ETIHAD

PRACTICE OVERVIEW

Legal Training

PROGRAMMES · WORKSHOPS · CAPACITY BUILDING

In Arabic or English, on site, online or hybrid



Our Approach

We do not teach law in the abstract. Each programme starts from the decisions participants make in their own roles, and builds the knowledge, judgment and habits they need to make them correctly. Six principles shape everything we deliver.

01 Practical

Every principle is tied to a real situation: a clause to draft, a filing to make, a red flag to spot.

02 Grounded in Iraqi law

We teach the laws, instructions and court practice that apply in Iraq today, and how they are applied in reality.

03 Tailored

Content, examples and exercises are adapted to the client's sector, internal policies and participants' level.

04 Taught by practitioners

Our trainers handle the same matters for clients every day, so they bring current insight and real examples.

05 Measured

Assessments, feedback and agreed indicators show what participants have learned and what has changed.

06 Sustained

Refreshers, coaching and toolkits keep the learning alive after the programme ends.

How We Teach

Concise lectures

The legal principles, explