute's official courier and following up on delivery.

5. Receiving and delivering internal correspondence related to the Department of Administrative and Legal Affairs.
6. Archiving all official correspondence of the Administrative Affairs Department, as well as administrative orders and circulars.
7. Printing all official letters and memoranda pertaining to the division.
8. Organizing the subsidiary records of the division, including the vehicle register, stamp register, and certification register.

Third: Mechanism of the Engineering Division

1. The Engineering Division shall be notified in the event of any malfunction or defect in the Institute's buildings or dormitories, by means of a formal request from the concerned department and via obtaining approval. the necessary procedures shall be carried out through inspection and repair. In emergency cases that require immediate action, repairs shall be executed promptly, while ensuring the completion of all formal procedures, including a request requestforing repair, authorization to withdraw materials from the Stores Division if replacement is required, and referral of replaced materials to the Disposal Committee, in accordance with the prescribed procedures. A progress report shall then be submitted, endorsed by the concerned department.
2. Repair request shall be referred to the Committee for the Maintenance of Equipment, Devices, and Generators, or to the Information Technology Department, in cases of malfunction in any electrical or electronic device (e.g., paper shredder, photocopier, UPS). Each case shall be handled according to its area of specialization.
3. Periodic maintenance shall be carried out for all air-conditioning units of the Institute's buildings and dormitories.
4. Periodic maintenance shall be carried out for the generators of the Institute's buildings and dormitories.
5. Supervision and follow-up of all assets within the gardens of the Judicial Institute building, with workers assigned during both morning and evening shifts.

Fourth: Mechanism of the Legal Division

1. Regarding the task of providing legal opinion and consultation, whether in an internal memorandum or an official correspondence, the process shall be based on referring to the legislative text that addresses the case in question and interpreting it in accordance with the standards of legal interpretation. In the absence of a specific legislative provision, reference shall be made to general principles and other sources of law, after which the legal opinion shall be issued or the correspondence prepared accordingly and submitted for signature.
2. Regarding the task of reviewing and certifying contracts, First, the legal conditions for the contract must be verified, ensuring the availability of the essential elements of the contract (consent, subject matter, and cause), its validity, and the absence of any defects that may invalidate it, in accordance with the Civil Code. This shall also be done with due consideration of the instructions for the execution of government contracts and the effective regulations in this regard. Thereafter, the matter shall be referred to the relevant authorities, coordinated with the concerned department for the purpose of finalizing the procedures, and then submitted to the Director General of the Institute for approval and signature.
3. Regarding the task of representing the Institute before courts and official authorities, This is carried out through coordination and communication with the Directorate of Public Relations and Legal Affairs, Legal Department, to submit the necessary legal defenses in lawsuits filed against the Institute, as well as to provide them with the required documents, given that the Institute does not have its own legal representative authorized to plead before the courts.
4. Regarding the task of following up legal matters in the Judicial Institute through correspondence received from external entities, follow-up with the Office of the Director General, and matters referred by the Director of the Administrative Affairs Department. It also includes participation in various committees and investigative committees, preparing investigative reports on the procedures undertaken, along with conclusions and recommendations.

Fifth: Mechanism of the Stores Division

1. The Stores Division is responsible for keeping, arranging, organizing, classifying, and recording the quantities of materials.
2. No material, whether consumable or otherwise, may be entered into the warehouse without completing the proper legal procedures, including departmental requests and official warehouse receipts.
3. Materials shall be entered into the warehouse only after confirmation and approval by the Inspection and Receiving Committee, and a warehouse receipt is then issued by the Department of Financial Affairs.
4. Materials, whether equipment or consumables, shall be supplied to departments and divisions upon official requisition memoranda, duly approved, and stamped "Supplied." A copy of the memorandum shall be forwarded to the Department of Financial Affairs for the issuance of an outgoing voucher.
5. The same procedure applies in cases where materials are transferred to external entities or, conversely, when materials are received from them.
6. Stock sustainability shall be managed through monitoring the depletion of quantities or the expiration of materials, in coordination with the Department of Financial Affairs.
7. Compliance with the laws and regulations in force governing this work is required.

Regulations and Laws Governing the Work

- Civil Service Law No. (24) of 1960
- Law of State Employees and Officers No. (14) of 1991
- Salaries of State and Public Sector Employees Law No. (22) of 2004
- Instructions and directives issued by the Ministry of Finance concerning staffing
- All other applicable laws and regulations regarding state employees and their amendments
- Circulars of the supreme judicial council

Forms Used in Work

- Administrative and time-bound order form.
- Employee leave request form.
- Annual salary increment evaluation form.
- Evaluation form for employees and department heads.
- Evaluation form for employee performance and distribution of duties.
- Employment contract forms and other related contracts.
- Resignation form.

Registers Used in Work

- Incoming and outgoing mail register.
- Phone call register (internal and external).
- Employee attendance register.
- Leave and overtime register.
- Salary and allowances register.
- Resignation register.
- Stamp register.
- Vehicle register.
- Administrative orders register.

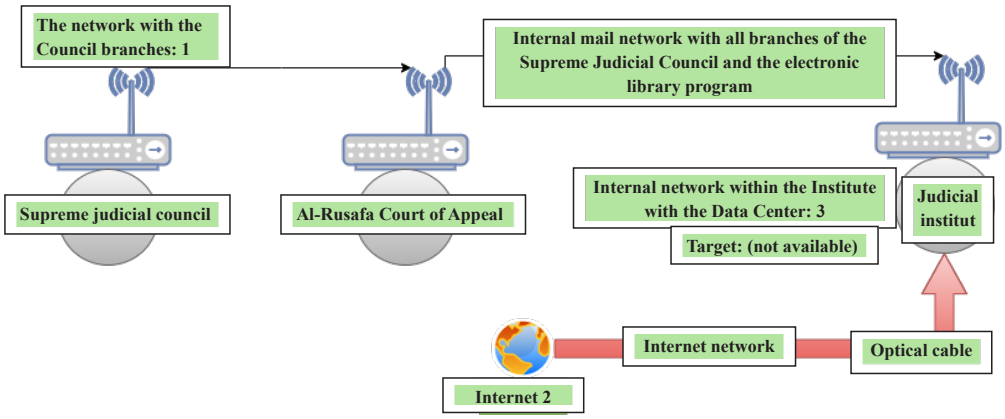
Chapter Eight

Information Technology Procedures

Section One: Networks and Server Administration Division

Management of Internal Networks and the Internet

Diagram of the Internal Network and the Internet:



Current work:

No	Tasks	Methodology of implementation
1	Installing and maintaining network cables and equipment (Switches, Routers, Access Points)	• Specifying the type of cable used according to purpose and distance. • Running cables through the secondary ceiling, ensuring there is no pressure or sharp bends that would block the signal. • Using tools to measure cable length and test connectivity, such as a Cable Tester, after each. • installation to ensure cable integrity Installing switches, routers, and access points in central locations with proper ventilation.
2	Ensuring the continuity of the internet network, monitoring its efficiency, and	• Preparing a periodic maintenance schedule that includes: ○ Cleaning the equipment from dust. ○ Inspecting cables and connections.

	verifying that it is used strictly for work purposes	○ Updating the firmware for network devices (router, APs). • Creating and updating the network topology diagram: ○ The diagram is drawn using tools such as Microsoft Visio or Draw.io. ○ The diagram shows the distribution of devices, IP addresses, access points, and cable interconnections. ○ It is updated every 3 months or whenever any modification is made to the network.
3	Troubleshooting network issues	• Ping and Traceroute tests are performed to identify the location of the problem. • Cables and connections are tested. • The issue and its solution are recorded in the fault log for future reference.

No	Periodic Reports
1	A monthly report on network performance and any resolved issues, as shown in Annex A.
2	Consumable devices and recommendation for updates when needed.

Future Vision for Work

No	Tasks	Methodology of implementation
1	Network Monitoring	• Use of network monitoring software o The software is installed on a central server and linked to all equipment via SNMP or IP. • A monitoring dashboard is created to display: o The status of each device (Online/Offline). o The percentage of bandwidth utilization. o Instant alerts for any outage or performance slowdown.
2	Implementing Internet usage policies	o Configuring website filtering through the router or a dedicated device. o Defining internet usage hours or quotas based on user type (administrative, research, etc.). o Establishing a dedicated VLAN for visitors or mobile devices, with restricted access to administrative resources.

Strengthening Network Security

Future Vision for Work

No	Tasks	Methodology of implementation
1	Configuring Firewalls	• A firewall device is installed between the institution's network and the Internet Service Provider (ISP), or at the network's entry point. • Network settings (interfaces, IPs, routing) are configured to route traffic through the firewall. • Basic protection policies are activated, such as: - Allowing only officially used protocols and services (HTTP, HTTPS, VPN, etc.).
2	Implementing security policies to prevent intrusions or unauthorized use.	• Access Control Rules are established: • Allowing or blocking based on source or IP range, destination, protocol, and port. • Automatic alerts are sent to the network administrator in the event of any suspicious activity. • The principle of Least Privilege is applied: each user or device is granted only the permissions necessary to perform its work. • No unnecessary open connections are permitted. • Network Isolation from computers containing confidential data: • A closed network is created that is not connected to the internet at all, dedicated solely to computers holding sensitive information. • This network is isolated using a dedicated VLAN or a physically separate network. • Devices within this network are not allowed internet connectivity. • The transfer of laptops or USBs between the isolated network and the internet-connected network is prohibited without security authorization. - This network is periodically monitored to detect any unauthorized connection attempts.

No	Updates and Maintenance
1	Security signatures are updated periodically, either manually or automatically.
2	Old rules are reviewed regularly to ensure their effectiveness and to verify that no vulnerabilities exist.
3	An internal penetration test is conducted at least once every six months.

No	Periodic reports
1	Quarterly report on failed attempts at unauthorized access: • It includes the number of attempts, the geographic source, and the type of threat. • It is used to analyze and update security policies.
2	Report on implemented security updates: • It includes updating firewall rules, enabling new protection features, or modifying policies. • It is submitted to the technical administration for security compliance review.

Server Management

Future Vision for Work

No	Tasks	Methodology of implementation
1	Installing and updating operating systems on servers	• Setting up a parallel staging environment before applying updates to the live environment. • Ensuring version compatibility with the existing infrastructure and networks.
2	Configuring server services	• Ensuring the latest security and software updates are downloaded immediately upon release. • Creating an Active Directory and configuring the user and permissions structure within the institution's domain. • Configuring DNS records and linking device names with network addresses. • Establishing a centralized File Server system to manage files, ensuring proper access rights and sharing.
3	Activating automated monitoring systems	• Installing and configuring a monitoring system to track performance (CPU, RAM, Disk, Network). • Configuring automatic alerts when usage thresholds are exceeded or errors occur. • Documenting critical incidents and the steps taken to address them.
4	Implementing the backup policy	• Configuring automatic daily backups for critical data. • Implementing weekly full backups stored on separate or external storage units. • Conducting periodic tests of data restoration to ensure the effectiveness of backups.

No	Periodic reports
1	**Semiannual report on server status** • **It includes resource utilization rates, technical issues, and development recommendations.** • **It is submitted to senior management to support strategic decisions regarding the infrastructure.**
2	**Periodic report on capacity and performance** • **Prepared monthly.** • **Shows storage utilization, system efficiency, and the rate of failures or alerts.** • **Used to improve performance and expand resources when necessary.**

Requirements

• Technical equipment:

- Firewall devices, servers, switches, and their accessories.
- Provision of a data center environment with specifications that ensure workflow.
- Advanced monitoring and performance analysis tools.

• Human skills:

- Strengthening the Networks and Server Management Division with one additional staff member.
- Training the Networks and Server Management Division team on managing network systems and server operating systems.

Section Two : Website and Systems Division

Management of the Official Website

Current work:

The design and programming updates of the official website using ASP.net Core and its configuration to host external services.

Future Vision for the Work

No	Tasks and Implementation Method
1	• Designing an electronic application form system and publishing it through the official website, linked to a verification station inside the Institute, to fully automate the application process.
2	• Activating additional services for applicants, trainees, or others.

Development of Internal Systems and Applications

Current work:

No	Tasks	Methodology of implementation
1	Analyzing and designing systems to facilitate workflow	• Requirements gathering and workflow understanding: Begin by collecting user requirements through meetings with the concerned departments, with a focus on documenting the current workflow and identifying challenges they face, such as manual repetition or delays in procedures. • Analysis of current processes: Conduct a detailed analysis of workflows using flowcharts to outline every step in the process, focusing on areas where improvements can be made. • Developing a timeline: Prepare a schedule that shows the stages of system development and the progress of workflow.

		• **Design of the proposed system:** **It is preferable to adopt use case diagrams to illustrate different roles and interactions with the system, along with preparing a comprehensive design for interfaces, permissions, and core functionalities.**
2	**Integrating systems with central databases and ensuring data integrity**	• **Database design:** **It is recommended to identify the system's core entities (such as User, Application, Approval, etc.) and then design the appropriate tables with primary and foreign keys assigned in line with institutional standards.** • **Ensuring integration with other systems:** **This requires maintaining the integrity of the overall data structure and ensuring compatibility with central databases, while adhering to referential integrity when linking tables.** • **Integration testing:** **It is essential to perform tests using trial data to verify the new system's compatibility with existing data and to avoid any conflicts in input or output.**
3	**Documenting the system and source code**	**First: Mechanism for documenting source code** **• Maintaining internal comments that clarify the functions of code components (functions, classes, variables, etc.).** **• Ensuring a separate documentation file is written that explains the system structure in terms of files and directories.** **• Adhering to a unified convention for naming variables and functions (Coding Conventions).** **Second: Documenting relationships between tables** **• Adopting an ERD (Entity Relationship Diagram) to display entities, their attributes, and the types of relationships between them (one-to-many, many-to-many, etc.).** **Third: Documenting relationships between system components** **• Using Component Diagrams or Class Diagrams to illustrate relationships between interfaces, services, databases, and system layers.** **Fourth: Project documentation storage** **• Ensuring that all documentation files are collected in a dedicated folder for each system, with a copy uploaded to a shared project repository (such as a code repository or task management platform).**

No	Periodic reports
1	Semiannual report on the number of systems developed and updated.
2	Semiannual report on issues resolved.
3	Semiannual report on the software and systems planned for implementation.

Future Vision for the Work

Designing an internal system within the institution aimed at unifying all departments under a single electronic environment. This system would enable each department to manage its daily operations in full integration with other departments, while maintaining user-specific privileges so that each user can only view matters related to their duties and area of work.
The system also provides an effective internal communication mechanism among users through messages and updates, contributing to faster decision-making and improved coordination of joint tasks.
Additionally, the system allows for monitoring projects of various types, with dynamic displays of each project's completion rate, enabling management to closely supervise workflows and take corrective actions when necessary.
The system relies on precise organization of user privileges and focuses on integration across different institutional operations to ensure enhanced performance efficiency and the achievement of full digital transformation.

Requirements

- **Technical equipment:**
  - Establishment of a data center for system deployment.
- **Human skills:**
  - Strengthening the Website and Systems Division with one additional programmer

Section Three: Website Infrastructure

The website infrastructure includes all programming tools and languages, devices, networks, and databases used to operate the website, as detailed below:

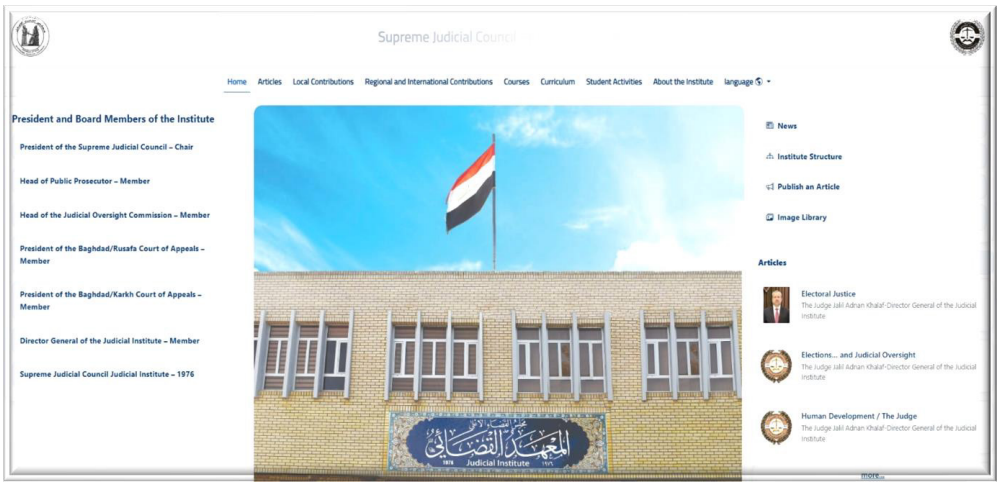
- **Networks and Internet:** The website is operated and accessed through the internet, with its servers hosted by the National Data Center.
- **Computers Used for Website Programming:** Computers must be high-quality and equipped with special specifications suited for programming tasks, website design, and database development.
- **Databases:** The website's databases are designed according to the technical specifications required for the website to ensure efficiency and high quality.
- **Programming Languages Used:** These are divided into two categories: Languages for designing user interfaces: **HTML, CSS, JavaScript, Bootstrap** andLanguages for creating databases and linking them to user interfaces: **ASP.NET Core, C#, SQL Server**, It should be noted that the website has been programmed to support both **Arabic and English**.

Website Windows

The website contains six main windows, detailed in the following table:

NO	Window	Content and details
1.	**Main Interface**	**The main interface contains sections for the latest news, the Judicial Institute's magazine and newspaper, an introduction to the President and members of the Institute's Council, as well as contact numbers and the Institute's address at the bottom of the page.**
2.	**Local Contributions**	**It includes all cultural, academic, and institutional collaborations between the Judicial Institute and all governmental and non-governmental institutions, including universities and colleges inside Iraq.**
3.	**Regional and International Contributions**	**It includes all cultural, academic, and institutional collaborations between the Judicial Institute and all governmental and non-governmental institutions, including universities and colleges outside Iraq.**

4.	**Courses**	**The Courses window covers all activities of the Training Division, the courses to be held at the Judicial Institute, their schedules, and all rules, instructions, and mechanisms for enrollment in courses held within the Institute.**
5.	**Curricula**	**This window contains all curricula for Judicial Institute students in the Public Prosecution and Judges' tracks, each according to its specific curriculum (including Civil Law, Iraqi Penal Code, Commercial Law, Practical Training, etc.).**
6.	**Extracurricular Activities for Students**	**It covers all workshops and visits organized by the Institute to develop students' competencies and to familiarize them with scientific and judicial developments at the local, regional, and international levels.**
7.	**Top Students' Research**	**The top students' research papers from graduating classes of the Judicial Institute are published.**
8.	**About the Judicial Institute**	**This window contains an overview of the stages and developments the Judicial Institute has gone through since its establishment up to the end of 2025.**



Work Mechanisms Implemented in the Website

The work mechanisms include all communications and entities engaged to complete the website and host it on the global internet, making it accessible to users both inside and outside Iraq:

- **Approval for establishing the Website Guide:**
  Through the administrative channels of the Judicial Institute, approval was granted on **05/05/2025** by the Director General of the Judicial Institute to create the website, to be developed by the Institute's IT Department.
- **Communications and Media Commission:**
  Collaboration with the Commission was carried out to register the domain name under the Republic of Iraq's ".iq" extension for the Judicial Institute's website. Based on Official Letter No. **57/Office/2025**, dated **20/05/2025**, the Commission was contacted to assign the official domain as: **ji.gov.iq**.
- **National Data Center:**
  Work with the National Data Center ensured:

Hosting the website on the Center's servers to provide the best user experience. Delivering necessary protection for the Judicial Institute's website against potential cyberattacks, The Judicial Institute is provided with NS1 and NS2 by the National Data Center, dedicated to the servers of the Judicial Institute's website. These values are configured and sent to the Communications and Media Commission for the necessary registration and documentation with the Institute's official domain. Additionally, the names of authorized persons from the Judicial Institute to communicate with the National Data Center are documented, as stated in Official Letter No. 64/Office/2025, dated 26/05/2025.

Publishing Mechanisms on the Website

Content is published on the website only after modifications are made and official approvals are obtained, prior to official posting. Publishing is divided into two categories:

- **Publishing images on the website:** Necessary edits and clarifications are made to the images, which are then submitted to the Director General of the Judicial Institute for approval. Once approved, they are published through the website administrator's panel.
- **Publishing news related to the Judicial Institute on the website:** News is first drafted and then reviewed linguistically and technically. It is subsequently

presented to the Director General of the Judicial Institute for approval, after which it is published through the website administrator's panel.

- **Communication:** A dedicated window enables visitors to submit inquiries and questions, which are answered through the official email of the Judicial Institute of Iraq.

Services Provided on the Website

The services offered on the website include the following:

1. Publishing news related to the Judicial Institute.
2. Publishing official announcements of the Judicial Institute.
3. Providing communication with visitors.
4. Presenting an overview of the Judicial Institute.
5. Publishing images of the Judicial Institute's activities.
6. Publishing issues of the Judicial Institute's newspaper and journal.
7. Providing access to information on the members of the Institute's Council and the Judicial Institute Law.

Mechanism for Adding and Modifying the Website

Adjustments to parts of the website and proposals for improvement are made only after obtaining the necessary approvals. These are divided into two categories: additions and modifications, as follows:

- **Adding to the website:** After a request is submitted by the division or department requesting the addition of a new window or service, it is forwarded to the Director General of the Judicial Institute. The request is then referred to the IT Department for technical and professional evaluation and the preparation of a comprehensive study. The results of this study are then submitted to the Director General to obtain final approval for the addition.
- **Modifying the website:** Modifications to website interfaces, windows, layouts, and related details are made after the requesting division submits its proposal to the Director General. It is then referred to the IT Department to study the technical aspects, assess both positive and negative impacts in full detail, and prepare a comprehensive report. This report is submitted to the Director General to obtain final approval to implement or reject the modification.

Future Plans

The future plans include the following:

- **Application window for the Judicial Institute:** All application procedures will be completed through this window, including submission of applications and forms, uploading applicants' documents, and verifying them. Additionally, an electronic payment feature may be added after completing the necessary reviews and security checks.

Section Four : computer Division – Maintenance and Technical

Maintenance of computers and peripherals

Current work:

No	Tasks	Methodology of implementation
1	Repairing software malfunctions and computer peripherals	The intent: addressing issues related to operating systems, installed software, printers, keyboards, mice, networks, and other peripherals. • Receiving fault reports and documenting them using a service form or the Help Desk System. • Scanning software for malware (using antivirus tools). • Reinstalling drivers or corrupted software when necessary. • In case repair fails, recording notes and submitting a recommendation to reformat the device or replace the defective component.
2	Installing operating systems and necessary software	The intent: reinstalling or updating the operating system on devices as needed. • Ensuring compatibility of specifications with the required system, as shown in Appendix – B. • Installing and activating the operating system. • Installing essential software such as Office, browsers, PDF tools, and security programs. • Documenting the installed system and software in the device log (paper-based or electronic).
3	Preparing equipment inventories and software catalogs for each device	The intent: creating a database that shows the status of each device, its specifications, installed software, and the user's name. • Creating a record or database that includes: - Device number, department name, user, installed system, software, warranty status, and date of last maintenance. • Allocating a folder or electronic directory containing: - Drivers, software copies, and the user manual for each device or printer (catalog in PDF).

		• Updating the record after every maintenance operation or any change in software/user.
4	Managing fingerprint software and installing it on multiple computers	The intent: organizing and monitoring the fingerprint system and deploying it across the designated computers. • Identifying the devices equipped with the fingerprint system. • Ensuring data synchronization among them and confirming their connection to the fingerprint device. • Regularly updating the software and drivers. • Configuring an automatic backup for fingerprint data.
5	Establishing a Help Desk System for fault tracking	The intent: using an electronic system to receive and track technical requests. • Selecting an appropriate Help Desk system (such as GLPI, osTicket, or a simple Google Form as a start). • Recording each report to include: type of fault, device, department, date, and response time. • Generating periodic reports from the system to identify the number and types of faults and their resolution status.

No	Periodic reports	Needed data
1	Monthly report on device maintenance	o Number of resolved faults by department. o Types of faults (software/hardware). o Time taken for repair. o Devices out of service (with a recommendation for repair or decommissioning).
2	Report on recurring faults	• Objective: to identify faults that recur in specific devices or departments in order to analyze the cause. • Required data: o Device/department name. o Number of recurrences during a defined period (monthly, quarterly, etc.). o Type of fault (e.g., electrical failures, network issues, disk failures, etc.). o Proposed action (replacement, upgrade, user training).

General Division Policies:

- Maintaining documentation after each maintenance operation.
- Adhering to professional communication with departments.
- Ensuring proper organization of devices and cables during and after maintenance.
- Taking a backup of user data, if possible, before formatting the device.
- Refraining from handling any device or software without instructions from the technical administration.

Technical Support for Users

Current work:

No	Tasks	Details
1	Providing direct assistance to employees when encountering issues in:	o Using Word, Excel, PowerPoint, or other applications. o Printing a document (printer not responding, not recognized, or not added). o Opening an email or attachment. o Accessing an email link or assisting in sending a file or document via email or uploading it to Google Drive. o Opening a specific link from an official or governmental entity. o Recovering data from a flash drive or external hard drive. o Copying files from one computer to another (e.g., between departments or to new devices). o Manually connecting or installing a printer, scanner, or projector. o Configuring internet settings in case of interruption or disconnection.
2	Documenting daily requests in a simple log (paper-based or electronic)	o Includes: employee name – department – type of issue – action taken – notes, if any.
3	Not only resolving the problem, but also investigating the reasons for its recurrence	o Is the issue due to weak internet, unstable drivers, or outdated hardware? o This is recorded within the analysis of recurring problems to improve the work environment.

No	Periodic reports	Details
1	Monthly report on completed requests	• Monthly report on completed requests - Requests recorded during the month are categorized by: - Type of issue (printer – email – file transfer – Word training – slow device – data loss). - Number of recurrences for each type. - Employee's department (is there a department that requires more training?). -Proposed preventive solutions such as simplified training courses or a user guide booklet.

Requirements

- **Human skills:**

- Strengthening the IT Division – Maintenance and Technical Support with one additional computer engineer
- Training a division member in the maintenance of printers and copiers

Section Five : Performance Standards and Efficiency

These standards aim to ensure the quality of technical services provided by the IT Department and achieve the highest levels of performance through tracking measurable digital indicators for each division. This contributes to better decision-making and the development of the technical work environment.

Defining efficiency indicators for each division:

- Networks and Server Management Division:
  - Internet network strength rate
  - Number of hours of unplanned downtime
  - Number of recurring reports at the same site or device
  - Percentage of successful wireless coverage within the Institute's buildings
  - Percentage of wireless printer connectivity available for each division
  - Number of security updates completed on time for network devices
  - Degree of alignment between the network diagram and the actual network

- Website and Systems Division:
  - Degree of compliance of achievements with the timeline of each project
  - Service availability percentage throughout the month
  - Completeness of electronic documentation for completed projects
  - Degree of compliance of code details with defined standards

- IT Division – Maintenance and Technical Support:
  - Average response time to reports
  - Rate of issues resolved within the same day
  - End-user satisfaction with the service provided (according to surveys)
  - Degree of alignment between device records and their actual operation
  - Number of computers not updated with antivirus software data
  - Degree of compliance of installed systems on computers with their technical specifications

Performance Correction

• Training – addressing weaknesses and intensifying training of the concerned staff accordingly
• Development – conducting an internal workshop after studying weaknesses, with content focused on discussing proposals and solutions provided by each employee, along with reviewing workflows according to global standards researched
• Infrastructure – studying frequently recurring malfunctions over short periods and recommending their development

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Recommendation

This guide serves as a fundamental reference for organizing the work of the IT Department, It recommends continuing to develop technical skills, strengthening cybersecurity, and fostering collaboration with all departments to ensure effective and sustainable use of technology within the institution.

Appendix A

Template of Monthly Report on Internal Network Performance

- **Overview of internal network performance**

Indicator	Value / Observation
Internal network availability rate	
Server resource utilization (CPU/RAM)	
Number of users	
Number of devices connected to the internal network	
Performance of network services (printing, file sharing, etc.)	
Presence of critical faults	

- **Faults and issues in the internal network**

Date	Type of issue	Affected department	Action taken	Resolution time	Status

- **Improvements and Preventive Measures – Internal Network**

_____
_____
_____
_____

- **Recommendations**

_____
_____
_____
_____

Responsible Officer's Signature

Appendix B

Template of Monthly Report on Internet Performance

- **Overview of internet performance**

Indicator	Value / Observation
Internet service availability rate	
Average download speed	
Average upload speed	
Number of outages	
Total outage duration	
Presence of critical faults	

- **Faults and issues in the internet service**

Date	Type of issue	Affected department	Action taken	Resolution time	Status

- **Improvements and Preventive Measures – Internal Network**

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_____
_____
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- **Recommendations**

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_____
_____
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Responsible Officer's Signature

Appendix C

Template Table Showing the Specifications Compatible with Each Operating System

Operating System	CPU Requirement	RAM	Storage Requirement	System Architecture	Additional Requirements
Windows 7 (32-bit)	1GHz or faster 32-bit (x86) processor	1 GB	16 GB	x86	DirectX 9 graphics with WDDM 1.0 driver
Windows 7 (64-bit)	1GHz or faster 64-bit (x64) processor	2 GB	20 GB	x64	DirectX 9 graphics with WDDM 1.0 driver
Windows 8.1 (32-bit)	1GHz or faster 32-bit (x86) processor with PAE/NX/SSE2	1 GB	16 GB	x86	DirectX 9 graphics with WDDM 1.0 driver
Windows 8.1 (64-bit)	1GHz or faster 64-bit (x64) processor with PAE/NX/SSE2	2 GB	20 GB	x64	DirectX 9 graphics with WDDM 1.0 driver
Windows 10 (32-bit)	1GHz or faster 32-bit (x86) processor	1 GB	16 GB	x86	DirectX 9 graphics with WDDM 1.0 driver
Windows 10 (64-bit)	1GHz or faster 64-bit (x64) processor	2 GB	20 GB	x64	DirectX 9 graphics with WDDM 1.0 driver
Windows 11	1GHz or faster, 2 or more cores on a compatible 64-bit processor or System on a Chip (SoC), 8th gen+ with TPM 2.0	4 GB (8 GB recommended)	64 GB or more	x64 only	TPM 2.0, DirectX 12 graphics with WDDM 2.0 driver, 9" display with 720p resolution, Secure Boot

Chapter nine

Public Relations and Media Procedures

Public Relations and Media Division

First: The Public Relations and Media Division carry out the following tasks:

1. Supervising the reception of the Institute's guests, accompanying them, preparing their visit programs, and providing them with general information during their visit.
2. Supervising the organization of graduation ceremonies, conferences, events, workshops, and activities at the Judicial Institute.
3. Managing the public relations portfolio at the Judicial Institute and coordinating with the Training and Development Division to enhance work and exchange international expertise.
4. Receiving invitations to participate in international activities, conferences, seminars, and training workshops, whether in-person or virtual.
5. Translating the invitations, if submitted in English, by the Division.
6. Submitting the received invitation, through an official letter, to the Office of the Honorable President of the Council for the purpose of nominating employees from the Institute or other entities, according to the conditions and criteria stated in the international training program.
7. Ensuring the inclusion of employees who have expertise in their respective fields, according to their job descriptions, and who are connected to the training program, while also ensuring they possess a good level of proficiency in the English language.
8. Informing the inviting party of the nominated candidates for the international training program to complete registration procedures, obtain the necessary approvals, and fulfill any other requirements related to entry visas, participants' passports, accommodation, meals in the host country, health insurance, etc., prior to participants' travel.
9. Following up on the issuance of the judicial order deputizing participants and forwarding it to the training body to facilitate the travel and entry procedures of participants into the host country.

10. Circulating virtual training programs to the relevant departments and divisions and presenting the names of those who meet the requirements to the Director General.
11. Completing registration procedures for training programs.
12. Managing online training courses, which usually take place over a longer period than in-person training, including live sessions not exceeding 120 minutes each, interspersed with frequent breaks.
13. Managing the public relations portfolio in coordination with the Public Relations and Media Division.

Second: The Media Unit, which carries out the following tasks:

1. The head of the Media Unit in the Division designs and typesets the magazine, newspaper, and all articles and research, in coordination with the committee formed under Administrative Order No. (60/Administrative Order/2025) dated 10/3/2025 and its amendments.
2. Communicating with the Media Center of the Supreme Judicial Council and local media outlets to cover the Institute's activities.
3. Photographing all Institute activities, documenting, and archiving them before, during, and after execution.
4. Publishing all news and announcements related to the Institute, as well as facilitating the work of journalists and media representatives in obtaining information related to it.
5. Following up and carrying out any other tasks assigned by the Director General.

• Tasks of the Committee for Monitoring the Work Status of the Newspaper:

- The editorial board, formed under Administrative Order No. (121/Administrative Order/2025) dated 22/4/2025 and amended by Administrative Order No. (155/Administrative Order/2025) dated 22/5/2025, provides the Media Unit with articles and research, and covers the Institute's activities according to the

specialization of each department within the Judicial Institute, one week before their due date. The Public Relations and Media Division submit these to the Director General of the Institute for approval to publish. The head of the Media Unit is required to classify, design, and complete the newspaper within the set timeframe, during the first week of each month.

• Tasks of the Committee for Monitoring the Work Status of the Magazine:

- The members of the committee formed under Administrative Order No. (60/Administrative Order/2025) dated 10/3/2025 provide the Media Unit with the research and studies intended for publication in the magazine. The Media Unit, in turn, presents these to the Director General / Editor-in-Chief for review and refers them to the Secretary of the Editorial Board and the aforementioned committee members for verification and comments, after which they are forwarded to the language editor to be subsequently presented to the Honorable President of the Supreme Judicial Council for approval of printing.

Judicial Institute Newspaper and journal

As part of its continuous efforts to enhance legal knowledge and promote the exchange of expertise, the Judicial Institute publishes a number of periodic scientific and media publications that contribute to the development of legal and judicial thought, while documenting the scholarly work of members of the judiciary and specialized researchers. These publications include:

1. **Judicial Institute newspaper**

   A peer-reviewed scientific journal issued by the Judicial Institute, dedicated to publishing specialized research and studies in the fields of law and judiciary. The journal aims to support legal academic research and provide an academic platform that bridges theory and practice. It also publishes a number of decisions from the Federal Court of Cassation and the Judicial Electoral Authority, along with sections on judicial heritage and legal insights that highlight notable figures in Iraq's judiciary.

2. **Judicial Institute Newspaper**

   A periodic media platform issued by the Institute, highlighting the Institute's news, activities, and academic and training events, in addition to short legal articles and analyses. The newspaper aims to strengthen communication between the Institute and audiences interested in legal affairs, spread legal awareness, and document the Institute's achievements and its role in developing the judiciary.

3. **English Edition of the Judicial Institute Journal**

   In its commitment to delivering Iraqi legal thought to the international community, the Institute issues an English edition of its peer-reviewed journal. This edition includes selected translated and adapted research papers and articles, tailored to the needs of international readers. The English edition serves as an effective tool for fostering international legal dialogue and showcasing the development of the Iraqi judicial system in global academic and legal forums.

❖ Structure of the Judicial Institute Newspaper

• Page One: Editorial by the Editor-in-Chief + local news (Judicial Institute activities) + an article / or the lower section of the page filled with news if there are more than two items.
• Page Two: News and articles / Judicial Institute news, if exceeding the capacity of the first page, along with writers' articles.
• Page Three: Legal opinions / specialized views on legal matters concerning society.
• Pages Four and Five: Research and studies.
• Page Six: Visions and Ideas / thoughts and articles by researchers.
• Page Seven: Judicial Window.
• Page Eight: Rotating content (history, judicial culture, review of a legal book) + closing article.

❖ Publication Guidelines for the Judicial Institute Journal

• Publication guidelines for the Judicial Institute Journal.
• Editorial by the Editor-in-Chief / Honorable President of the Supreme Judicial Council.
• Editorial by the Managing Editor / Honorable Director General of the Judicial Institute.
• Research papers.
• Legal principles from the jurisprudence of the Court of Cassation.
• Commentary on a legal principle.
• Judicial heritage.
• Legal insights.
• Possibility of introducing new sections depending on availability of material and subject to approval for publication.
• Editor-in-Chief, Managing Editor, members of the Editorial Board.
• Members of the Advisory Board.
• Journal Management Unit: (Editorial Secretary, language editing, translation, printing, design and technical layout, journal's email address).

JUDICIAL INSTITUTE MAGAZINE

Editorial by the Editor-in-Chief

Editorial by the Managing

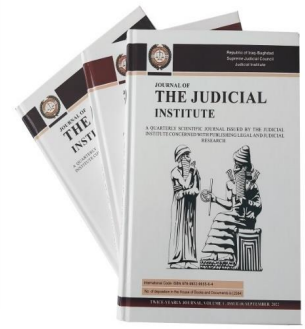
Judicial Heritage

Commentary on a Legal Principle

Legal Principles in the Jurisprudence of the Court of Cassation

Research Papers

Legal Insights



JUDICIAL INSTITUTE

Monthly Newspaper Covers The Activites
& The News Of The Iraqi Judicial Institute

1
Front Page

2
Articles

3
Law Opinions

4
Studies & Researchs

5
Studies & Researchs

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Insights & Thoughts

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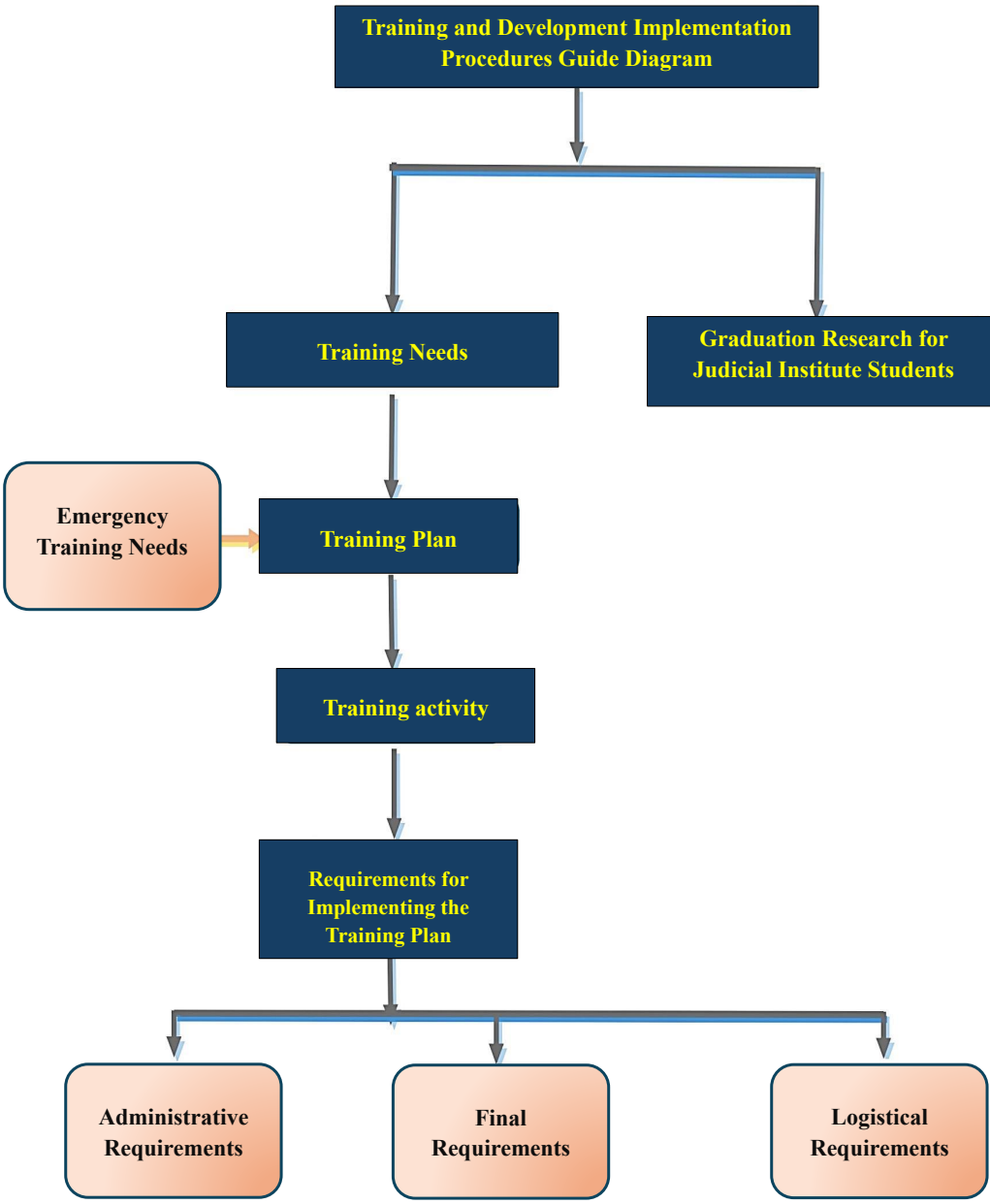
Law Legislation

8
Last page

A monthly journal issued by the iraqi Judicial Institute, dedicated to highlighting the Institute's news and activities. It also contributes to the dissemination of specialized legal knowledge with the aim of promoting legal awareness and fostering the exchange of knowledge among those interested in judicial and legal affairs.

Chapter ten

Training and Development Procedures


Training and Development Implementation Procedures Guide Diagram
Training Needs
Graduation Research for Judicial Institute Students
Emergency Training Needs
Training Plan
Training activity
Requirements for Implementing the Training Plan
Administrative Requirements
Final Requirements
Logistical Requirements

Part One: Training

❖ First / Training Needs Assessment:

The assessment of training needs plays a fundamental role in developing institutional programs, serving as a genuine support for the advancement of infrastructure in work domains, so that the Judicial Institute becomes better prepared to organize its future work by identifying the institution's strengths, key areas for improvement, and setting priorities for institutional training and development.

The Training and Development Division forms a task force to implement the training needs assessment project in order to produce a report on the current work of the Training and Development Division and its needs. The aim is to prepare a future plan that incorporates all the division's requirements by formulating an appropriate training curriculum to cover these needs, in coordination with representatives of the relevant directorates for the implementation of the required training curriculum.

The preparation of any training plan must be preceded by a precise assessment of training needs through the following steps:

1. Adding training workshops to the plan based on work reports, such as "Lessons Learned Workshop Reports" and "Previous Workshop Evaluation Reports," in coordination with the Scientific Affairs Division.
2. In the event that the beneficiary entity submits a request for an urgent need (specialized courses), the Training and Development Division, together with the Instruction Department, reviews the request of the beneficiary entity and submits an opinion report to the Director General for approval. Once approval is granted, the training need is included in the course schedule, after obtaining the approval of His Excellency the President of the Supreme Judicial Council to hold the course.

❖ Second / Preparation of the Training Plan:

A- Schedule of Training Programs: The Training and Development Division prepares a detailed schedule in coordination with the Director of the Instruction Department, covering the training needs of the target groups from employees of all ministries and non-ministerial entities.

B- Timeline of Activities: Represents the pathway of the training activities to be implemented within the specified timeframes, which must be set for each course (start date, end date) after the required number of participants is completed. The number of nominated participants must not be fewer than fifteen (15), in accordance with the instructions issued under the Judicial Institute Law, implementing Resolution No. (52) of 1998.

C- General Framework for Implementing the Training Activity: (Target group, lecturers, beneficiary entity of the course).

1. Meeting with the Target Group:

After obtaining official approval from the Director General to implement the training plan, the Training and Development Division holds a meeting with a representative of the course, chosen by the participants, to begin preparing for the training activity. The process starts with reviewing the training need, followed by discussion on selecting the lecturer. In these meetings with the target group, the following points are addressed:

A- Discussing the objective of implementing the course and the main themes that should be included in the training activity, according to the perspective of the target group.
B- Setting a preliminary date for holding the course, ensuring it does not conflict with the work of the target group, while also determining the venue and number of participants.
C- Writing a summary of the training course.
D- Maintaining ongoing coordination with the target group and keeping them informed about the latest preparations for the course, in line with the following regulations for course implementation:
1- Training courses shall be conducted in person at the Judicial Institute building.
2- Each nominee must present an identification card (the ID of their employing directorate).
3- Training sessions shall begin at 8:30 a.m. and continue until 12:00 noon.
4- The Judicial Institute implements its training program in accordance with Resolution No. (52) of 1998 and the (dissolved) Revolutionary Command Council Resolution No. (361) of 1983.
5- Official dress is to be observed as much as possible, and wearing clothing inappropriate to the importance of the course venue or the standing of public office is strictly prohibited.
6- Smoking, whether traditional or electronic, is prohibited except in designated areas within the Judicial Institute building.
7- The grading system allocates 80% for the written exam and 20% for attendance and participation.

E- Discussing the reasons for holding the training course.
F- Discussing and recording the expected outcomes of the training course.

2. Lecturers: The lecturer is selected by the Instruction Department in coordination with the Training and Development Division, according to the following criteria:
A- Reviewing the lecturers' curriculum vitae.
B- Reviewing the training material prepared by the lecturer.
C- The types of training techniques and methodology to be adopted in implementing the course.
C- Availability of appropriate visual aids and training tools.
D- Evaluation mechanisms adopted in the training.
E- Submitting the matter to the Director General of the Judicial Institute for issuance of the administrative order.

■ Sample Lecture Schedule

عنوان الدورة التدريبية والتطويرية

Sequence	Day and Date	First Lecture 8:30 – 10:00	Second Lecture 10:30 – 12:00

❖ Third / Implementation of the Training Plan:

A- Administrative Requirements: Work begins with securing the administrative requirements in the following sequence:

1. Conducting the courses listed in the Course Guide or based on the request of the beneficiary entity (legal – administrative) for employees of official and non-official entities, provided that the number of participants is not less than fifteen (15).

2. Completing the registration procedures by paying the course fees, with the cost per participant being (60,000 IQD) for courses lasting less than one month, and (100,000 IQD) for courses lasting one month or more.

3. Attendance on the first day is mandatory for course accreditation, with participants' names registered and lists submitted to the Instruction Department.

4. Preparing the curriculum for the courses organized by the Judicial Institute.

5. Coordination with representatives of ministries and non-ministerial entities wishing to have their staff participate in the courses held at the Judicial Institute.

6. Assigning lecturers to deliver the lectures after obtaining the approval of the Director General of the Judicial Institute, and preparing a signature log for the lecturers.
7. Preparing official letters regarding the course schedule, and letters of assignment and release for the participants.
8. Preparing enrollment lists for the course, along with attendance and absence records.
9. Conducting field visits for participants in specialized courses (e.g., Directorate of Forensic Medicine, Directorate of Criminal Evidence Investigation).
10. Preparing the required classrooms, exam booklets, and setting the exam date for the course.
11. Preparing survey forms for course participants and analyzing the results.
12. Preparing lists of lecture fees for each course.
13. Preparing lists of course results and certificates of participation.
14. Any participant who fails to attend the examination without a valid excuse shall be considered unsuccessful in the course.

B- Logistical Requirements:

1. Receiving and welcoming participants.
2. Determining the location of the classrooms.
3. Providing suitable seating, appropriate furniture, and proper lighting.
4. Notifying the lecturer to prepare the necessary handouts and study materials for the training curriculum.
5. Preparing the technical means required for presenting the curriculum.

C- Final Requirements:

Among the final requirements for any training course, the following procedures are necessary:

1. **Meeting with the Lecturer:** The Training and Development Division meets with the lecturer responsible for the training course to introduce him to his role in the activity and clarify his responsibilities. In turn, the lecturer submits a report outlining the outcomes of the training course along with any recommendations and suggestions, if applicable.

2. **Evaluation and Writing the Training Course Report:**
   The staff member responsible for monitoring and evaluating the programs, projects, and training activities carried out by the Training and Development Division shall prepare the technical report for the training course, including proposals and recommendations resulting from the course.

3. **Writing Training Course Evaluation Reports:**
   The designated staff member shall prepare a report summarizing the key points of the training sessions, noting the positives, negatives, proposals, and recommendations, and presenting their professional opinion. The report is then submitted to the Instruction Department, which in turn forwards it to the Director General of the Judicial Institute.

In the event of discrepancies in the reports, the matter shall be referred to the Division, which is responsible for extracting the relevant information for the target group of the training courses to resolve the discrepancy.

4. **Archiving Course Data:**
   After the conclusion of the course, all course records and documents are organized and archived in dedicated files for reference when repeating or developing the course in the future. Additionally, important documents are electronically stored for the same purpose, and participants' data, as officially submitted by their directorates, are entered into the records.

Monitoring and Evaluation Mechanism

The Training and Development Division conducts an evaluation for each training course based on a pre-prepared evaluation form (attached model), tailored to the nature of the training course, taking into account the different variables of each course. For the purpose of evaluating the training course and correcting the training path, special forms are distributed covering all aspects of the course (course content, lecturer and lecture delivery style, course environment).

Training Course Report Form

Division:	
Name of Report Preparer:	
Date of Report Preparation:	

Date of Report Preparation					
Course Title					
Date of Implementation					
Place of Implementation					
Number of Participants		Males		Females	

Course Objective

Daily Description of the Course

What are the most prominent impressions of the participants about the course?

What are the Proposals Made by the Participants to Improve the Course?

Note: The following should be attached with the report:

- A copy of the administrative order for implementation.
- The training agenda.
- Photos of the course (not fewer than two and not more than five).

Name and Signature of Report Preparer:

Part Two: Graduation Research for Judicial Institute

Research

Research is an organized and systematic process aimed at collecting data and information, addressing problems, and enhancing the student's research skills to enrich the legal library with solutions and to arrive at accurate scientific truths. It also acquaints the student with sources and the preparation of scholarly material, especially since research is considered part of the graduation requirements. The following points should be noted:

- **First:** Each research paper is allotted one hundred marks, provided that the overall average of all subjects and research must not be less than 60%.
- **Second:** Any student who fails to achieve the passing grade in the submitted research shall be considered unsuccessful in the final examination.
- **Third:** Graduates of the Institute are classified into the following two grades:

1. Grade (A): Includes all those whose overall average in all subjects and research for the two years is not less than eighty percent (80%). They shall be granted one year of seniority for purposes of promotion and salary increment.
2. Grade (B): Includes all those whose overall average in all subjects and research for the two years is between sixty percent (60%) and seventy-nine percent (79%). They shall be granted six months of seniority for purposes of promotion and salary increment.

Research Requirements

1. Mechanism for Selecting the Title:

• Students are notified to nominate three proposed titles for their graduation research through an official announcement with a specified deadline for receiving submissions.

• The research titles are submitted to the Permanent Committee for Graduation Research Selection, composed of three judicial professors and two academic members.

• The Research Committee prepares a report on the final deadline for graduation research titles.

2. Mechanism for Selecting Supervisors:

• Supervisors are nominated upon the recommendation of the Director of the Instruction Department and submitted to the respected Director General.
• A memorandum is then submitted to the respected President of the Supreme Judicial Council for approval of the supervisors.

• Supervisors and students are notified to begin the research procedures.

3. Mechanism of the Defense:

A committee is formed to examine the graduation research, consisting of three subcommittees: the Civil Research Committee, the Criminal Research Committee, and the Personal Status Research Committee. These committees are selected by the respected Director General of the Judicial Institute and the Director of the Instruction Department, after which the session minutes are submitted to the Judicial Institute Council for ratification.

4. Mechanism of Submission and Timeline:

• Students are notified to submit their research (preliminary version) at least one month before the start of the final examinations of the second stage.
• The research (final version) along with a CD is submitted within five days after the research defense.

Training Course Report Form

Division:	Training and Development Division
Name of Report Preparer:	Adnan Hamid Mousa
Date of Report Preparation:	Advisor Yassin Taha Weis

Date of Report Preparation	7/7/2025
Course Title	Course in Administrative Investigation
Date of Implementation	15/6/2025 – 22/6/2025
Place of Implementation	Judicial Institute

Number of Participants	30	Males	25	Females	5

Course Objective
To introduce employees to the fundamentals of administrative investigation, its main areas, its basis in the Constitution and the law, and its importance for the individual, society, and administration itself. It also covered the procedures of administrative investigation, from the formation of the investigation committee to the issuance of the decision and its appeal before the Administrative Court.

Daily Description of the Course
The course lasted eight days, with two lectures each day. The first lecture began at 8:30 a.m. and lasted for one hour and fifteen minutes, while the second lecture started at 10:30 a.m. and ended at 12:00 p.m. Advisor Yassin Taha Weis delivered the course material, in accordance with the attached training agenda.

What are the most prominent impressions of the participants about the course?
• The excellent organization of the course and the high competence of the lecturer.

What are the Proposals Made by the Participants to Improve the Course?
• Participants suggested extending the duration of the course to maximize benefit from its topics.

Note: The following should be attached with the report:
- A copy of the administrative order for implementation.
- The training agenda.
- Photos of the course (not fewer than two and not more than five).

Name and Signature of Report

To: Judicial Institute / Instruction and Curriculum Department
Subject: Course in Administrative Investigation

Greetings,

1. Administrative Decision:
• Definition
• Elements
• Types
• Appeal

Administrative Investigation:
• Definition
• Its basis in the Constitution and the law
• Its importance (for the individual, the administration, and society)
• Procedures of administrative investigation

Administrative Judiciary:
Civil Servants Court
Administrative Court
Supreme Administrative Court
Grievance and its types
How to file a lawsuit and the appeal procedure

With appreciation,

Part Three: Schedule of Judicial Institute Courses for the Year 2025

Legal Framework of the Training Program:

Pursuant to its founding law, Article Twenty grants the President of the Supreme Judicial Council the authority to assign the Institute to conduct specialized courses aimed at training employees of the Supreme Judicial Council or candidates for positions therein, enhancing their competence, as well as organizing courses to improve the legal capacity of employees working in the legal departments of state institutions, both official and semi-official. The conditions for holding such courses are determined by instructions issued in this regard.

The Judicial Institute bases its training courses on Resolution No. 361 of 1983 concerning the organization of training courses in ministries and non-ministerial entities, which obligates ministries to prepare an annual plan that includes the number of employees required to participate in courses organized by specialized training bodies. The Institute also relies on Resolution No. 52 of 1998, which granted the President of the Supreme Judicial Council the authority to assign the Judicial Institute to conduct special courses for employees of state departments and the public and private sectors to enhance their legal competence. The law referred to subsequent instructions to facilitate implementation of the resolution, specifying the duration of courses, conditions, schedules, and fees.

These instructions were issued under No. 4 of 1999, titled Instructions for Holding Specialized Courses at the Judicial Institute for Employees of State Departments to Enhance their Legal Competence.

Key Regulations for Holding Courses at the Institute under these Instructions:

1. The number of nominees for participation in any course shall not be fewer than fifteen (15).
2. Nominations must be submitted by an official letter from the candidate's employing entity.
3. Participants shall be subject to one or more examinations in the subjects of the course.
4. A certificate of successful completion shall be granted to participants who pass the course.

5. The Institute shall notify the participant's employing entity of the results obtained in the course.
6. The disciplinary rules in force at the Institute shall apply to all participants in the courses.

Regulations for Implementing Training Courses at the Judicial Institute:

1. Training courses shall be conducted in person at the Judicial Institute building, in accordance with the approved schedules.
2. Participants are required to present an official identification card issued by their employing directorate.
3. The training program begins daily at 8:30 a.m. and continues until 12:00 noon.
4. Participants are requested to adhere to official dress as much as possible; inappropriate clothing that does not suit the nature of the venue or the dignity of public office is strictly prohibited.
5. Smoking, whether traditional or electronic, is prohibited except in designated areas within the Judicial Institute building.
6. The written examination grade constitutes 80% of the final evaluation, while 20% is allocated to assessing attendance and active participation throughout the course.

Procedures of the Training and Development Division Mechanism for Selecting Lecturers:

The lecturer is selected by the Instruction Department in coordination with the Training and Development Division, according to the following criteria:

A- Reviewing the lecturers' curriculum vitae.

B- Reviewing the training material prepared by the lecturer.

C- Types of training techniques and methodology to be adopted in implementing the course.

D- Availability of appropriate visual aids and training tools.

E- Evaluation mechanisms adopted in the training.

No	Course Title	Proposed General Curriculum	Duration	Beneficiary Entity
1	Course on Middle Management Leadership for Promotion Purposes	1. Administrative Skills (Leadership Art, Decision-Making Methodology, Principles of Strategic Planning) 2. Computer 3. Civil Service Law No. (24) of 1960 4. Law on Discipline of State and Public Sector Employees No. (14) of 1991 (as amended) 5. Administrative Investigation	One month	Employees of all ministries and government institutions
2	Training and Development Course for Legal Employees in Civil and Criminal Cases	1. Civil Procedure Law 2. Law of Evidence 3. Administrative Investigation 4. Code of Criminal Procedure 5. Special Penal Code / Crimes Against Public Funds	Three weeks	Employees of all ministries and government institutions
3	Course on Government Contracts	1. Drafting Government Contracts 2. Instructions for the Implementation of Government Contracts No. (2) of 2014 and the regulations issued under it 3. Standard Documents	Two weeks	Employees of all ministries and government institutions
4	Training Course in Combating Corruption and Money Laundering	1. Methods and Techniques Used in the Crime of Money Laundering 2. Consequences of Money Laundering 3. Anti-Money Laundering Law and Related International Legislation 4. Practical Applications in Parallel Financial Investigation	Three weeks	Employees of all ministries and government institutions
5	Training Course on Methods of Appeal	1. Methods of Appeal as stipulated in the Civil Procedure Law and the Code of Criminal Procedure	Eight days	Employees of all ministries and government institutions

6	Course in Administrative Investigation	1. Administrative Law 2. Principles of Administrative Investigation 3. Administrative Judiciary	Eight days	Employees of all ministries and government institutions
7	Specialized Course on Public Office	1. Civil Service Law No. (24) of 1960 (as amended) 2. Law on State Employees' Salaries No. (22) of 2008 (as amended) 3. Compensation Law 4. Unified Pension Law (in force)	Fourteen days	Employees of all ministries and government institutions
8	Course on Linguistic Accuracy in Drafting Official Letters and Correspondence	1. Common Spelling Errors 2. Style of Drafting Letters and Correspondence 3. Spelling Rules 4. Drafting Official Letters	Eight days	Employees of all ministries and government institutions
9	Course in the Art of Administrative Leadership	1. Key Features of Leadership 2. The Difference Between a Leader and a Manager 3. Sources of Leadership 4. Women in Leadership	Five days	Employees of all ministries and government institutions
10	Course in the Basics of Computer Use	Basic Principles of Computer Use	Eight days	Employees of all ministries and government institutions
11	Training Course on Article (9) of the Law of Notary Publics	Objectives and Duties of Notary Publics under Article (9) of the Applicable Notary Law	Five days	Employees of all ministries and government institutions
12	Course in Administrative Skills	1. Creativity and Creative Thinking 2. Decision-Making Skills 3. Strategic Planning	Eight days	Employees of all ministries and government institutions

First / Preparatory Course for Police Officers to Grant them the Authority of Investigator / Specialized Course

Course Description

This course aims to prepare and qualify police officers, both legally and practically, to undertake investigative duties in accordance with the provisions of the law. It enables them to understand the fundamental principles of investigative work and ensures compliance with legal safeguards in collecting evidence and interrogating defendants. The course covers substantive and procedural aspects related to investigation, including investigative skills, legal guarantees, and the regulated procedures. The beneficiary entity of this course is the Ministry of Interior, with the purpose of granting officers the authority of investigator. The duration of the course is three months, with two lectures per day: the first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a distinguished group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To provide officers of the Ministry of Interior with advanced legal and professional training to enable them to perform investigative duties and to grant them the status of investigator, in line with the requirements of criminal justice and the legal safeguards of investigative procedures.

Course Curriculum

1. Code of Criminal Procedure
2. Penal Code
3. Criminal Investigation
4. Penal Code for the Internal Security Forces
5. Forensic Evidence
6. Human Rights
7. Forensic Medicine
8. Administrative Skills

Second / Notary Public Preparation Course / Specialized Course

Course Description

This preparatory course targets employees nominated to serve as Notary Publics within the Ministry of Justice's notarial offices. It aims to qualify them legally and practically to carry out their documentation and notarial duties in accordance with applicable legislation. The course covers the legal and organizational aspects of a Notary Public's work, including the preparation of contracts, certifications, record-keeping, and interaction with the public, while enhancing skills of accuracy and adherence to formal and substantive rules in drafting official documents. It focuses on

introducing participants to the legal procedures related to authenticating contracts and legal acts, verifying the legal capacity of the parties, and drafting contracts and ag reements according to established legal standards. The course also emphasizes the foundations of notarial work in ensuring proper documentation and protecting the rights of parties, while highlighting the legal and ethical responsibilities of Notary Publics. The course lasts three months, with two lectures per day: the first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a distinguished group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To prepare and qualify Ministry of Justice employees, both professionally and legally, to graduate as Notary Publics capable of performing documentation tasks efficiently and in accordance with established legal regulations.

Course Curriculum

1. Notary Law No. (33) of 1998
2. Registration of Machinery and Instructions No. (7) of 1999
3. Instructions on Record Keeping No. (5)
4. Judicial Fees Law No. (114) of 1998, Stamp Duty Law No. (16) of 1974, and Judicial Notifications
5. Law on Authentication of Signatures on Iraqi and Foreign Documents and Papers
6. Law on Discipline of State and Public Sector Employees No. (14) of 1991 (as amended)
7. Methods of Detecting Forgery in IDs and Documents
8. Basic Principles of Human Rights

Third / Bailiff Preparation Course / Specialized Course

Course Description

This preparatory course is designed to train candidates to work as Bailiffs in the Enforcement Directorates of the Ministry of Justice. It aims to enable them to perform their enforcement duties in accordance with the Enforcement Law and applicable laws and regulations. The course focuses on providing participants with legal knowledge and practical skills related to executing enforceable instruments, regulating procedures, and dealing with enforcement parties, thereby enhancing their competence in implementing judicial rulings and decisions within legal frameworks. The course extends over four months, with two lectures per day: the first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a distinguished group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To qualify and prepare Ministry of Justice employees, academically and practically, to graduate as Bailiffs with the legal and practical competence to implement judicial rulings and decisions in accordance with official procedures.

Course Curriculum

1. Enforcement Law
2. Civil Procedure Law (all provisions relating to the Enforcement Law)
3. Law on Collection of Government Debts
4. Administrative Judiciary
5. Civil Service Law and Law on Discipline of State Employees
6. Application of Human Rights Standards in Judicial Departments.

Fourth / Training and Development Course for Legal Employees in Civil and Criminal Cases

Course Description

This course is held to qualify and enhance the performance of legal employees working in the legal departments of ministries and governmental bodies, by equipping them with specialized knowledge and practical skills necessary to effectively and professionally follow up on civil and criminal cases. The course focuses on the judicial procedures before civil and criminal courts, starting from filing complaints and initiating lawsuits, through investigation and trial procedures, and ending with the issuance of judgments and the means of appeal. It also addresses the preparation and drafting of legal memoranda and statements of claim, advocacy skills, the presentation of legal arguments, submission of evidence, and professional interaction with opponents, lawyers, and judges in a way that safeguards the interests of the

administrative entity. This course enables the legal employee to perform their role as an effective legal representative before the courts, enhances their ability to evaluate legal positions, determine the legal standing of the parties, and take appropriate legal actions in accordance with applicable legislative principles, while adhering to legal ethics and professional codes of conduct.

The course extends for three weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop the skills of legal employees in the fundamentals of litigation in civil and criminal cases pursued by government departments before Iraqi courts.

Course Curriculum

1. Civil Procedure Law
2. Law of Evidence
3. Administrative Investigation
4. Code of Criminal Procedure
5. Special Penal Code / Crimes Against Public Funds.

Fifth / Course on Government Contracts

Course Description

This course aims to enhance the capabilities of legal and administrative employees working in ministries and governmental entities who are tasked with drafting, reviewing, or executing government contracts. It covers the legal and regulatory framework governing contracts concluded by the state with individuals or companies, in accordance with applicable contract laws, tender regulations, and related financial and administrative instructions. The course focuses on enabling participants to legally and properly draft government contracts, beginning with preparation and formulation, moving through negotiation and ratification, and ending with execution and legal follow-up.

The course addresses the different types of government contracts, such as procurement, services, construction, and supply contracts, explaining their conditions, requirements, and mechanisms for resolving disputes arising therefrom, while ensuring the protection of public funds during implementation. It also trains participants in reviewing contract templates, identifying legal gaps, drafting contractual clauses clearly and precisely, and avoiding common errors that could cause disputes, contract nullification, or harm to the administration.

The course extends over two weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m.

and ends at 12:00 noon. The course is delivered by a group of specialized professors in preparing and concluding government contracts, according to a training agenda approved by the Judicial Institute.

Course Objective

To train employees in the skills of drafting and executing government contracts, in accordance with the provisions regulated by legislation in force, ensuring proper legal procedures and the protection of public funds.

Course Curriculum

1. Drafting Government Contracts
2. Instructions for the Implementation of Government Contracts No. (2) of 2014 and the regulations issued thereunder
3. Standard Documents issued by the Ministry of Planning
4. Provisions of the Investment Law

Sixth / Course in Administrative Investigation

Course Description

This course aims to prepare and enhance the skills of legal and administrative employees assigned to conduct investigations into administrative violations within governmental institutions. It focuses on the legal and procedural framework of administrative investigation, covering the fundamental principles of disciplinary responsibility of public employees, the limits of the administration's disciplinary authority, and the steps of investigation starting from notification or complaint, to the recommendation or final decision, while clarifying the guarantees afforded to the employee under investigation and the obligations of the investigation committee.

The course also emphasizes the professional and legal preparation of minutes and decisions, and the distinction between administrative and criminal violations and responsibilities. It targets legal employees, members of investigation committees, and those authorized to conduct administrative investigations, thereby enhancing the institution's ability to address misconduct and irregularities in accordance with legal standards and to uphold the principle of administrative justice.

The course extends for eight days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of specialized professors and experts in administrative investigation and administrative judiciary, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop the employee's skills in administrative investigation, its principles, and the administrative sanctions prescribed by legislation.

Course Curriculum

1. Principles of Administrative Investigation
2. Administrative Law
3. Administrative Judiciary

Seventh / Specialized Course on Public Office

Course Description

This course is held to qualify and develop the knowledge of legal employees regarding the legal system of public office, explaining the rights, duties, and responsibilities associated with holding public office in the public sector. It is designed for staff working in human resources and legal departments, as well as those tasked with oversight and functional discipline within governmental entities.

The course covers the constitutional and legal framework of public office, focusing on the Civil Service Law or applicable public service legislation, including provisions on appointment, promotion, transfer, termination, and retirement, in addition to job duties, disciplinary responsibility, and legal controls in performing public duties. It also highlights professional standards, integrity, and transparency in holding public office, along with mechanisms for preventing administrative corruption.

The course strengthens participants' ability to apply legal rules in managing personnel affairs, to understand the legal relationship between the employee and the state, and to handle administrative issues within legal and institutional frameworks.

The course extends over two weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of specialized professors and experts in public office and administrative judiciary, according to a training agenda approved by the Judicial Institute.

Course Objective

To acquaint employees with the rights and duties of public employees as stipulated in Iraqi legislation, and to provide them with the legal and administrative skills required.

Course Curriculum

1. Civil Service Law No. (24) of 1960
2. State Employees' Salaries Law No. (22) of 2008
3. Compensation Law
4. Unified Pension Law

Eighth / Course on Linguistic Accuracy in Drafting Official Letters and Correspondence

Course Description

This course aims to enhance employees' skills in using correct and eloquent Arabic in drafting official correspondence, reports, and administrative memoranda, thereby improving accuracy of meaning, clarity of message, and professional quality in intra- and inter-institutional communications. It targets employees at various functional levels who are tasked with drafting, reviewing, or signing official letters.

The course focuses on the rules of administrative writing in proper Arabic, including correcting common spelling and grammatical mistakes, simplifying complex syntactic styles, distinguishing between transparent and ambiguous expressions, and training participants to draft memoranda and decisions in a professional institutional style consistent with the official drafting manual. Special emphasis is placed on crafting sentences that express decisions, recommendations, and directives, and on using verbs and terminology with accurate legal and administrative connotations. This contributes to improving the institution's image and strengthening the effectiveness of official communication.

The course extends over five days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m.

and ends at 12:00 noon. The course is delivered by selected specialists designated for this purpose, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop participants' writing style, linguistic skills, and ability to avoid spelling errors in drafting official letters and correspondence.

Course Curriculum

1. Common Spelling Errors
2. Style of Writing and Correspondence
3. Spelling Rules
4. Drafting Official Letters

Ninth / Course on Middle Management Leadership for Promotion Purposes

Course Description

This course is held with the objective of developing the administrative and leadership skills of employees working in supervisory and middle-management positions within the administrative structure of government institutions. It aims to enable them to perform their leadership roles efficiently, and to enhance their ability to manage teams, supervise implementation, and achieve institutional goals. The

course focuses on practical skills, administrative planning, decision-making, team-building, and communication and influence skills.

The course targets a broad group of heads of departments, assistants, and administrative supervisors, who serve as the link between senior management and employees. It addresses the administrative challenges they face, how to deal with work pressure, and how to balance oversight and control with creating a supportive and motivating environment.

The course also includes methods of problem analysis, institutional change management, and effective communication with work teams, all of which contribute to raising the efficiency of middle management and improving performance quality within the institution.

The course extends for one month, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of specialists selected for this purpose, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop the skills of middle-management staff and enhance their capabilities.

Course Curriculum

1. Administrative Skills (Leadership, Decision-Making Methodology, Principles of Strategic Planning)
2. Computer
3. Civil Service Law No. (24) of 1960
4. Law on Discipline of State and Public Sector Employees No. (14) of 1991 (as amended)
5. Administrative Investigation

Tenth / Training Course on Methods of Appeal

Course Description

This course aims to qualify and develop the abilities of legal employees and judicial representatives in official institutions in the field of utilizing the various legal methods of appeal against judicial judgments and decisions. It is intended for legal staff working in government departments, especially those tasked with drafting appeals and representing institutions before courts of appeal, cassation, and other relevant courts.

The course focuses on clarifying the legal and procedural concepts related to the methods of appeal in civil and criminal cases, analyzing the formal and substantive conditions required for acceptance of an appeal, the procedures before the competent courts, and the drafting of appeal petitions in a legally precise manner that highlights the defects of the challenged judgment. It also sheds light on the legal time limits for appeal, when a judgment is appealable or not, and the consequences of filing or rejecting an appeal.

The course extends for eight days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a distinguished group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop participants' skills in understanding the methods of appeal mentioned in Iraqi laws and applying them in cases brought before the courts.

Course Curriculum

Methods of appeal as stipulated in the Civil Procedure Law and the Code of Criminal Procedure.

Eleventh / Development Course for Presidents of Internal Security Forces Courts

Course Description

This course is held specifically to develop the judicial and administrative performance of the Presidents of Internal Security Forces Courts, and to enhance their competence in managing cases and military discipline, as well as strengthening their leadership and legal skills in light of applicable military legislation. It includes a mix of theoretical lectures and practical applications derived from the environment of military courts.

The course focuses on strengthening the legal knowledge of court presidents in the areas of military investigation, disciplinary trial procedures, managing hearings, and drafting judgments. It also addresses skills in dealing with investigators and members of the military prosecution, along with the organizational and administrative aspects of court management and professional discipline within security ins titutions.

This course contributes to reinforcing standards of justice and discipline within the military system, improving judicial work methods in accordance with constitutional and legal guarantees for internal security personnel, and reducing procedural errors that may affect the soundness of judgments.

The course extends for two weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of specialists selected for this purpose, according to a training agenda approved by the Judicial Institute.

Course Objective

To develop the intellectual and academic capacities of court presidents.

Course Curriculum

1. Code of Criminal Procedure
2. Penal Code
3. Law of Public Prosecution
4. Code of Criminal Procedure for the Internal Security Forces
5. Penal Code for the Internal Security Forces
6. Forensic Evidence
7. Human Rights

Twelfth / Training Course in Combating Corruption and Money Laundering

Course Description

This course is held to qualify and raise awareness among legal, financial, and administrative employees in state institutions regarding the risks of financial and administrative corruption, mechanisms for its prevention, and national and international legislation related to combating money

laundering. It targets staff working in oversight bodies, legal departments, and entities involved in managing public funds.

The course covers the legal framework for combating corruption, including the United Nations Convention against Corruption and relevant national legislation, explaining the forms of administrative and financial corruption, prevention methods, and internal control mechanisms. It also addresses the legal and practical aspects of the crime of money laundering, including its concept, elements, stages, methods of concealment, and the criminal and administrative liability arising from it.

The course focuses on building skills for early detection of corruption indicators, methods of documenting evidence, and referring cases to competent investigative authorities. It also introduces mechanisms of national and international cooperation in combating money laundering and tracing illicit funds.

The course extends for three weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a distinguished group of judges and academic professors, according to a training agenda approved by the Judicial Institute.

Course Objective

To provide knowledge of new methods and techniques used in committing money laundering crimes, the legal position on such crimes, and the legal procedures adopted to confront them both administratively and judicially.

Course Curriculum

1. Methods and techniques used in the crime of money laundering
2. Consequences of money laundering
3. Anti-Money Laundering Law and relevant international legislation
4. Practical applications in parallel financial investigation

Thirteenth / Course in the Art of Administrative Leadership

Course Description

This course aims to develop leadership and supervisory capacities among employees in senior administrative positions or those nominated for such positions in governmental and judicial institutions, by equipping them with modern skills in effective leadership, team management, and enhancing institutional performance.

The course includes both theoretical and practical components, focusing on building administrative vision, motivating teams, decision-making, conflict management, and shaping a leadership personality aligned with the requirements of contemporary public administration. It explains the differences between management and leadership, introduces participants to modern leadership styles, and enables them to prepare work plans, direct subordinates, and monitor goal implementation — all of which contribute to raising the efficiency of government institutions and improving the work environment.

The course also covers the importance of effective communication in leadership, skills in building trust and institutional loyalty, promoting teamwork, and managing diversity within teams.

The course extends for five days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m.

and ends at 12:00 noon. The course is delivered by a group of specialists selected for this purpose, according to a training agenda approved by the Judicial Institute.

Course Objective

To introduce the fundamentals of administrative leadership, its characteristics, sources, and the requirements of an administrative leader.

Course Curriculum

1. Basic characteristics of leadership
2. The difference between a leader and a manager
3. Sources of leadership
4. Women in leadership

Fourteenth / Course on Artificial Intelligence in Judicial Work

Course Description

This course targets legal employees in judicial institutions, aiming to introduce them to the concepts of artificial intelligence and its practical applications in the judicial field, with a focus on the legal, ethical, and technical aspects of using these technologies.

It includes theoretical and practical components enabling participants to understand AI tools, analyze their impact on the course of justice, and highlight the legal challenges posed by such technologies.

The course discusses the potential of artificial intelligence in supporting judicial decisions, archiving files, analyzing case precedents, detecting fraudulent patterns, and

automating administrative tasks in courts. It also examines the legal limits of AI use and the legislative framework required to ensure respect for individual rights and guarantees of a fair trial.

The course extends for two weeks, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of specialists selected for this purpose, including professors and AI engineers, according to a training agenda approved by the Judicial Institute.

Course Objective

To introduce the concept of artificial intelligence and its role in judicial work, familiarize participants with AI tools applicable in this field, and enhance legal and judicial capacities to handle AI technologies.

Course Curriculum

1. Basic concepts of artificial intelligence
2. Challenges of using AI in the judicial field
3. Applications of AI in judicial work:
   A. Applications in case file management
   B. Applications in judicial data analysis
   C. Applications in managing judicial procedures
4. AI tools in judicial work:
   A. Tools for analyzing legal texts and judicial decisions
   B. AI tools related to virtual courts
   C. AI tools in criminal investigation

Fifteenth / Course on Administrative Communication Skills

Course Description

This course targets administrative and legal employees working in government departments and judicial institutions, aiming to develop their skills in effective administrative communication, which is a critical element in improving institutional performance and enhancing administrative flow between various units and staff.

It includes a combination of theoretical and practical lectures focusing on verbal and written communication skills, dialogue management, and overcoming communication barriers in the workplace. The course enables participants to practice effective communication methods within the institution, improve their skills in drafting official correspondence, administrative reports, and legal memoranda, and strengthen their abilities in active listening, conflict resolution, and building a cooperative and understanding work environment.

The course contributes to creating a more cohesive and professional administrative body based on proper institutional communication and mutual respect, with positive effects on decision-making and daily work quality in official institutions.

The course extends for eight days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for one and a half hours, while the second lecture starts at 10:30 a.m. and ends at 12:00 noon. The course is delivered by a group of professors selected for this purpose, according to a training agenda approved by the Judicial Institute.

Course Objective

To strengthen employees' skills in both formal and informal administrative communication within judicial institutions, develop their administrative writing abilities, and present ways of overcoming barriers to effective administrative communication.

Course Curriculum

1. Concept, importance, and nature of administrative communication in judicial work
2. Tools of effective administrative communication
3. Barriers to effective administrative communication and ways to overcome them

Sixteenth: Developmental Course for Judicial Process Servers

Course Description

This course aims to train and enhance the performance of individuals working in the profession of judicial process serving, by equipping them with the legal and procedural knowledge that enables them to carry out judicial notifications efficiently and in accordance with the formal and substantive requirements stipulated by law.

It targets new judicial process servers and administrative staff assigned with notification duties in courts and judicial departments. The course covers the legal framework of judicial notifications and their importance in establishing judicial proceedings and safeguarding the right to defense. It explains the types of judicial notifications, the conditions for their validity, and the legal implications of invalid notifications.

The program also focuses on the practical skills of the process server, such as dealing with parties, documenting notification reports, and avoiding common procedural errors. This course contributes to improving the field performance of process servers, instilling in them the principles of professional discipline and ethics in dealing with citizens—thus reflecting positively on the integrity and soundness of judicial procedures.

The course extends over five days, with two lectures per day. The first lecture begins at 8:30 a.m. and lasts for an hour and a half, while the second lecture starts at 10:30 a.m. and ends at 12:00 p.m. A group of specialists, selected for this purpose from among

professors, will deliver the lectures according to a training agenda approved by the Judicial Institute.

• Course Objective

To strengthen the participants' legal understanding of judicial notifications—their legal basis, and the correct methods for addressing issues arising from different types of notifications.

• Course Curriculum

1. The concept of judicial notifications (definition and importance within the legal and judicial system).
2. The legal framework governing judicial notifications under the Civil Procedure Law and the Code of Criminal Procedure.
3. Notification of legal entities (institutions and companies).
4. Judicial notifications through electronic means (concept and challenges).

Chapter eleven

Quality Assurance and Job Satisfaction Procedures

Job Satisfaction at the Judicial Institute

Job satisfaction is one of the fundamental pillars that contribute to building a professional work environment within the Judicial Institute. It reflects employees' commitment to institutional values, professional ethics, and administrative discipline. Moreover, it is a decisive factor in improving institutional performance quality and enhancing the efficiency of services provided.

In this context, the focus on job satisfaction aims to assess the extent of employees' adherence to the required behavioral standards, identify strengths and opportunities for improvement, and thereby raise both individual and institutional efficiency.

Two forms have been developed specifically for evaluating job satisfaction:

First: Evaluation Form for Department and Division Heads This form aims to:

- Assess the performance of subordinates based on behavior and discipline standards.
- Measure communication, teamwork, and responsibility skills.
- Monitor the level of professional and ethical commitment within the department or division.
- Identify willingness for self-development and the ability to pursue continuous learning.
- Provide constructive feedback that supports and guides employees.

This form includes:

- Evaluation of attendance and punctuality.
- Degree of compliance with instructions and directives.
- Quality of workplace relationships and interactions with colleagues and visitors.
- Indicators of initiative and self-development.

Second: Employee Self-Evaluation Form This form aims to:

- Promote a culture of self-assessment and behavioral awareness.
- Enable employees to transparently analyze their workplace behavior.
- Monitor professional development aspirations and areas requiring improvement.

This form includes:

- The employee's own assessment of his/her discipline and professional ethics.
- Evaluation of communication and teamwork skills.
- Level of commitment to continuous learning and self-development.
- Perceptions of their relationship with the institution and colleagues.

Supreme Judicial Council Judicial Institute	Performance Evaluation Form for Department and Division Directors	Form Number:

Employee information	
Performance Evaluation for the Period From: / / 2025	To: / / 2025
Name:	Job Title:
Date of Appointment:	Department:
Grade/Level:	Division:

Performance Evaluation Grades				
Poor =1	Average = 2	Good = 3	Very good = 4	Excellent = 5

Evaluation grade		
Field	**Application criteria**	**Evaluation grade**
Administrative and Leadership Competence	In terms of planning: Do you have a clear vision for the department's performance in the coming years?	
	In terms of decision-making: How are crises and emergencies within the department handled?	
	In terms of team management: Are employees motivated to work with a spirit of teamwork?	
	-In terms of delegating employees and distributing tasks: To what extent are tasks distributed fairly, and how is employees' work monitored without direct interference? -In terms of employee performance development: Are employees encouraged to pursue self-development and participate in training programs? -In terms of maintaining a positive work environment: Do the department's employees feel comfortable working under your leadership?	
Personal competencies	-In terms of communication skills: To what extent do you listen to employees and resolve issues within the department? -In terms of transparency and clarity: Are decisions communicated clearly?	
Initiative and Innovation	How would you assess your willingness to learn and pursue self-development?	
	Have there been situations in which you took initiative and contributed innovative ideas to improve work?	

Overall Job Performance
What aspects of your work do you believe need improvement? What type of training do you need to enhance your performance?

	Employee's signature	**Director of the department of administrative and legal affairs**	**Director general**
Name:			
Signature:			
Date:			

Supreme Judicial Council Judicial Institute	Employee Performance Evaluation Form	Form Number:

Employee information	
Performance Evaluation for the Period From: / / 2025	To: / / 2025
Name:	Job Title:
Date of Appointment:	Department:
Grade/Level:	Division:

Performance Evaluation Grades				
Poor =1	Average = 2	Good = 3	Very good = 4	Excellent = 5

Evaluation grade		
Field	**Application criteria**	**Evaluation grade**
Accuracy of Completed Work	How would you assess the accuracy of your task completion?	
	Have you completed tasks on time? Were there any tasks delayed, and if so, why?	
Commitment to Deadlines	To what extent do you adhere to attendance and departure times and record your fingerprint on time?	
Compliance with Instructions and Procedures Problem-Solving Ability Collaboration and Teamwork Initiative and Innovation	To what extent do you comply with the official dress code?	
	To what extent do you take responsibility and perform assigned tasks without direct supervision?	
	How capable are you of making decisions and assuming responsibility for their outcomes?	
	To what extent do you perform tasks and demonstrate accountability under the guidance of your immediate supervisor?	
	How promptly do you respond to directives issued by senior management?	
Problem-Solving Ability	To what extent can you handle work pressure and deal with challenges without negatively affecting performance?	
Accuracy of Completed Work	How would you assess your ability to collaborate with colleagues and work in a team spirit?	
	To what extent have you been efficient and effective in completing committee assignments within the specified time?	
Commitment to Deadlines	How would you evaluate your willingness to learn and pursue self-development?	
	Have there been situations in which you took initiative and contributed innovative ideas to improve work? If yes, please describe them in detail.	

Overall Job Performance
What aspects of your work do you believe need improvement? What type of training do you need to enhance your performance?

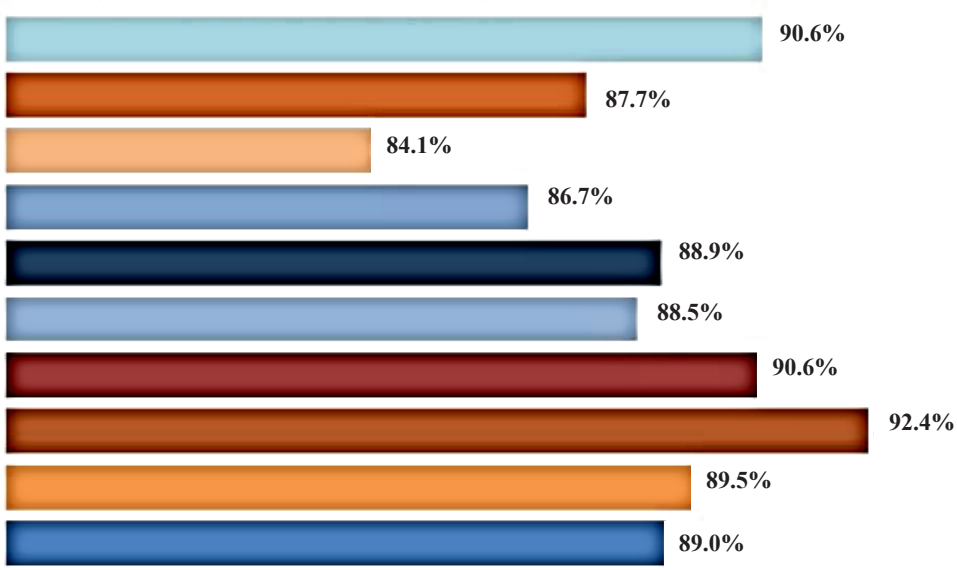
	Employee's signature	Director of the department signature	Director general signature
Name:			
Signature:			
Date:			

Job Satisfaction Survey Data Analysis

The results were as follows:

Overall satisfaction percentage for each Section:

	Moral Aspect
	Occupational Safety, Health, and Environment
	Workplace Behavior
	Communication
	Job Entitlement
	Loyalty and Organizational Belonging
	Motivation
	Empowerment
	Strategic Planning
	Leadership and Management



Section One: Leadership and Management

1. The satisfaction rate regarding management's involvement of employees in decision-making reached **90.6%** of survey participants.

   Recommendation: Continue strengthening the principle of participatory decision-making by providing clear mechanisms for presenting employees' opinions and suggestions, and by involving employee representatives in work teams and committees.

2. The satisfaction rate regarding fairness in task distribution among employees reached **89.6%** of survey participants.

   Recommendation: Reinforce fairness in distributing privileges by documenting allocation mechanisms according to clear and transparent standards, and reviewing them regularly to ensure alignment with employees' expectations and fairness across job categories. Conduct a qualitative analysis of the **10.4%** of unsatisfied participants to identify disparities in efficiency and performance that may undermine sustained fairness.

3. The satisfaction rate regarding the presence of mechanisms for handling feedback (complaints/suggestions) reached **89.2%**.

   Recommendation: Enhance the effectiveness of the feedback system by developing a documented institutional process that enables employees to submit and track complaints and suggestions electronically, ensuring confidentiality through collaboration with the IT Department and the Office Division. Implement an institutional communication system within the internal network using an assigned account for each employee, with periodic analysis of collected data to identify gaps and improve the work environment.

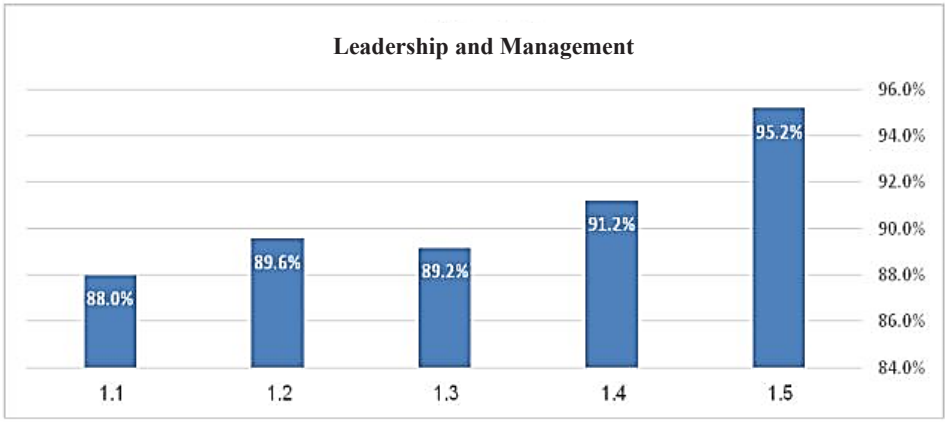
4. The satisfaction rate regarding management and leadership flexibility in crisis management reached **91.2%** of survey participants.

   Recommendation: Transform leadership flexibility from an individual behavior into a systematic institutional practice by developing an administrative procedures policy (administrative orders and related measures) for crisis management. This

policy should outline clear roles and responsibilities, along with administrative mechanisms that enable flexible decision-making within approved frameworks.

5. The satisfaction rate regarding the extent to which management encourages and values creative ideas and innovation reached **95.2%** of survey participants.

   Recommendation: Activate an internal platform for idea submissions by preparing coordination plans and adopting innovation as a performance indicator. Ensure employees are notified about the action taken regarding their ideas, honor those whose ideas are implemented, and analyze the small percentage of dissatisfied participants to guarantee inclusivity in the innovation process.



Section Two: Strategic Planning

The overall job satisfaction rate for this Section was 87.7%, distributed across the following sub-areas:

1. Awareness of the institution's vision and strategic objectives – 82.4% satisfaction.

   Recommendation: Disseminate the Judicial Institute's strategic and operational plans, while increasing the number of workshops dedicated to explaining these plans and the institution's goals according to its vision.

2. Employee participation in setting strategic objectives – 88% satisfaction.

   Recommendation: Adopt a practical method to involve employees in defining objectives through internal surveys to gather suggestions. Provide feedback to employees on which of their ideas were adopted, to strengthen their sense of contribution. Encourage departments to involve all employees—not just leaders—and analyze dissatisfied respondents to identify reasons for weak engagement.

3. Awareness of employee role and responsibility in implementing strategic plans – 91.2% satisfaction.

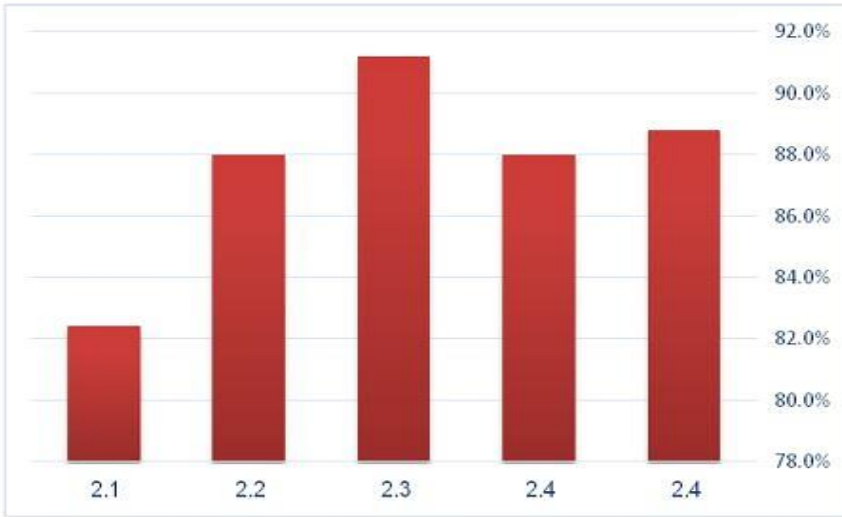
   Recommendation: Directly link daily tasks with strategic goals. Update job descriptions to include contributions to these goals. Present progress reports in departmental meetings in a simplified manner, and incorporate strategic plan indicators into employee performance evaluations.

4. Alignment of strategic direction with employee needs, goals, and aspirations – 88% satisfaction.

   Recommendation: Align development and promotion programs with strategic priorities, involve employees in updating long-term plans, and strengthen communication about how strategy serves individual aspirations. Analyze the dissatisfied group to identify gaps between personal aspirations and institutional direction.

5. Compatibility of organizational structure with strategic plan implementation requirements – 88.8% satisfaction.

Recommendation: Review the organizational structure to ensure effective role distribution aligned with strategic plan requirements. Clarify how each unit contributes to specific objectives, and address overlaps or gaps that hinder execution.



Section Three: Empowerment

The overall job satisfaction rate for empowerment was 84.1%, distributed across the following sub-areas:

1. Empowering employees through delegated authority – 88% satisfaction.

   Recommendation: Regularly review and document delegated authorities for each position through a clear task form for every employee.

2. Administrative procedures and approvals required to complete tasks – 78.3% satisfaction.
   Recommendation: Simplify administrative procedures, accelerate approvals, delegate authority for routine tasks, digitize paper forms, and prioritize resolving the most complex processes.

3. Accuracy of information provided to employees to perform tasks – 85.6% satisfaction.
   Recommendation: Unify the source of information, update it continuously, establish clear channels for distribution, review administrative messages to avoid contradictions, and train employees to verify accuracy.

4. Accountability and responsibility in providing accurate information by empowered employees – 83.2% satisfaction.

   Recommendation: Strengthen a culture of accountability tied to individual performance, clearly define responsibilities of empowered employees, and conduct periodic reviews of provided information to ensure quality.

5. Fair and transparent distribution of training opportunities for skill development – 81.6% satisfaction.**Recommendation**: Develop a program to identify training needs for each employee using self-assessment forms, and incorporate these needs into the training department's official plan.

6. Provision of necessary tools and resources (computers, furniture, stationery, etc.) to perform tasks – 88% satisfaction.

   Recommendation: Conduct regular monitoring of departmental needs and fulfill them without delay, distribute resources fairly according to work requirements,

establish a mechanism to report shortages, monitor the quality and efficiency of provided tools, and allocate a recurring budget line for renewing supplies.

Section Four: Motivation

The overall job satisfaction rate for the motivation Section reached 86.7%, based on the following sub-areas:

1. Feeling of appreciation when presenting distinguished work or creative ideas – 84.8%.
   Recommendation: Activate an "Employee of the Month/Year" program and emphasize the importance of motivation in raising competitiveness, performance quality, creativity, and innovation.
2. Encouragement of teamwork within the work environment – 87.2%.

   Recommendation: Provide a work environment that promotes teamwork through adequate resources and by adopting team-based leadership and management practices.
3. Management's approach to handling employee mistakes away from blame and negative criticism – 83.2%.

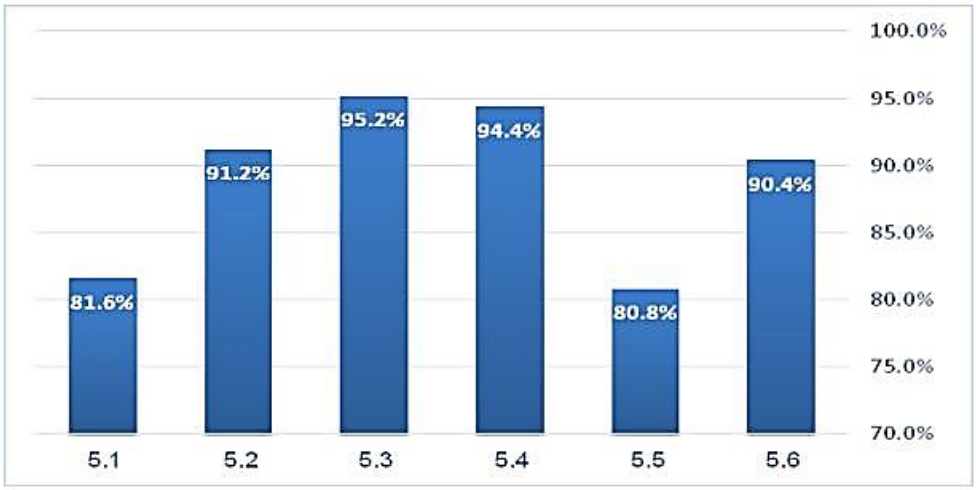
   Recommendation: Use mistakes as opportunities to correct workflows by explaining errors and solutions to employees, ensuring lessons learned are shared across the workforce, and organizing periodic workshops focused on common observations and strategies for avoiding them in the future.
4. Belief that awarding the title of "Ideal Employee" boosts competitiveness when based on professional criteria – 88%.

   Recommendation: Institutionalize and adopt an annual "Ideal Employee" program with transparent criteria.
5. Belief that financial rewards increase motivation – 90.4%.

   Recommendation: Adopt financial incentives in addition to letters of appreciation as part of the operational budget, to encourage creativity, innovation, and excellence.

Section Five: Loyalty and Organizational Belonging

The overall job satisfaction rate for loyalty and belonging reached 88.9%, across the following sub-areas:



1. Institution's concern with reducing employees' work pressures considering life burdens – 68.1%.

   Recommendation: Strengthen flexible work policies, monitor self-evaluation forms, and measure the positive impact of workplace flexibility on performance.

2. Employee enthusiasm for their work – 91.2%.

   Recommendation: Rely on motivation and rewards to raise morale and enthusiasm, monitor causes of low motivation among some employees, and foster a culture of achievement and collective success.

3. Employees' willingness to commend and speak positively about the institution when asked – 95.2%.

   Recommendation: Increase employees' knowledge about the institution and its operations so they can effectively communicate its importance and contributions to society.

4. Employees' sense of being part of the institution and contributing to solutions during crises – 94.4%.

   Recommendation: Encourage management to recognize and utilize employees' accumulated expertise in ways that support the institution.

5. Employees' sense of security and lack of fear that the institution might abandon them – 80.8%.

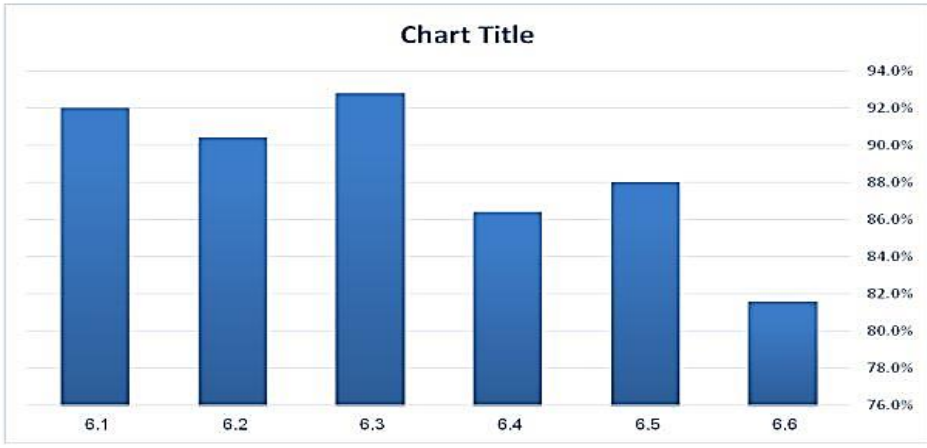
   Recommendation: Strengthen clarity of policies related to rights and job stability, ensure transparent communication during administrative changes, foster a supportive culture during personal or professional challenges, and enhance performance management systems to ensure fairness and preserve trust.

6. The satisfaction rate regarding employees' belief that there is recognition and appreciation for distinguished work was 90.4%.

   Recommendation: Continue strengthening the culture of appreciation by linking it to objective standards, diversifying recognition methods to include both moral and material rewards, and ensuring fairness in distributing recognition opportunities among employees.

Section Six: Job Entitlement

The overall job satisfaction rate for this Section was 88.5%, distributed as follows:



1. The satisfaction rate regarding the extent to which managers eliminate favoritism and discrimination when dealing with employees was 92.0%.

   Recommendation: Monitor employee feedback to prevent discriminatory practices, provide leadership training on fair management and decision-making, and activate safe channels for reporting unfair administrative behavior.

2. The satisfaction rate regarding the extent to which direct supervisors discuss employee performance (actual and annual) with them was 90.4%.

   Recommendation: Ensure regular meetings are held to review annual performance results for each employee's tasks, by conducting these meetings consistently each year.

3. The satisfaction rate regarding employees' knowledge of their duties and rights was 92.8%.
   Recommendation: Continue applying clear job descriptions for every position in order to define each employee's duties, rights, and obligations, ensuring they are fully aware of their responsibilities and able to perform them effectively.

4. The satisfaction rate regarding the adequacy of promotion and advancement procedures was 86.4%.

   Recommendation: Simplify administrative procedures related to salary increments and promotions, and adopt modern technologies through dedicated systems that can automatically identify the names and numbers of employees eligible each month, thus enabling administrators to take timely action.

5. The satisfaction rate regarding fairness in distributing job entitlements (such as leave, study leave, etc.) was 88.0%.

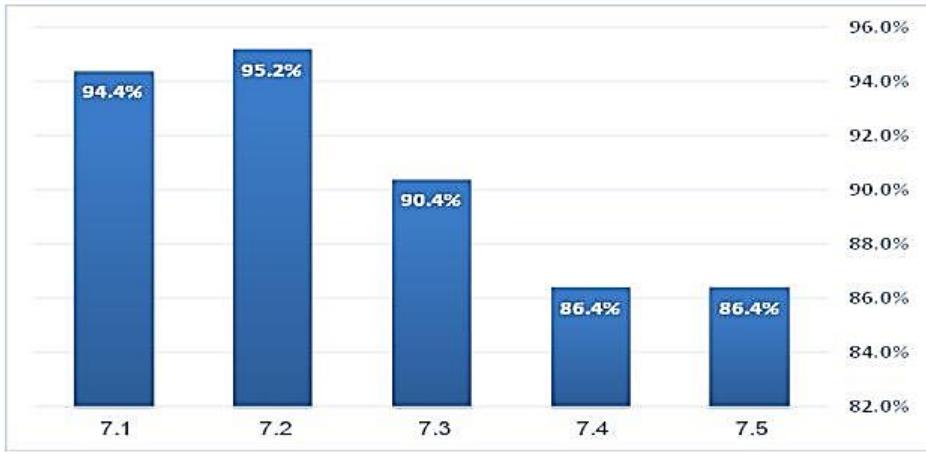
   Recommendation: Standardize entitlement procedures across all departments, publish and regularly update criteria transparently, establish a digital system for submitting and tracking requests, and provide justified responses to rejected applications.

6. The satisfaction rate regarding proportionality between imposed disciplinary actions and the type of violation was 81.6%.

Recommendation: Review the disciplinary system to ensure clear and appropriate standards, apply penalties consistently across all departments, and involve the HR unit when imposing disciplinary measures to guarantee fairness.

Section Seven: Communication

The overall job satisfaction rate for this Section was 90.6%, distributed as follows:



1. The satisfaction rate regarding management's adoption of an open-door policy was 94.4%.
   Recommendation: Continue implementing the open-door policy as a communication tool, relying on effective listening and dialogue skills to ensure it is consistently applied at all administrative levels, while documenting and analyzing raised issues.
2. The satisfaction rate regarding managers' visits to worksites to meet employee needs and ensure workflow was 95.2%.

   Recommendation: Maintain a regular visitation system covering all departments, document notes from visits to improve the work environment, verify that relevant units respond to employee needs, and periodically measure the impact of these visits on performance.

3. The satisfaction rate regarding managers providing feedback to employees on their performance and effectiveness, so employees do not have to guess their supervisors' opinions, was 90.4%.

   Recommendation:

- Strengthen feedback from senior management to employees by identifying strengths, weaknesses, and achievement of planned goals, which will improve performance and reduce errors.
- discuss annual evaluations with employees so they clearly understand their strengths and opportunities for improvement.

4. The satisfaction rate regarding effective communication and collaboration among employees was 86.4%.

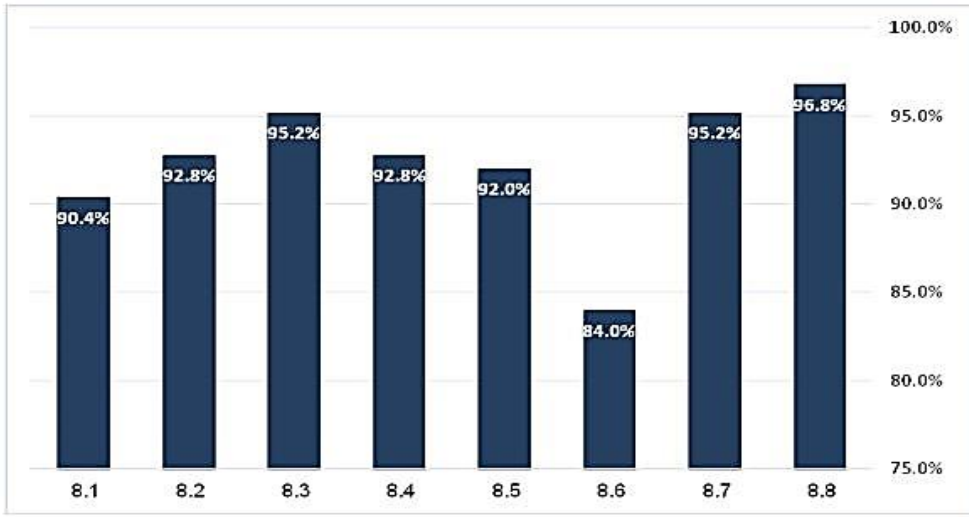
   Recommendation: Promote teamwork culture by involving employees in joint activities through the institute's newspaper and continuously engaging them in committees.

5. The satisfaction rate regarding the role of technology in improving communication between employees and with management was 86.4%.

   Recommendation: Monitor the institute's strategic goals related to the use of modern technologies and strengthen departmental linkages via an internal network.

Section Eight: Workplace Behavior

The overall job satisfaction rate for this Section was 92.4%, distributed as follows:



1. The satisfaction rate regarding employees' commitment to impartiality and non-discrimination based on gender or religion was 90.4%.

   Recommendation: Promote organizational belonging, neutrality, integrity, and transparency; raise regular awareness of anti-discrimination policies; and handle any related complaints promptly and transparently, while reinforcing awareness of the Code of Conduct and public service obligations.

2. The satisfaction rate regarding employees refraining from behaviors that violate workplace ethics and decorum was 92.8%.

   Recommendation: Strengthen professional conduct by updating codes of ethics, activating confidential channels to report misconduct, training staff on professional communication skills, and ensuring fair, uniform enforcement of disciplinary policies.

3. The satisfaction rate regarding employees' respect for laws, regulations, and instructions was 95.2%.

Recommendation: Increase staff awareness of civil service laws, State Employee Discipline laws, and related instructions, emphasizing the necessity of full compliance.

4. The satisfaction rate regarding the presence of a monitoring body to oversee the enforcement of laws and regulations was 92.8%.

   Recommendation: Continue the work of the oversight and auditing department by preparing quarterly reports, disseminating findings to raise awareness and promote self-discipline, introducing smart internal control tools, and periodically assessing oversight effectiveness from employees' perspectives to balance supervision with administrative flexibility.

5. The satisfaction rate regarding employees' safeguarding of confidential information not intended for public disclosure was 92.0%.

   Recommendation: Enhance awareness of the importance of protecting confidential information as a core employee duty.

6. The satisfaction rate regarding employees' professional interaction with supervisors without resorting to flattery or favoritism was 84.0%.

   Recommendation: Emphasize adherence to legal and administrative procedures and respect for the chain of command.

7. The satisfaction rate regarding employees' compliance with wearing official uniforms, reflecting a positive image of the institution, was 95.2%.

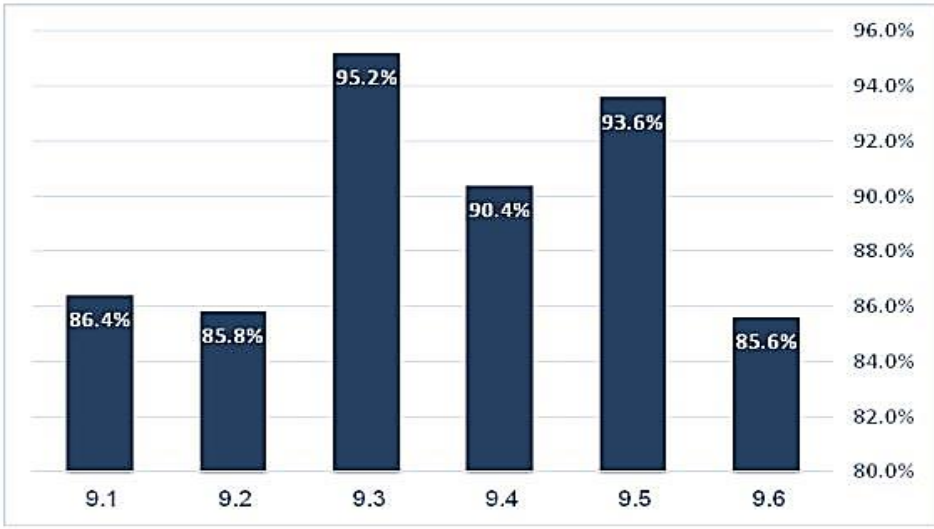
   Recommendation: Reinforce prior directives requiring employees to wear official attire, thereby projecting a positive image of the institution.

8. The satisfaction rate regarding employees' protection of public property and refraining from using it for personal purposes was 96.8%.

   Recommendation: Emphasize that employees must use public property solely for work purposes and not for personal use.

Section Nine: Occupational Safety, Health, and Environment

The overall job satisfaction rate for this Section was 89.5%, distributed as follows:



1. The satisfaction rate regarding good knowledge of occupational safety, health, and environmental instructions was 86.4%.

   Recommendation: Strengthen awareness of safety instructions through posters and notices in workplaces, hold regular safety training sessions, and update safety guidelines to match the nature of the work.

2. The satisfaction rate regarding the role of evacuation drills in spreading awareness of occupational safety instructions was 85.8%.

   Recommendation: Repeat evacuation drills while explaining relevant safety instructions, as this contributes to raising awareness of occupational safety practices.

3. The satisfaction rate regarding employees' work environment (office, ventilation, lighting, etc.) was 95.2%.

   Recommendation: Continue maintaining and improving workplace facilities,

monitor work environment assessments directly and periodically by employees, and focus on areas or offices that may face technical issues.

4. The satisfaction rate regarding the role of occupational safety, health, and environmental coordinators in reporting workplace hazards and spreading health, professional, and environmental awareness was 90.4%.

   Recommendation: Organize special workshops for safety and health coordinators across Judicial Institute departments to raise professional and environmental awareness and strengthen their role in this field.

5. The satisfaction rate regarding employees' compliance with occupational safety, health, and environmental requirements was 93.6%.

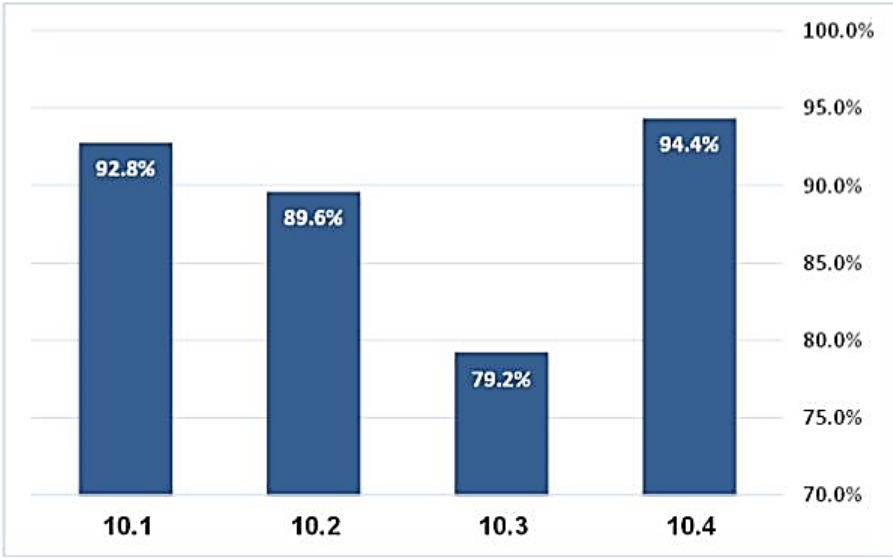
   Recommendation: Provide courses and workshops for employees of the Judicial Institute to reinforce safety requirements, highlight the importance of compliance, disseminate safety instructions, and ensure staff commitment to them.

6. The satisfaction rate regarding the adequacy of first aid kits in meeting essential needs was 85.6%.

   Recommendation:
   – Ensure kits are inspected regularly.
   – Restock essential items when depleted.
   – Provide kits in every main work location.
   – Educate employees on the locations of kits and how to use them.
   – Assign a responsible person in each department to monitor the readiness of the kits.

Section Ten: Moral Aspect

The overall job satisfaction rate for this Section was 89.0%, distributed as follows:



1. The satisfaction rate regarding current inspection procedures and the smoothness of entry into the institution was 92.8%.

   Recommendation:
   – Continue applying clear and streamlined security procedures.
   – Review entry mechanisms periodically to ensure smooth flow.
   – Train inspection teams on professional interaction with employees.
   – Use technical inspection tools to reduce time and friction.

2. The satisfaction rate regarding the positive impact of the institution's focus on social ties and relationships in raising workplace morale was 89.6%.

   Recommendation:
   – Support and organize regular social activities within the institution.
   – Strengthen the culture of respect and cooperation among colleagues.
   – Involve employees in planning joint social activities.

– Provide spaces for informal dialogue and interaction among staff.
– Link human relations to the goals of teamwork and achievement.

3. The satisfaction rate regarding consideration of female staff in the distribution of privileges and roles within the institution was 79.2%.

   Recommendation: In reviewing actual ratios and the division of work within the Judicial Institute, it was found that female staff are included in committees and given significant roles.

4. The satisfaction rate regarding the extent to which relationships between employees and their supervisors are characterized by trust and mutual respect was 94.4%.
   Recommendation: Strengthen positive relations among employees and between them and their supervisors by promoting goodwill, trust, and adherence to codes of conduct, especially mutual respect.

General Conclusions for the Institution:

Employee satisfaction at the Judicial Institute ranges from "Good" to "Very Good." The results indicate that employees value aspects of the work environment such as collegiality and team spirit.

Strengths

- Availability of a collaborative work environment.
- Job security due to relative stability in employment.

General Recommendations

- Improve internal communication channels by creating an electronic platform between administration and employees for exchanging opinions and inquiries.
- Enhance the rewards and recognition system through updated incentive and appreciation policies.
- Strengthen professional development opportunities and prepare specialized training programs aligned with the needs of different departments.
- Improve performance management by establishing a periodic evaluation system that includes feedback from all departments.

Work Plan for the Next Phase

- **Phase One:** Analysis and Review – Hold meetings with management and open discussions on the most important areas for improvement.
- **Phase Two:** Prioritization and Planning of Actions – Classify and rank recommendations based on operational impact and immediate feasibility.
- **Phase Three:** Implementation and Follow-up – Implement training and development programs, launch workshops, and enroll employees in training according to the institute's training plan, subject to continuous monitoring through: Conducting annual surveys to monitor satisfaction levels and ensure the impact of changes.
- **Phase Four:** Evaluation and Continuous Improvement – Carried out by the Institutional Quality Management Division, the Administrative and Legal Department, and the Oversight and Audit Department, through analysis of results and comparison of new surveys with previous ones to track improvements and identify ongoing weaknesses. Adjust the work plan based on the analysis, update procedures, and establish periodic revisions to ensure sustainable improvement of the work environment.

Chapter twelve

Graduation Ceremony Protocols

Arrival of Attendees

Start Time: 10:30 a.m.

Participants in the Ceremony: Members of the Institute Council, the faculty of the Institute, the Deputies of His Excellency the President of the Supreme Judicial Council, members of the Federal Court of Cassation, faculty members, and invited guests.

❖ Graduation Ceremony Protocol:

The Institute shall prepare the ceremony program, which includes the segments of the ceremony in sequential order. It shall be designed, printed, and attached with the invitation letter to be sent to the guest, enabling them to review the ceremony program in advance.

The number of copies shall exceed the number of invitees by 10 additional copies. A staff member shall receive the guests and escort them into the Institute's courtyard, where the Director General will be present to welcome the guest and accompany them to the reception room.

❖ Protocol for Guiding the Guests

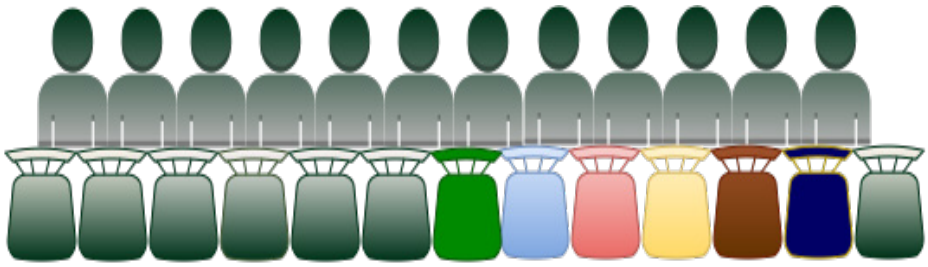
🤝 **Reception** ⟶ The Director General of the Judicial Institute, along with the designated staff member

Guidance: Guests shall be escorted to the Faculty Lounge by the designated staff member
Seating Arrangement: Organized according to the protocol indicated in the Seating Protocol – Ceremony Seating Protocol

Seating Protocol Procedures

❖ Seating of Institute Council Members

The seating of Institute Council members shall be arranged according to the following layout:



	His Excellency the President of the Supreme Judicial Council
	President of Public Prosecution
	President of the Judicial Supervisory Authority
	President of the Baghdad / Al-Rusafa Court of Appeal
	President of the Baghdad / Al-Karkh Court of Appeal
	Director General of the Judicial Institute
	Members of the Faculty

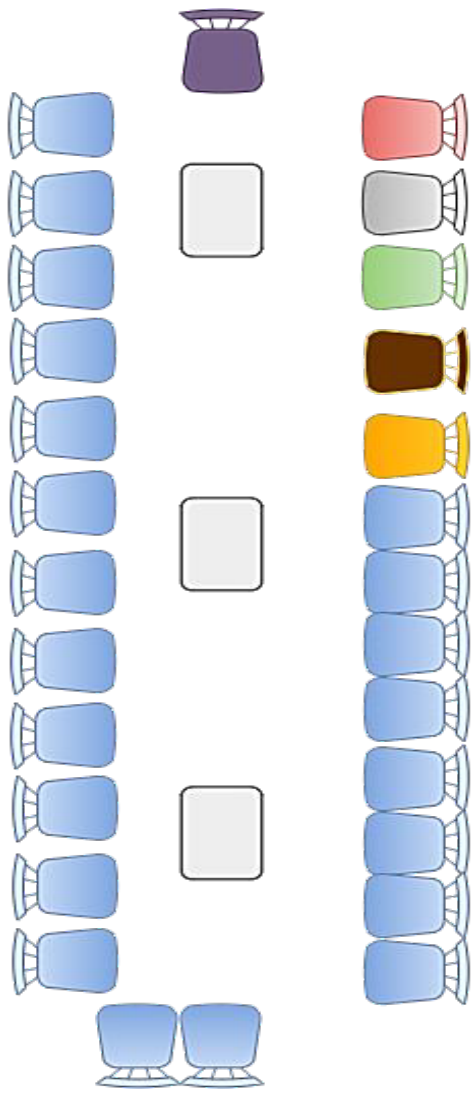
Seating of the Institute Council and Faculty

His Excellency the President of the Supreme Judicial Council shall preside over the place he attends, followed by the seating of the remaining officials beside him according to rank and seniority. To his right sit his deputies in order of seniority from the first (most senior) to the fifth, and to his left sit the members of the Institute Council. The arrangement of the faculty members shall be as follows: Vice President of the Court of Cassation, then a Member of the Court of Cassation, then a Judge, followed by a Faculty Lecturer.

	His Excellency the President of the Supreme Judicial Council
	President of the Judicial Supervisory Authority
	President of Public Prosecution
	President of the Baghdad / Al-Rusafa Court of Appeal
	President of the Baghdad / Al-Karkh Court of Appeal
	Director General of the Judicial Institute

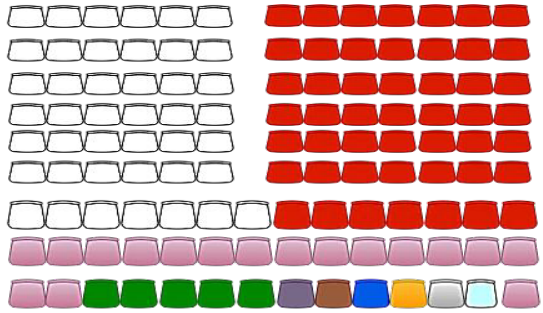
Seating in the Faculty Lounge

The arrangement of faculty members shall be as follows: Vice President of the Court of Cassation, then a Member of the Court of Cassation, then a Judge, followed by a Faculty Lecturer. In the event that the number of guests exceeds capacity, another room shall be prepared for this purpose.



Seating Protocol	
	His Excellency the President of the Supreme Judicial Council
	President of Public Prosecution
	President of the Judicial Supervisory Authority
	President of the Baghdad / Al-Rusafa Court of Appeal
	President of the Baghdad / Al-Karkh Court of Appeal
	Director General of the Judicial Institute
	Faculty Members

The Theatre Hall Seating Protocol



- His Excellency the President of the Supreme Judicial Council
- Deputies of the President of the Council
- President of Public Prosecution
- President of the Judicial Supervisory Authority
- President of the Baghdad / Al-Rusafa Court of Appeal
- President of the Baghdad / Al-Karkh Court of Appeal
- Director General of the Judicial Institute
- Faculty Members
- Judges' Course
- Public Prosecution Course

Ceremonial Dress and Attire

Graduates' Attire

Graduating students wear the traditional black graduation gown with a maroon tie. Female graduates who wear the hijab are distinguished by a maroon shawl harmonized with the tie. As for the graduation robes: judges wear a white robe as a symbol of neutrality and justice, while representatives of public prosecution wear a red robe, signifying the representation of truth and the defense of society.

Staff and Guards' Attire

Staff and guards wear a unified official uniform consisting of a black suit with a green tie, while female staff members who wear the hijab wear a green shawl coordinated with the tie, reflecting a unified and formal appearance with a sense of harmony and dignity.

Protocol for Presenting Gifts and Graduation Certificates

❖ Presentation Protocol

• Gifts are prepared in advance (purchased and wrapped), with each gift labeled with the logo of the Judicial Institute, the student's name, class, and sequence number.
• Students are trained on how to move on stage, leave their seats to receive the gifts, salute His Excellency the President of the Supreme Judicial Council, and return.

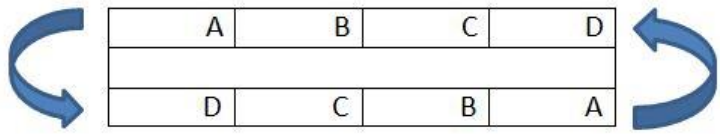
• The student stands on the pre-marked spot on stage, as previously rehearsed, to receive the gift or certificate from His Excellency the President of the Supreme Judicial Council, handed to him by the Director General of the Judicial Institute.

❖ Distribution of Graduation Certificates to Students

• Graduation certificates are prepared in advance, following the designated template, immediately after the issuance of the Republican Decree, and the information of each student is completed. They are then printed on cardstock and handed to the Registration Department for the addition of phosphorescence and a water seal. Each certificate is placed in a leather folder and all are arranged beneath the stage platform in preparation for distribution.

• Students are trained on how to move on stage, leave their seats to receive the certificates, and return.

☀ It is noted that their return will be in the reverse order of each row to ensure smooth exit and re-entry.



Ceremony Protocol

First: Checking the readiness of the control room: equipment, computers, sound systems, software, and having a backup computer in case of emergency, so that the outputs of the Master of Ceremony proceed correctly as per the prepared program.

• From the control room, the initial display on the screens is the "Honored Attendance" introduction text designed as the opening of the ceremony video.

• Once all guests are seated, the image displayed will instruct attendees to place their phones on silent mode.

Second: Protocol of Standing for the National Anthem

• In the control room, upon hearing the Master of Ceremony announce the call to stand, the national anthem is played, and the video content displays the Iraqi flag waving.

• Details are further specified in Chapter Twelve.

• Students are trained in advance on how to stand for the national anthem (standing quietly, silently, upright, head raised, keeping their graduation gown neat and straight. When sitting, holding the side of the chair to avoid making noise).

Third: Recitation of Verses from the Holy Qur'an and the Opening Chapter Al-Fatiha

• By a Qur'an reciter agreed upon in advance.
• Verses are printed and prepared (as designated through consultation with the Director General and the specialized committee for this purpose).

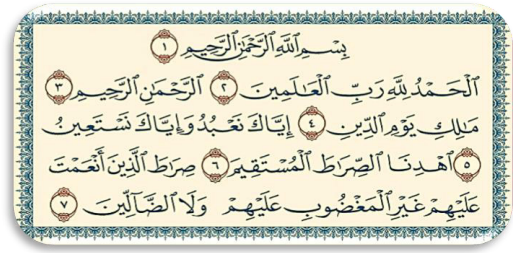
بسم الله الرحمن الرحيم
إِنَّ ٱلْأَبْرَارَ لَفِي نَعِيمٍ (22) عَلَى ٱلْأَرَآئِكِ يَنظُرُونَ (23) تَعْرِفُ فِي وُجُوهِهِمْ نَضْرَةَ ٱلنَّعِيمِ (24) يُسْقَوْنَ مِن رَّحِيقٍ مَّخْتُومٍ (25) خِتَٰمُهُۥ مِسْكٌ ۚ وَفِي ذَٰلِكَ فَلْيَتَنَافَسِ ٱلْمُتَنَٰفِسُونَ (26)
صدق الله العظيم

In the Name of Allah, the Most Merciful, the Most Compassionate

Indeed, the righteous will be in pleasure,
On adorned couches, observing.
You will recognize in their faces the radiance of pleasure.
They will be given to drink [pure] wine [which was] sealed.
The last of it is musk. So for this let the competitors compete.
(Sahih International, Surah Al-Mutaffifin, 83:22–26)

Allah Almighty has spoken the truth.

• In the control room, upon hearing the Master of Ceremony announce the recitation of Qur'anic verses, an image of the Qur'an shall be displayed on the screens.
• In the control room, upon hearing the Master of Ceremony announce the recitation of Surah Al-Fatiha for the souls of the martyrs of the judiciary, an image of Surah Al-Fatiha shall be displayed on the screens.


بِسْمِ ٱللَّهِ ٱلرَّحْمَٰنِ ٱلرَّحِيمِ ١
ٱلْحَمْدُ لِلَّهِ رَبِّ ٱلْعَٰلَمِينَ ٢ ٱلرَّحْمَٰنِ ٱلرَّحِيمِ ٣
مَٰلِكِ يَوْمِ ٱلدِّينِ ٤ إِيَّاكَ نَعْبُدُ وَإِيَّاكَ نَسْتَعِينُ
ٱهْدِنَا ٱلصِّرَٰطَ ٱلْمُسْتَقِيمَ ٦ صِرَٰطَ ٱلَّذِينَ أَنْعَمْتَ ٥
عَلَيْهِمْ غَيْرِ ٱلْمَغْضُوبِ عَلَيْهِمْ وَلَا ٱلضَّآلِّينَ ٧

Fourth: Speech of His Excellency the President of the Supreme Judicial Council

• The speech shall be designed and printed in advance after being received through the Director General and prepared in accordance with the template provided on the following page.
• In the control room, upon hearing the Master of Ceremony announce the speech of His Excellency the President of the Supreme Judicial Council, the logo of the Supreme Judicial Council shall be displayed on the screens.

A sample of the speech of his excellency the president of the supreme judicial council

بسم الله الرحمن الرحيم

In the Name of Allah, the Most Merciful, the Most Compassionate

Honored audience, peace be upon you.
On this special Ramadan day, we celebrate the graduation of two classes at the Judicial Institute—an unprecedented event in the Institute's history—as one class of judges graduates alongside another of public prosecutors.

Last year, on the occasion of the graduation of the 44th class, I pointed out that the Supreme Judicial Council had adopted a strategy of increasing the number of admitted students to the Judicial Institute in order to provide the judiciary with a sufficient number of judges and prosecutors. This would help us achieve an acceptable ratio in accordance with international standards relative to the country's population, while at the same time maintaining the principle of quality in selection.

We will continue to pursue this approach annually until we reach the required number. It must be noted, however, that implementing this strategy and attaining its goals is not an easy matter. The process of holding written and oral examinations, verifying the information of applicants, and the teaching challenges faced by the esteemed faculty all together form a significant obstacle to reaching our desired target. Yet, despite these challenges, we affirm our determination to achieve the objective we have set.

On this occasion, I call upon the distinguished graduates to remain committed to the mission of the judiciary: to apply the law with impartiality, to ensure that rights are delivered to their rightful owners, and to contribute effectively to maintaining the stability of the country and safeguarding the independence of the judiciary—an achievement attained with great effort, and one which we will continue to preserve at any cost.

In conclusion, on my behalf and on behalf of the Supreme Judicial Council, I congratulate you on your graduation from the Institute, and I pray to Allah to grant you success in performing your duties in the courts. On your behalf, I extend deep gratitude to the faculty and administrative staff of the Judicial Institute, whose efforts we recognize as the greatest reason behind this achievement in which we take pride.

Peace and the mercy and blessings of Allah be upon you.

Judge
Dr. Faiq Zaidan
President of the Supreme Judicial Council

Fifth: Reading of the Republican Decree and Recital of the Oath

• In the control room, upon hearing the Master of Ceremony announce the reading of the Republican Decree, the logo of the Presidency of the Republic shall be displayed on the screens.
• The Republican Decree shall be read by the Master of Ceremony.

• In the control room, upon hearing the Master of Ceremony announce the recital of the oath, the text of the oath shall be displayed on the screens.

• The top student shall be selected, if capable, and trained to recite the oath aloud, after which all students repeat it in a clear, unified voice.

(Standing shall be the same as when standing for the national anthem—upright, head raised, maintaining the proper appearance of the graduation gown, and sitting down quietly—while the guests remain seated.)

Oath

I swear by Almighty Allah and by the sacred values which He, Glorified and Exalted, has commanded us to uphold and abide by, that I shall work for all that elevates the standing of justice and fairness; that no reproach shall sway me from upholding the truth; that under all circumstances and causes I shall never depart from justice in my rulings; that I shall exert myself and employ my capacities to the fullest extent required, in pursuit of truth and in fulfilling all that justice and fairness demand; and that I shall perform all of this in accordance with the law and with respect for the Constitution.

Sixth: Distribution of Gifts and Graduation Certificates

• The top three students of each class are invited to receive gifts, greet His Excellency the President of the Supreme Judicial Council, and return to their places, as detailed in the protocol for receiving gifts and certificates.

• Students then proceed to receive their graduation certificates, greet His Excellency the President of the Supreme Judicial Council, and return, as detailed in the protocol for receiving gifts and certificates.

- An image indicating the name of the graduate receiving the certificate shall be displayed.

Seventh: Closing of the Ceremony

• In the control room, upon hearing the Master of Ceremony announce the conclusion of the ceremony, the message "Thank you for attending" shall be displayed on the screens.

• After the ceremony, and depending on the schedule of His Excellency the President of the Supreme Judicial Council, a gathering with guests will be held in the Faculty Lounge, where the ceremony's hospitality will be offered.

Event hall procedures

❖ First: Overview of the Control Room of the Ceremony Hall

The Judicial Institute hosts numerous legal seminars and workshops in the Ceremony Hall, organized in cooperation with local, regional, and international institutions, in addition to the graduation ceremonies of the Institute's students. This created the necessity for establishing a technological control room responsible for managing the audio and visual systems according to the program of events, their contexts, and related ceremonies. The control room has been equipped with all required devices and software, operating with both a primary and backup system. Staff have been trained to operate the equipment, along with continuous practice, to ensure that the outputs of the ceremony or event are delivered properly and flawlessly according to the prepared program.

❖ Second: Primary, Backup Devices, and Simultaneous Translation Equipment

1. Primary Devices include:
   – Desktop computer (Xiaomi) (1)
   – Amplifier device (Yamaha) (1)
   – Audio mixer (Yamaha) (1)
   – Portable wireless microphone (Shure) (1)
   – Wired microphones (on the stage and the main table) (2)
   – Portable wireless microphone (1)
   – LCD screens (TCL) (2)
   – Data show projector with electric screen (1)
2. Backup Devices include:
   – Desktop computer (Dell) (1)
   – Mixer device (Servo) (1)
   – Portable wireless microphones (ITS) (2)
   – Desktop wireless microphone (Ahuja) (1)
   – Portable wireless microphone (1)
   – Desktop wireless microphones (4)

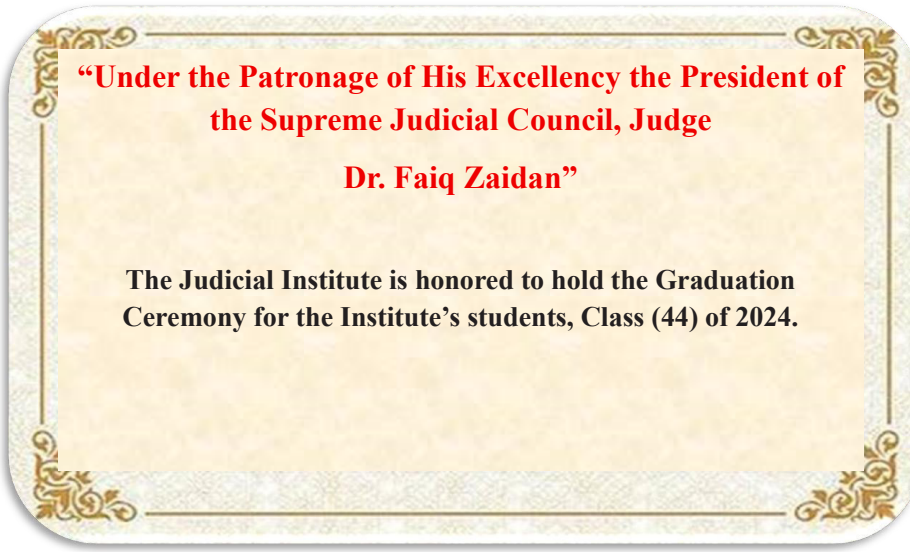
3. Simultaneous Translation Devices include:
   – Main signal receiver (ITS) (1)
   – Broadcast splitter device (JTS) (1)
   – Broadcast channel organizer (ITS) (1)

❖ **Third: Technical Preparations for Programs, Events, and Ceremonies**

A – Technical Preparations for the Graduation Ceremony

1. All devices shall be switched on and tested for readiness, including computers, amplifiers, audio mixers, wired, wireless, and portable microphones, projectors, screens, speakers, and power sources, ensuring their proper functioning.
2. Organize, prepare, and design the displays within the control room computers in accordance with the prepared graduation program.
3. The visual and audio displays shall be presented in line with the outputs of the Master of Ceremony, according to the planned program, which includes the following segments that must be prepared and arranged in the presentation software on the computers:

– The "Welcome" slide, designed prior to the ceremony:

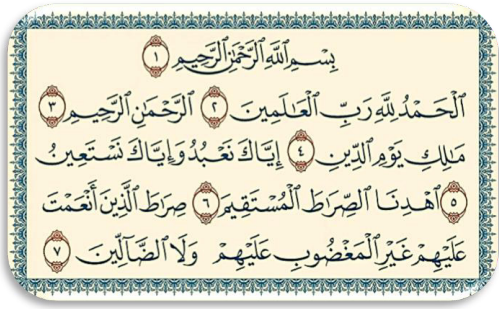


- The image of the silent mobile phone device shall be displayed after the guests have taken their seats.

- The video of the Iraqi national anthem shall be played upon authorization from the Master of Ceremony (MC) and after the audience stands, and it is required that the video of the national anthem contain only music (march) and display the Iraqi flag waving throughout the duration of the anthem.

- The image of the Qur'an scroll shall be displayed upon authorization from the MC at the presence of the Qur'an reciter.

- The image of Surat Al-Fatiha shall be displayed upon authorization from the MC for the recitation of Surat Al-Fatiha for the souls of the martyrs.



- The image of the logo of the Judicial Institute shall be displayed after the recitation of Surat Al-Fatiha is completed.

- The image of the Council's logo shall be displayed when the MC announces the speech of His Excellency the President of the Supreme Judicial Council.

- The image of the Judicial Institute's logo shall be re-displayed after the speech of His Excellency the President is completed.
- A video about the achievements of the Judicial Institute shall be displayed, if available, upon authorization from the MC.

https://www.youtube.com/watch?v=ppRFc5uOK50

- The image of the Judicial Institute's logo shall be re-displayed after the video is completed.
- The image of the Presidency of the Republic's logo shall be displayed when the MC announces the reading of the text of the Republican Decree.

- The image of the Judicial Institute's logo shall be re-displayed after the reading of the Republican Decree is completed.
- The image of the text of the Oath shall be displayed when the announcement is made about inviting the first student to lead the recitation of the Oath.

Oath

I swear by Almighty Allah and by the sacred values which He, Glorified and Exalted, has commanded us to uphold and abide by, that I shall work for all that elevates the standing of justice and fairness; that no reproach shall sway me from upholding the truth; that under all circumstances and causes I shall never depart from justice in my rulings; that I shall exert myself and employ my capacities to the fullest extent required, in pursuit of truth and in fulfilling all that justice and fairness demand; and that I shall perform all of this in accordance with the law and with respect for the Constitution.

- The image of the Judicial Institute's logo shall be re-displayed after the recitation of the Oath is completed.
- Three (3) images indicating the names of the top three graduating students in order shall be displayed when they are invited to the stage to receive the gifts.

- The image of the Judicial Institute's logo shall be re-displayed after the distribution of gifts is completed.
- Images indicating the names of the graduating students in order shall be displayed as the MC announces their invitation to the stage to receive their graduation certificates (the same image as the previous one, with only the name changed).
- The image of the Judicial Institute's logo shall be re-displayed after the distribution of graduation certificates is completed.
- A board indicating the honoring of the teaching staff (if there is honoring) shall be displayed after the MC announces this.
- An image expressing thanks for the presence of the guests shall be displayed after the MC announces the conclusion of the graduation ceremony, and it shall remain displayed until the guests leave the hall of the ceremony.

B - Technical settings accompanying seminars, workshops, and meetings

- All devices shall be operated and their readiness checked, including computers, amplifiers, sound mixers, wired and wireless and handheld microphones, projectors, screens, loudspeakers, and power sources, and ensuring the soundness of their performance.
- Compliance with organizing, preparing, and designing the displayed materials inside the control room computers according to the prepared program.
- The visual and audio display specific to seminars and workshops shall be carried out according to the prepared program, which shall be arranged prior to the date of the event in cooperation with the body organizing the event with the Judicial Institute, where the outputs shall be installed in the special program for visual and audio operation in both the main and backup computers.

❖ **Fourth: Mechanism for Operating the Audio Outputs**

This mechanism includes the following:

1. The audio system operates through a power source equipped with a UPS device to prevent system shutdown during a power outage.
2. It is ensured that batteries are available inside the wireless tabletop and handheld microphones before the event begins.
3. It is ensured that the coordination of (sound level, echo, amplification, feedback) for the entire system is completed before the event begins.
4. The work is conducted using the main audio system devices as indicated in Paragraph (Second), and in the event of a malfunction in the main system, the switch is made to the backup system through the sound source changer (change over) as shown in the explanatory diagram specific to the control room.
5. The inputs of the main mixer are divided as follows:
    - The first input is designated for the wired microphone of the stage.
    - The second input is designated for the wired microphone of the main table.
    - The third input is designated for the audio signal transmitted from computer No. (1), as shown in the explanatory diagram.
    - The fourth input is designated for the audio signal transmitted from computer No. (2), as shown in the explanatory diagram, in case the audio system is used for the purposes of the graduation ceremony.
    - The fourth input is designated for the audio signal of the wireless handheld microphone (Shure) in case the audio system is used for the purposes of seminars, workshops, and meetings.
6. The inputs of the backup mixer are divided as follows:
    - The first input is designated for operating the audio signal transmitted from a mobile phone or any device containing an audio output jack type (Aux).
    - The second input is designated for operating the audio signal transmitted from the tabletop wireless microphone (a) and (b).

- The third input is designated for operating the audio signal transmitted from the tabletop wireless microphone (c) and (d).
- The fourth input is designated for operating the audio signal transmitted from the handheld wireless microphone (a) belonging to the backup system.
- The fifth input is designated for operating the audio signal transmitted from the handheld wireless microphone (b) belonging to the backup system.
- The final output port on the right side of the device is designated for transmitting an audio signal from the audio inputs (microphone, computer, or others) to the simultaneous interpretation system.

❖ **Fifth: Mechanism for Operating the Visual Outputs**

This mechanism includes the following:

1. Operating the devices related to visual outputs inside the control room, which include the following items:

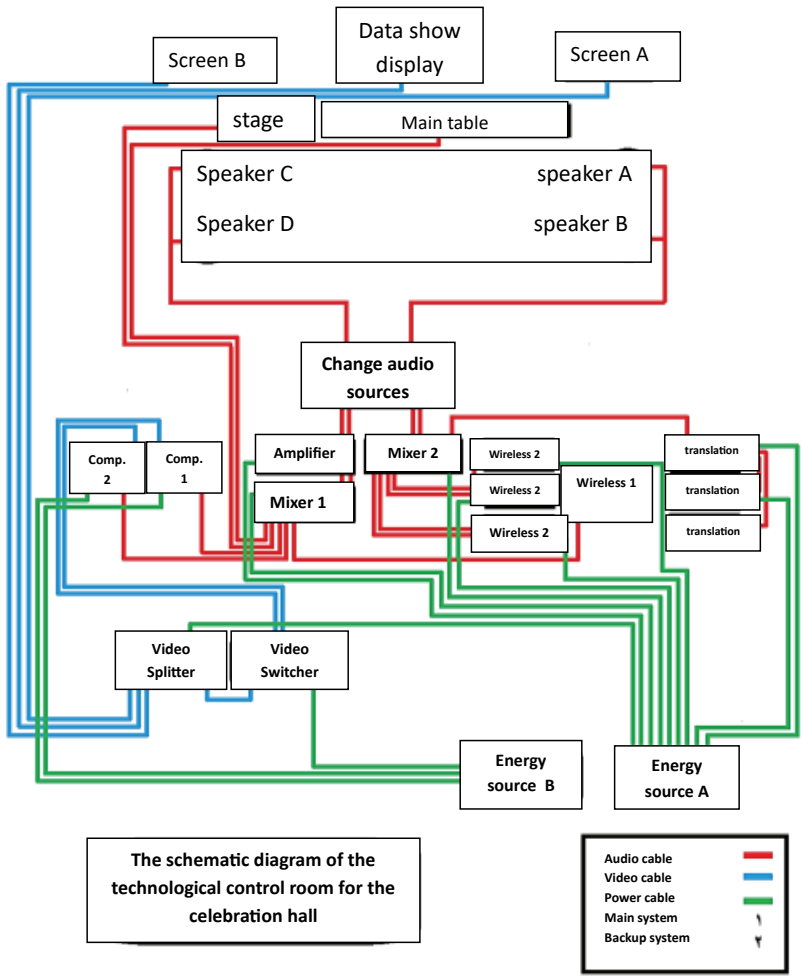
- The visual system inside the room operates through a power source equipped with a UPS device to prevent the system from shutting down during a power outage.
- The visual system operates using computer No. (1), and in case of its malfunction, the operation is switched to computer No. (2) by transferring the visual signal through the HDMI source switch (HDMI SW), as shown in the explanatory diagram, using the remote control.
- Ensure that the video splitter device (source distributor) is running before the event begins.
- The visual items of the event are displayed through the (OPS) program, previously installed, so that the event's items are inserted according to the prepared agenda of the event.
- Ensure that the video broadcast is switched from the computer to the display screens after changing the display system on the computer using the command (Windows key + P) and selecting (EXTEND) from the options list.

- Ensure that the video output of only the final presentation is displayed on the external screens, without the preview section of the program, by using the (OPS) settings. This is done by right-clicking on the final display screen and selecting (FULL SCREEN PROJECTOR) and then choosing (TV BEYOND).
- Ensure all sound settings within the (OPS) program are checked in the (AUDIO MIXER) menu.
- Ensure that the computer's sound settings are switched to external speakers by clicking on the sound icon at the bottom of the screen, going to the sound settings (OUTPUT DEVICE), and selecting (HEAD SET).
- The display is performed using the (OPS) program, where the program settings are switched to (STUDIO MODE).
- The ceremony program is divided into several parts through the (SCENES) window.
- Images, videos, and audio files specific to each section of the program are added through the (SOURCES) window.
- To complete the final display on the external screen, the desired item is selected through the (SOURCES) window, followed by clicking the (TRANSITION) command.

2. Operating the devices related to visual outputs inside the celebration hall includes the following:

- Turning on the power sources from the (UPS) devices, number (3), which are specific to the screens and the projector (DATA SHOW).
- Turning on the screens, taking into account disabling the screen saver system entirely to avoid interruption during the event.
- Operating the (DATA SHOW) projector and ensuring that the image dimensions match the surface area of the projection screen.
- Pre-arranged dimming of most of the lighting in the celebration hall at the start of the video presentation of any film in the event program (about achievements or any other topic), and restoring the lighting after the film ends.

The explanatory diagram of the control room.



The schematic diagram of the technological control room for the celebration hall

Graduation Photo and Commemorative Photos Ceremony

❖ Graduation Photo Ceremony

Preparations for the photo session must be completed five minutes before the arrival of His Excellency, the President of the Supreme Judicial Council.

Assigned Staff Member:

Responsible for guiding the students from the cafeteria to the photo location and arranging them in order of height.

Cafeteria

The seating of students shall be arranged according to their designated positions in the group photo, with chairs organized in rows. Each chair shall have the student's name affixed to it in the proper order.

Photo Location

In front of the Institute's main entrance. Students shall be trained in advance on their standing positions according to height.

Stage

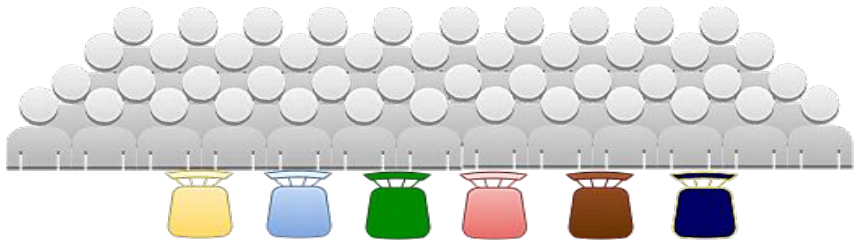
Platform

Judges ..... Public Prosecution

Students' seating in the auditorium shall be arranged according to prior training and in line with the Republican Decree, without affixing names.

❖ Photography Protocol

👴📸 **Designated Staff Member**: Accompanies the members of the Institute Council, consisting of (President of Public Prosecution, President of the Judicial Supervisory Authority, President of the Baghdad/Al-Rusafa Court of Appeal, President of the Baghdad/Al-Karkh Court of Appeal, and the Director General), in preparation for the arrival of His Excellency the President of the Supreme Judicial Council at the photo location with the students, in accordance with a fixed protocol as follows:



	His Excellency the President of the Supreme Judicial Council
	President of Public Prosecution
	President of the Judicial Supervisory Authority
	President of the Baghdad / Al-Rusafa Court of Appeal
	President of the Baghdad / Al-Karkh Court of Appeal
	Director General of the Judicial Institute

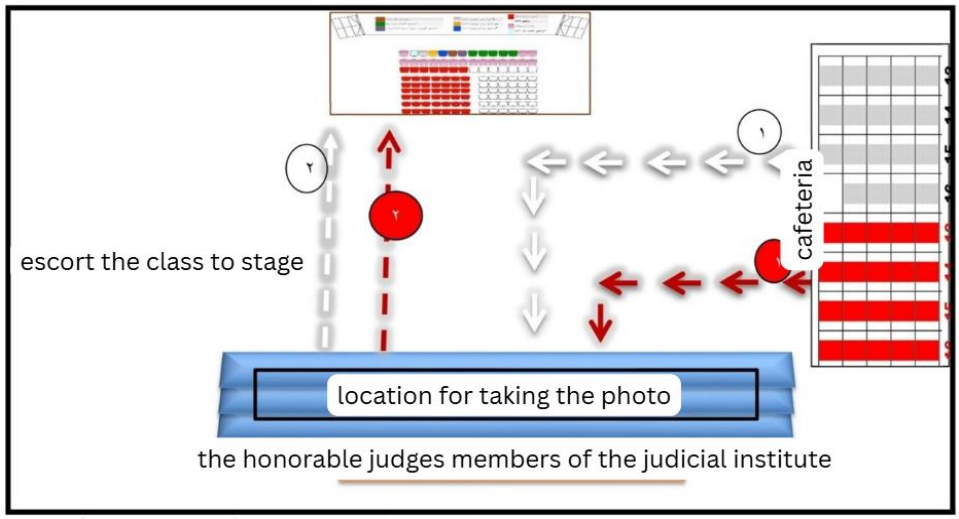
Note: Preparations for taking a group photo with the faculty shall be made in advance, subject to the approval of His Excellency the President of the Supreme Judicial Council.

Mechanisms for Taking the Photo

Since Classes 45 and 46 graduate in a single ceremony, the students' graduation photo shall be taken according to the following outline:

1- Both classes sit in the cafeteria, accompanied by a designated staff member who leads them to the photo location.
2- Students stand on the platform according to the positions they have rehearsed.
3- Members of the Institute Council sit in their designated places.
4- Students are then escorted to the ceremony hall.

• At times, weather conditions may be unsuitable for taking the photo at the Institute's main gate. In such cases, the photo shall be taken inside the Institute according to an alternative plan prepared by the Institute, to be clarified later.



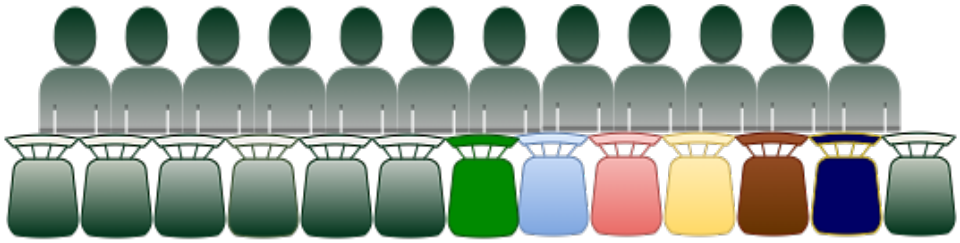
❖ Ceremonial Protocol for Commemorative Photos

Photo of the Faculty

• To ensure that a photo is taken of all faculty members with His Excellency the President of the Supreme Judicial Council, a group photo shall be taken—upon His Excellency's approval—with them and the members of the Institute Council, seated

according to the seats designated for them in advance and labeled with their names.

- Chairs shall be arranged in the courtyard in front of the library, with the names of the Institute Council members affixed to them.



	His Excellency the President of the Supreme Judicial Council
	President of Public Prosecution
	President of the Judicial Supervisory Authority
	President of the Baghdad / Al-Rusafa Court of Appeal
	President of the Baghdad / Al-Karkh Court of Appeal
	Director General of the Judicial Institute
	Members of the Faculty

❖ Proceeding to the Ceremony Hall

• His Excellency the President of the Supreme Judicial Council and the members of the Institute Council return to the lounge after the conclusion of the photo session.

• Faculty members are escorted to the ceremony hall and guided to their seats, which have been pre-labeled with their names, in accordance with protocol (by seniority and position).

• Faculty members are escorted to the stage and directed to their designated seats in accordance with protocol (by seniority and position).

• His Excellency the President of the Supreme Judicial Council is escorted by the Director General of the Judicial Institute to the ceremony hall, being the last to enter.

Noted:
– The Master of Ceremony welcomes His Excellency.
– Guests and students stand upon his entrance.

Guide to Hospitality and Open Buffet for the Students' Graduation Ceremony

Planning and Organizing the Venue

Planning and Organizing the Venue

Site Selection

• The site shall be selected to be spacious enough to allow guests to move freely without congestion, and located within the corridors of the Judicial Institute.

• The venue must be equipped with proper ventilation, sufficient lighting, and clearly marked emergency exits in case of any incident.

• It is preferable that the venue be near the kitchen or preparation area to minimize the time needed to transport food.

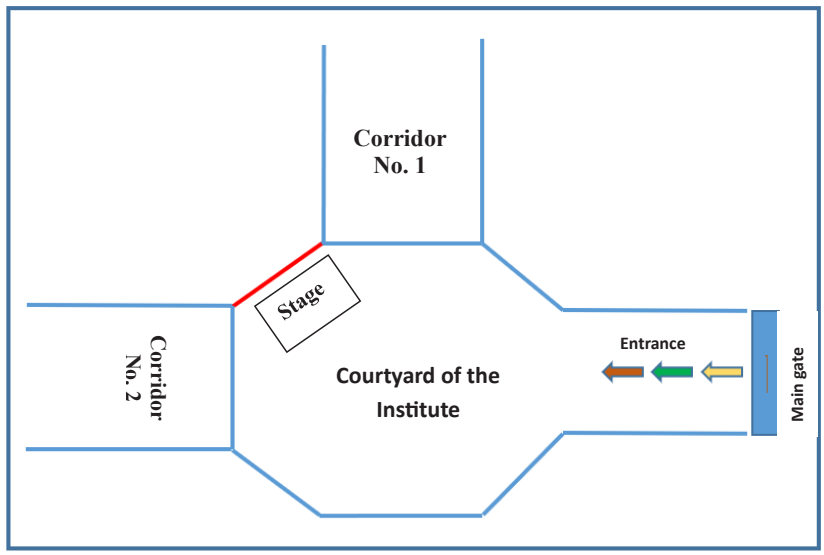


Table Arrangement

• Tables designated for the hospitality of the honorable judges and lecturers (VIP) shall be placed in Corridor No. (2) near the meeting hall, while another set of tables for the hospitality of the Institute's students and their families shall be arranged in Corridor No. (1) near the classrooms.

• Tables shall be arranged in an "L" shape, with a separate table designated for beverages. Each table shall be positioned approximately 80 cm away from the wall to allow sufficient space for the smooth movement of the hospitality staff, as illustrated in Figure (1-1).

• Table covers shall be arranged (washed and ironed), and new covers shall be sewn in case the existing ones are insufficient or damaged.

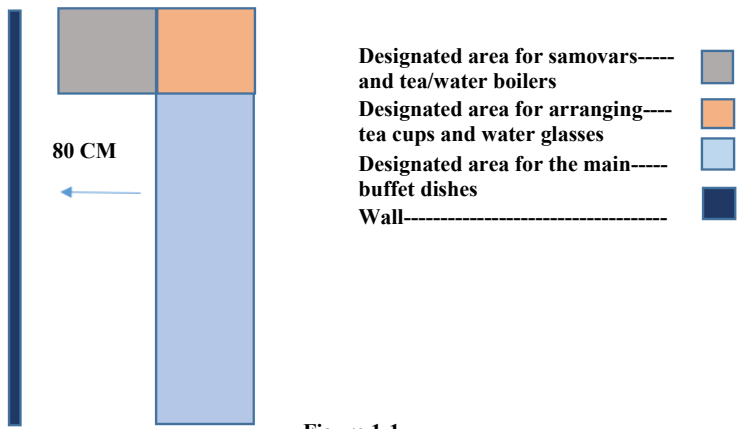


Figure 1-1

Food and Equipment Preparation

Types of Food and Beverages

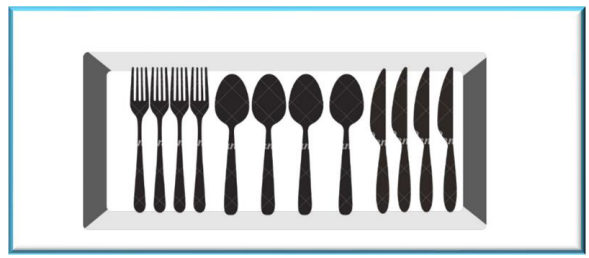
• Sweets and Pastries: A selection of both oriental and western sweets shall be served, in addition to pastries (such as pies, cookies of various kinds, cakes, etc.).

• Beverages: A variety of cold drinks (water, natural juices, soft drinks) shall be provided, in addition to hot beverages such as tea and coffee, served at appropriate temperatures in designated containers.

Utensils and Equipment

• Plates: Plates of different sizes (large, medium, small) shall be provided to suit the types of food served, made from high-quality materials suitable for repeated use. Plate colors should be uniform and arranged aesthetically on the tables, with attention to spacing between each plate and its placement (straight or angled) according to the adopted arrangement style.

• Spoons, Forks, and Knives: Adequate quantities shall be prepared in proportion to the number of guests, selected with a uniform design to ensure an elegant and consistent appearance. Their arrangement shall be organized, clear, and easy to use (as illustrated in the figure below).



• Serving Tongs: Serving tongs are essential tools in a buffet, ensuring hygiene and minimizing direct contact with food. Suitable tongs should be provided, selected in safe and healthy designs (such as stainless steel or heat-resistant plastic). They must be neatly placed in front of each dish and cleaned or replaced periodically during service.

• Tea Cups, Coffee Cups, and Juice Glasses: The arrangement of hot and cold beverage utensils shall be both aesthetically pleasing and functional on the hospitality table. Tea cups and coffee cups should be placed on their saucers in parallel rows beside beverage stations (such as teapots or coffee machines), with small spoons and sugar containers in separate holders nearby for easy use. Juice glasses should be arranged in neat rows, with size variations matching the type of juice served, leaving adequate space between glasses for accessibility and to maintain an elegant appearance.

• Hot and Cold Beverage Equipment: A sufficient number of kettles and samovars shall be provided, proportionate to the number of attendees, to ensure efficient service of hot drinks such as tea and boiling water. Devices of high quality and suitable capacity are preferred, arranged in an orderly and safe manner near the beverage table. For cold drinks, insulated dispensers or juice containers shall be prepared to keep juices at the proper temperature, with a variety matching the number and types offered. They shall be neatly arranged beside the glasses, with labeled cards identifying each beverage for easy access and selection.

• Signage:

- Clear labels shall be displayed with the names of food items.
- Movement pathways shall be marked (e.g., “Start Here – End of Line”).

• Hygiene and Sanitation Supplies: Hand sanitizing stations shall be placed near food tables, with continuous attention to cleaning utensils.

- Quantity Management and Refilling:

The hospitality team shall regularly monitor food and beverage stations, promptly refilling plates, containers (samovars, dispensers, glasses), and supplies as they run low, without delay or interruption. This process ensures continuous service, maintains cleanliness and the aesthetic appearance of tables, and meets the increasing demand of attendees.

Hospitality and Service Procedures

Health and Safety Procedures

• Strict adherence to food safety regulations is required, directing the catering provider to ensure that all food items are fresh and prepared on the day of the event to maintain quality and protect attendees' health.

• Designated waste containers and bags shall be placed under tables or at strategic points, emptied or replaced regularly to ensure cleanliness and prevent contamination.

Role Distribution and Appropriate Attire

• Roles shall be distributed among staff in advance, with clear instructions on their assigned duties, emphasizing compliance with the highest standards of food and beverage service.

• Hosts are required to wear formal attire and sanitary gloves to maintain food hygiene and safety, presenting a professional and proper appearance.

• Staff shall be instructed to interact with guests in a respectful and courteous manner, reflecting the quality of organization and hospitality.

• Extra quantities of food and beverages shall be prepared and placed near the buffet area for immediate use when needed without delay.

• A uniform specific to hosts shall be provided, projecting an official and organized image of the event.

Coordination and Supervision During the Event

• A field supervisor or hospitality coordinator shall be appointed to oversee task execution, ensure smooth service, and intervene immediately to address any issues or delays.

• A field monitoring form shall be adopted to record observations during the event, ensuring performance improvement and rapid response to any needs.

• Quick-response cleaning supplies and materials shall be placed near serving areas, with trained staff ready to handle spills or emergencies safely and efficiently.

• Waste bags shall be replaced as soon as they are full, and surfaces and floors shall be cleaned regularly to maintain hygiene and the general appearance throughout the event.

Chapter thirteen

Judicial Institute's Library

The Judicial Institute Library is one of the divisions under the Department of Instruction. It provides services to Judicial Institute students, judges, postgraduate and undergraduate students, and researchers, fulfilling study and research needs by offering access to available resources and delivering an advanced and high-quality educational program.

❖ Future Vision:

The Judicial Institute Library aspires to become a center of intellectual enlightenment—not merely a traditional library for book borrowing—by meeting researchers' needs, providing required information sources, and offering distinguished services. It also seeks leadership and excellence in the field of knowledge dissemination.

❖ Library Goals:

1. Provide a suitable environment for reading and research.
2. Offer comprehensive and balanced collections of information sources.
3. Deliver quality library services of various types aligned with users' needs and expectations.
4. Raise users' information awareness.

❖ Library Sources and Classification:

The Judicial Institute Library contains a large number of legal and non-legal references (cultural and religious), as well as English-language sources. These are supplied through different channels:

1. Graduation research papers by Judicial Institute students and judges' promotion research. This constitutes a fixed source of enrichment for the library, as a printed and electronic copy of each graduate's research is deposited, along with some judges' promotion research papers, totaling about 4,100 works.
2. Theses and dissertations, received from universities that have MoUs with the Institute, as their students are required to provide copies (printed and electronic). The collection currently includes about 1,945 theses and dissertations.

3. Donated works, which are a major source of enrichment, consisting of diverse legal books donated by judges, researchers, and academics.
4. Purchase of modern publications not otherwise available in the library.

❖ Cataloging and Classification of Sources:

Cataloging involves providing detailed physical descriptions of each source received by the library (author, title, publication details, etc.) through two processes:

1. Descriptive cataloging: includes information such as title, author, place and year of publication, edition, and number of pages.
2. Subject cataloging: involves categorizing the book by its subject matter.

Classification is carried out using the Dewey Decimal System, commonly used by most libraries. Each source is stamped with the library's seal, and a label showing its classification number and serial number is placed on the spine for easy access. All sources are then entered into the library's electronic system and basic records.

❖ Duties of Library Staff:

1. Catalog and classify books, research papers, theses, and legal works, and record them in the library's electronic system and main records.
2. Assist researchers in locating their required sources, whether printed or electronic.
3. Manage borrowing records for judges, students, and researchers, and follow up with borrowers to ensure timely returns.
4. Examine donated electronic disks, whether containing Judicial Institute student research or university research, and archive them.

❖ Library Rules and Regulations:

1. Maintain silence.
2. Observe proper etiquette and public decorum.

3. No smoking or drinking; preserve library property.
4. Arrange seating before leaving.
5. Do not return books or other materials to shelves; leave them on the desk.
6. Take care of resources while reading or borrowing.

❖ **Library Services:**

1. **Borrowing Service:**

➢ External borrowing: For Judicial Institute students, judges, and participants in Institute courses, under the following conditions:

- Borrowing period: two weeks, renewable for the same duration.
- Maximum of five items may be borrowed.
- Borrowings are recorded in special logs, with borrower information collected (name, phone number, course number if student, judge's ID copy, place of work).

➢ **Internal borrowing:** For postgraduate and undergraduate students from Iraqi universities:

- Borrowing is permitted for photocopying outside the Institute; the borrower's ID and phone number are taken to ensure return.
- Borrowers may also photograph materials using their personal phones.

➢ **Electronic borrowing:** Through the library's online portal for electronically published research and theses, or by copying them onto CDs brought by the researcher.

2. **User Guidance Service:**

Responding to researcher inquiries and providing access to all resources, Assisting with catalog searches and computer use to save time and ensure accurate access to needed information.

3. **Automated Search Service:** Searching library resources through a modern automated system.
4. **CD service.**
5. **Book exchange and donation service.**
6. **Journals and periodicals service.**

❖ Types of Resources Available:

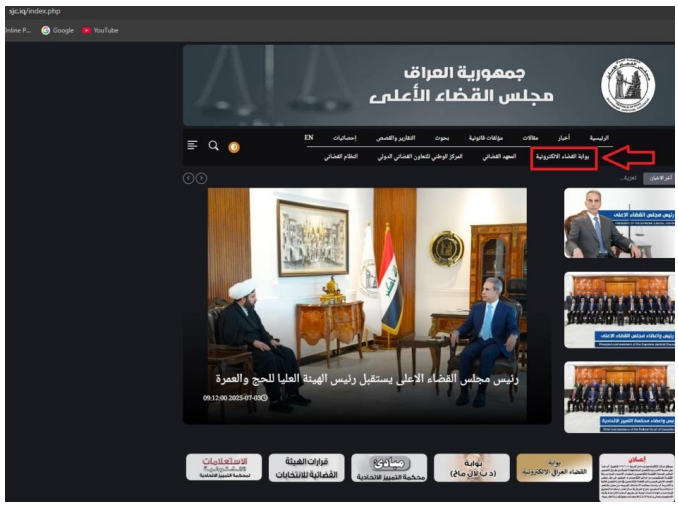
Books, Judicial Institute student research, judges' promotion research, university theses, journals, and CDs.

❖ Library Hours:

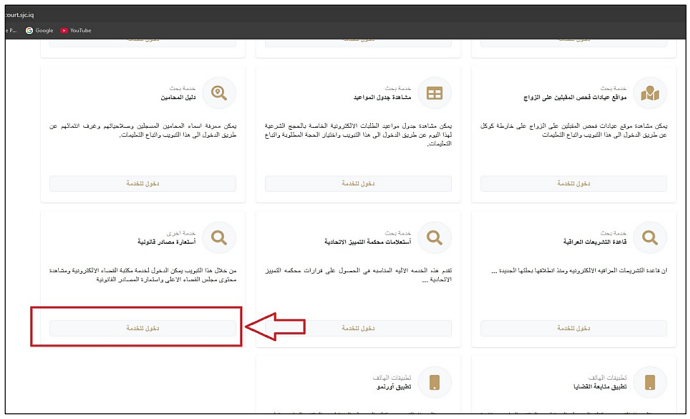
Open every day of the week from 8:00 AM to 2:00 PM.

❖ Accessing the Online Library:

1. Go to the Judicial Institute Library link through the Supreme Judicial Council website.



2. Click on “Legal Sources Borrowing Service.”



Chapter fourteen

Emergency Plan Guidelines

Introduction

In view of the importance of the Judicial Institute as one of the most vital branches of the Supreme Judicial Council, and considering the regular timing of its daily operations, continuous around the clock, as well as its organization of local, regional, and international legal courses and workshops in addition to the training of judicial students—while also taking into account its geographic location at one of Baghdad's most congested traffic intersections—this Emergency Plan Guide has been prepared. It is designed to address potential emergency situations, describing all procedures to be adopted in such events, the responsibilities of employees in implementing the plan, and the mechanism for reporting suspected emergencies to higher administrative authorities.

❖ Plan Objectives:

1. Provide a safe environment for students, staff, and visitors within the institution.
2. Build awareness, culture, and responsible behavior toward potential risks.
3. Reduce the initial emergency response time.
4. Enhance internal cooperation and coordination with the relevant government agencies.
5. Provide a documented reference plan to be used during emergencies.
6. Protect infrastructure, furnishings, and vital documents within the institution.
7. Safeguard the institution's reputation and ensure continuity of its services.

❖ Types of Emergencies Covered by the Plan:

Emergencies are defined as any situation that may cause danger, requiring immediate intervention and control to stop, prevent, or minimize damage to lives, equipment, property, and documents. The guide addresses the types of emergencies likely to occur, given the Institute's environment, nature of work, and schedule:

1. Fires resulting from electrical short circuits, burning furniture, fuel, or vehicles.

2. Building collapse due to earthquakes or external events.
3. Terrorist attacks such as armed intrusion, explosions, or threats.
4. Chemical or gas leaks that may affect staff safety.
5. Military operations in wartime and air raids.
6. Spread of viral infections or epidemics.
7. Rainstorms that may disrupt operations or access to the site.
8. Digital system failures and cyberattacks.
9. Individual incidents such as falls, fainting, or injuries.
10. Power outages.

Emergency Teams and Their Responsibilities

1. Main Emergency Committee: tasked with risk assessment, determining procedures, making decisions to reduce losses, training staff to implement the plan, supervising all subcommittees, and updating their work according to changing conditions.

Model (to be used across all committees):

No.	Name	Role in Committee	Job Title	Department	Phone Number	Notes
1						

2. Evacuation Committee
3. Rescue Committee
4. Firefighting Committee
5. First Aid Committee
6. Security Committee for the Emergency Plan
7. Energy Emergency Committee

8. Psychological Support Committee for the Emergency Plan
9. Emergency Communication Committee

❖ **Emergency Procedures by Case:**

1. Fires

Automatic or manual alarm activation – immediate reporting – use of extinguishers – evacuation of staff verified by the Evacuation Team – removal of important but lightweight documents/materials – movement to assembly points – contact with Civil Defense and provide details on fire type and location if severe – avoid attempting to extinguish out-of-control fires – avoid smoke exposure – building inspection after fire – damage/incident report – staff training on procedures – regular extinguisher inspections – placement of evacuation maps and signs.

2. Building Collapse

Immediate reporting – alarm activation – notify Civil Defense – avoid glass, columns, and electrical wires – damage and recommendation report (repair, evacuation) – evacuation drills and rescue equipment readiness – sheltering during collapse – remain still during earthquakes – proceed to pre-designated assembly points.

3. Terrorist Attacks (Intrusion – Explosion – Threats)

Immediate reporting – event monitoring and timing – halt staff movement – lock doors and exits – remain in safe locations – avoid phone use – coordinate with security forces – monitor surveillance cameras – do not open suspicious bags/packages – isolate threatened area if possible – staff should hide and avoid confrontation – evacuate only when safe – prepare first aid kits – damage and recommendation report – provide psychological support – implement strict security protocols (biometric access, ID checks) – conduct training.

4. Chemical/Gas Leaks

Immediate reporting – immediate evacuation – activate ventilation – wear masks.

5. Military Operations (Wars, Air Raids)

   Monitor alerts and sirens – immediate reporting – activate alarms – proceed to shelters – halt work – cut unnecessary power – avoid rooftops, use lower floors – crouch and cover – provide first aid kits – ensure water and backup lighting – maintain calm – avoid crowding – await all-clear – report damages if any.

6. Epidemics/Viral Outbreaks

   Immediate reporting – isolate cases – immediate sanitization – implement partial work systems if required.

7. Rainstorms

   Report – monitor weather forecasts (designated staff responsible) – suspend outdoor work – inspect for water leaks in roofs, walls, doors, and windows – monitor drainage water levels – assess severity for potential evacuation – coordinate with authorities (Municipality, Civil Defense if needed) – damage assessment – inspect electrical systems.

8. Digital System Failure/Cyberattack

   Continuous monitoring (networks, servers, email, databases, surveillance systems) – report anomalies (sudden slowness, error messages, loss of access, service outage) – restrict staff device use – avoid unspecialized troubleshooting – isolate affected devices/networks – do not open suspicious emails – revert to backups – document threats and symptoms – analyze breach cause – reset device/network passwords – report damages and future recommendations.

9. Individual Incidents (Falls, Fainting, Injuries)

   Report – initial assessment, trained staff provide first aid – call ambulance in severe cases – maintain first aid kit – staff training (fainting: secure breathing, raise legs, no food/drink before regaining consciousness; wounds: stop bleeding, disinfect, bandage; falls: check for fractures) – incident report with witness statements, identify negligence if any – provide recommendations to prevent recurrence – coordinate with relevant authorities (ambulance, police, civil defense).

10.Power Outages

Identify outage cause – activate backup lighting – disconnect sensitive devices – prioritize available energy for essentials (servers, surveillance, lighting, core computers) – document fault and damages – periodic inspection of distribution points.

❖ Emergency Plan Equipment:

1. Fire extinguishers (foam, powder, CO_2, FM200).
2. Smoke detectors.
3. Alarm systems.
4. First aid kits.
5. Rescue equipment (flashlights, masks, crowbars, axes, cables, ropes, ladders, bolt cutters, sledgehammers, generator, stretcher, wireless communication devices).
6. Surveillance cameras.
7. Emergency telephones.
8. Emergency exits and directional signs.

❖ Training and Preparedness Plan:

1. Provide general theoretical courses for staff on emergency plan procedures.
2. Practical workshops for each committee based on their field.
3. Simulations of emergency incidents.
4. Periodic refresher training for all committee procedures.
5. Annual evaluation of the plan for updates and development.

❖ Communications and Reporting:

1. Designate an employee and alternate as Assistant Emergency Manager or Safety Officer, to receive reports of any clear or suspected emergency.
2. Inform staff that no one will be penalized for a false alarm given in good faith.
3. Reporting authority may also be external (army, police, civil defense, official TV); the Safety Officer coordinates with these bodies or as deemed suitable by the institution.
4. Prepare an emergency contact list.
5. Emphasize immediate reporting of any suspected incident.
6. Specify reporting authorities for each case.
7. Identify agencies to be contacted for each type of emergency.
8. List nearest designated entities (hospital, police station, electricity directorate).
9. Wireless devices for communication between emergency teams.
10. Record event details as fully as possible during an incident.
11. Regularly update contact lists and test communication devices.

❖ Designation of Participants in the Emergency Plan:

1. Safety Officer.
2. Floor supervisors in the administrative building and alternates.
3. Floor supervisors in the male student dormitory and alternates.
4. Floor supervisors in the female student dormitory and alternates.
5. Evacuation assembly point supervisor and alternate.
6. Maintenance supervisor and alternate.
7. Communications supervisor and alternate.
8. Facility security supervisor.

Declaration of Emergency

First:

The Head of the Supreme Emergency Committee shall declare a state of emergency using any available means of communication in the following cases:

1. If the situation is clearly observed.
2. If he is informed of the situation by the Safety Officer or any other employee.

Second:

Raise the alert level in accordance with the state of emergency in the institution's geographic location and ensure that all staff and temporary visitors are notified.

❖ General Measures in Case of Emergency

1. Stop the operation of all electrical equipment.
2. Evacuate the work area and assemble at a pre-designated point.
3. Ensure the presence of all staff at the assembly point.
4. Extinguish fires.
5. Provide first aid.
6. Provide vehicles for transporting the injured.
7. Order full-site evacuation if there is danger to individuals present.
8. Shelter in place in cases that require it.
9. Coordinate with external supporting entities.
10. Ensure that keys, documents, seals, cash, etc., are kept in a secure location.

❖ Authorities

For the purpose of implementing the Emergency Plan, the Emergency Director has the right to take the following steps:

1. Suspend work at the site.

2. Seize any vehicle belonging to the Institute or to staff for emergency and evacuation purposes.
3. Provide assistance to neighboring institutions.
4. Break locks to access required sites, materials, or exits.
5. Resume work at the site after the emergency situation has ended.

❖ **Exit Routes and Emergency Doors**

All staff must follow the signs and guidance leading to exit routes and emergency doors and proceed calmly to the designated assembly areas. The signs must be clear.

Guests and Visitors

In emergencies, guests and visitors shall be the responsibility of the staff members closest to them at the time of declaration. Those staff members must guide them to assembly points, evacuation routes, and emergency exits, ensuring their safety.

Accompanying the Injured to the Hospital

The Emergency Director shall assign an escort when sending an employee for medical treatment. The escort must be trained to deal with the injured and must safeguard the injured person's personal belongings (ID, phone, wallet, etc.).

Chapter fifteen

Strategic Plan
for the Years 2025 – 2030

Strategic plan

The Judicial Institute is pleased to present its first Strategic Plan (2025–2030), which defines the strategic goals and institutional values. This plan provides a guiding framework for the Institute's efforts in the coming years, aiming to enhance its training capacities, develop its curricula and teaching methods, and expand the scope of its programs in alignment with national priorities for building human resource capacities.

The plan also lays the foundations for activating partnerships with relevant entities and ensuring the effective investment of resources in a manner that guarantees sustainability and achieves the desired training impact. The preparation of this plan was based on a comprehensive assessment of the current reality and built upon a clear vision for the future, with a commitment to the values of excellence, professionalism, and institutional integration. In doing so, it reinforces the Institute's position as a leading entity in preparing and qualifying judges and public prosecutors, as well as in developing and training legal and administrative staff across various institutions.

Components of the Strategic Plan

Vision of the Judicial Institute

To establish the Judicial Institute as a scientific and professional beacon through the preparation of highly competent judges and public prosecutors, and the development of the capacities of state institution employees, thereby building an integrated legal and administrative system that serves the rule of law and state institutions.

Mission of the Judicial Institute

To provide an advanced educational environment that contributes to the preparation and development of judges and public prosecutors who possess both academic and practical competence, through specialized academic curricula, professional field training, and a qualified teaching faculty.

Institutional Values

- Integrity and impartiality
- Professional excellence
- Responsibility
- Transparency and accountability
- Innovation and continuous improvement

❖ SWOT Analysis:

	Strengths	Weaknesses
Internal	• The Judicial Institute is the sole authority responsible for preparing, educating, and graduating judges to supply the judicial authorities with qualified personnel. • Competence of the teaching and administrative staff. • Existence of a legal framework that governs and regulates the Institute's operations. • Support and backing from the Supreme Judicial Council, the highest authority.	• Absence of a previous strategic plan within the Judicial Institute. • Lack of use of technology in operations. • Limited human resources. • Infrastructure limitations.
External	**Opportunities**	**Challenges**
	• Regional, international, and local cooperation with counterpart institutions and institutes.	• Financial constraints. • Bureaucracy and routine.

Strategic Goals / Initiatives / Measurement Indicators / Impact

- **First:** Development of curricula and expansion of practical training.

Strategic Goal	• **Development of Curricula and Expansion of Practical Training** Developing curricula is one of the fundamental pillars of educating the students of the Judicial Institute, and it must align with the ongoing legal developments in Iraq and the introduction of new laws. The purpose of updating the curricula is to enable the Institute to provide advanced judicial education characterized by quality, encompassing both academic and practical training.
Initiatives and Executive Programs	• Designing a modern and specialized training plan, and developing teaching materials and programs for the Institute's students to ensure they keep pace with progress and emerging needs. • Developing a system for the periodic evaluation of teaching staff. • Expanding the scope of practical training (field visits) for Judicial Institute students to courts as well as judicial departments such as enforcement offices, notary publics, and other institutions directly connected to the judiciary, so that students gain practical experience in handling cases realistically. • Establishing an administrative unit dedicated to the exchange of expertise, provision of legal assistance, and judicial research.
Performance Indicator	• Number of curricula developed and new subjects introduced. • Success rate of the Institute's students and top achievers.
Impact	• Enhancement of students' academic and practical competence. • Strengthening students' ability to handle complex cases after graduation.

- **Second**: Development of registration and admission procedures for applicants to the Judicial Institute.

Strategic Goal	• **Development of Registration and Admission Procedures for Applicants to the Judicial Institute** This contributes to improving the effectiveness of work within the Registration Department and includes digital transformation and the automation of admission and archiving procedures.
Initiatives and Executive Programs	• Automating the application and electronic payment system. • Developing a standardized screening and testing system for applicants through a program based on specific criteria. • Electronic cooperation with relevant government institutions and universities regarding official documents and academic certificates. • Preparing an admission standards guide and publishing it for applicants. • Forming committees to review applicants' appeals.
Performance Indicator	• Duration of completing admission procedures. • Percentage of applicant satisfaction. • Number of appeals accepted or rejected.
Impact	• Reducing time and effort. • Speed and accuracy in processing applicants' transactions through electronic screening. • Ensuring the accuracy of documents and certificates through cooperation with the relevant authorities.

- **Third:** Expansion of local, regional, and international partnerships.

Strategic Goal	• **Expansion of Local, Regional, and International Partnerships** Partnerships with universities and regional and international judicial institutions contribute to the exchange of expertise and knowledge, the global qualification of Judicial Institute students, and equipping them with diverse judicial concepts and experiences.
Initiatives and Executive Programs	• Signing memoranda of understanding with public and private law universities, as well as Arab and international judicial institutes. • Organizing field visits for faculty members and students of the Institute.
Performance Indicator	• Percentage and number of active partnerships and agreements with the Judicial Institute.
Impact	• Developing the skills of students and faculty members. • Enhancing the Institute's capacity to provide distinguished and advanced education.

- **Fourth**: Development of the work of administrative and financial departments and enhancement of their efficiency.

Strategic Goal	• **Development of the Work of Administrative and Financial** Departments and Enhancement of Their Efficiency This is considered one of the fundamental factors in improving performance efficiency, accelerating achievement, and strengthening integration between administrative and financial aspects to create an effective and sustainable work environment.
Initiatives and Executive Programs	• Technical modernization of all operations related to the Finance Department. • Training and developing Finance Department employees in the use of technology at work. • Enhancing the efficiency of administrative staff. • Strengthening digital transformation in administrative work.
Performance Indicator	• Reports from the Audit and Oversight Department, as well as annual oversight reports from the Federal Board of Supreme Audit. • Percentage of completion of administrative staff plans and training within the specified timeframe. • Level of satisfaction among administrative employees.
Impact	• Reducing errors and ensuring accuracy in financial calculations and reports. • Achieving the Institute's objectives more quickly and with greater precision. • Improving the ability to adapt to changes. • Enhancing innovation and problem-solving.

- **Fifth:** Ensuring institutional quality and achieving institutional accreditation.

Strategic Goal	• **Ensuring Institutional Quality and Achieving Institutional Accreditation** Quality assurance is an internal process aimed at continuously improving institutional and administrative performance.
Initiatives and Executive Programs	• Establishing an internal system for performance evaluation. • Organizing quality documents and self-assessment procedures. • Pursuing institutional accreditation.
Performance Indicator	• Completion rates and continuous improvement. • Indicators of innovation and development.
Impact	• Improving the quality of institutional performance.

- **Sixth:** Development of Infrastructure

Strategic Goal	• **Development of Infrastructure** Enhancing the efficiency and sustainability of infrastructure to create a safe and stimulating educational environment that supports the quality of education and improves the effectiveness of the educational process.
Initiatives and Executive Programs	• Expanding classrooms to reach twenty (20) lecture, training, and examination halls. • Establishing event halls and graduation ceremony venues with high-quality standards.
Performance Indicator	• Implementation rate of the Institute building project and the expansion of classrooms.
Impact	• Improving the educational environment in line with the Judicial Institute's academic standing. • Achieving quality standards in education as accredited locally and internationally.

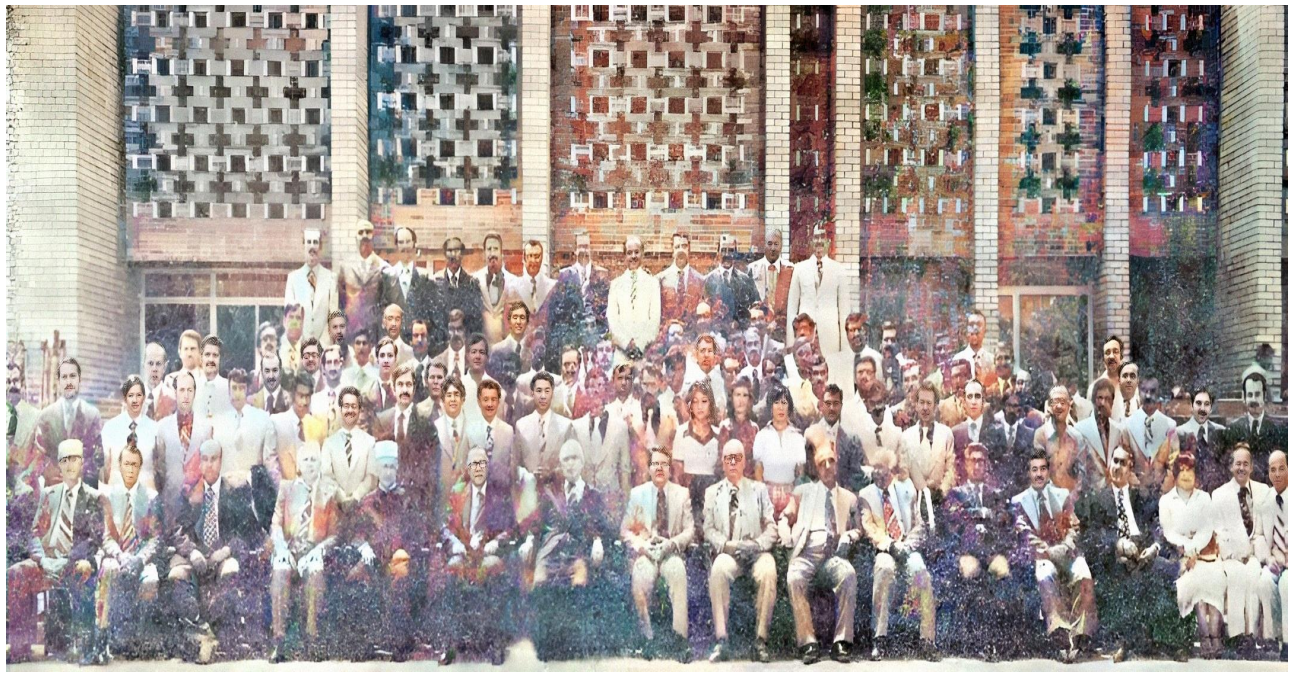
Mechanisms for Follow-up and Evaluation

1. **Quarterly reports submitted by the administrative departments of the Institute to monitor the implementation of the plan.**
2. **Regular internal evaluation of institutional performance.**
3. **Annual workshops held to review the strategy in coordination with partners.**
4. **Annual review of the plan in line with legal and administrative developments.**

Chapter sixteen

Graduation Photos of Judicial Institute Students

Judges' Course (First Cohort) 1977–1978

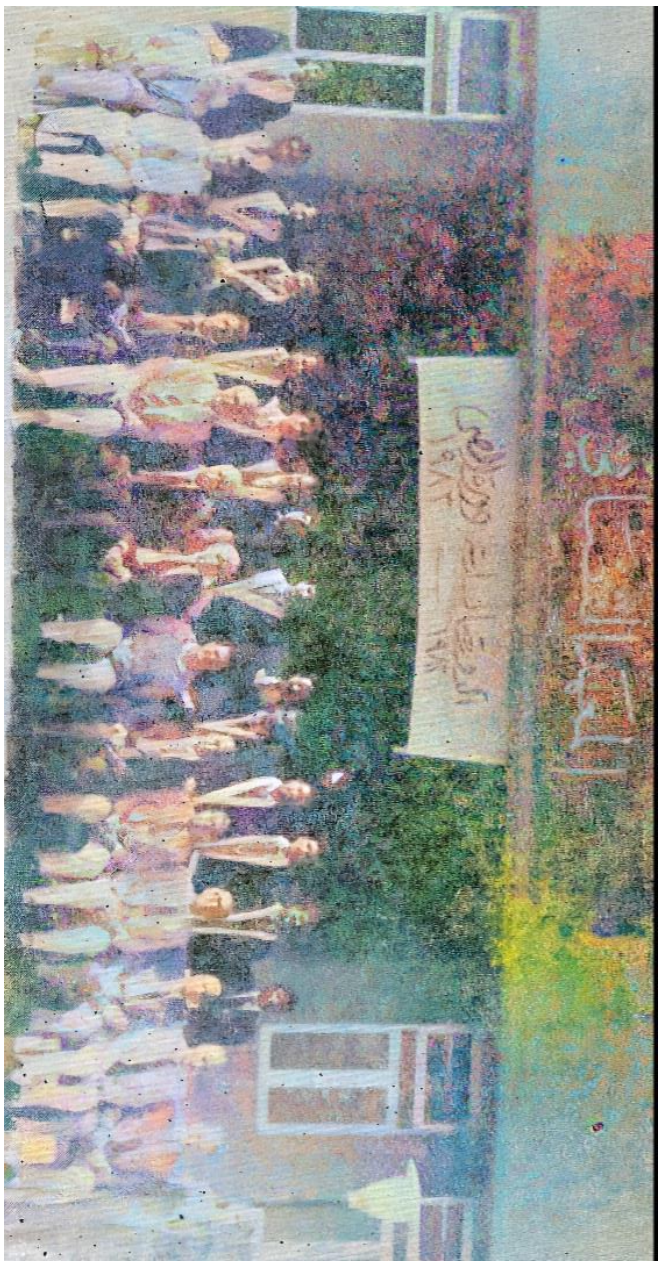


Judges' Judges' Course (second Cohort) 1978–1979

Judges' Course (third Cohort) 1979–1980

Judges' Course (fourth Cohort) 1980-1981

Judges' Course (fifth Cohort) 1981-1982



Judges' Course (sixth Cohort) 1982-1983

Judges' Course (seventh Cohort) 1983-1984

Judges' Course (eighth Cohort) 1984-1985

Judges' Course (ninth Cohort) 1985-1986

Judges' Course (eleventh Cohort) 1987-1988

Judges' Course (twelfth Cohort) 1988-1989

Judges' Course (seventeenth Cohort) 1993-1994

Judges' Course (eighteenth Cohort) 1994-1995

Judges' Course (twentieth Cohort) 1996-1997

Judges' Course (twenty-first Cohort) 1997-1998

Judges' Course (twenty-second Cohort) 1998-1999

Judges' Course (twenty-third Cohort) 1999-2000

Judges' Judges' Course (twenty-fourth Cohort)

Judges' Course (twenty-sixth Cohort) 2002-2003

Judges' Course (twenty-eighth Cohort) 2006-2007

Judges' Course (twenty-ninth Cohort) 2007-2008

Judges' Course (thirtieth Cohort) 2008-2009

Judges' Course (thirty-first Cohort) 2009-2010

Judges' Course (thirty-second Cohort) 2010-2011

Judges' Course (thirty-third Cohort) 2011-2012

Judges' Course (thirty-fourth Cohort) 2012-2013

Judges' Course (thirty-fifth Cohort) 2013-2014

Judges' Course (thirty-fifth Cohort) 2013-2014

Judges' Course (thirty-seventh Cohort) 2015-2016

Judges' Course (thirty-eighth Cohort) 2016-2017

Judges' Course (thirty-ninth Cohort) 2017-2018

Judges' Course (fortieth Cohort) 2018-2019

Judges' Course (forty-first Cohort) 2019-2020

Judges' Course (forty-second Cohort) 2021-2022

Judges' Course (forty-third Cohort) 2022-2023

Judges' Course (forty-fourth Cohort) 2023-2024

Judges' Course (forty-fifth Cohort) 2024-2025

Public prosecution's Course (forty-sixth Cohort)

Judges' Course (forty-seventh Cohort) 2024-2025

Contents

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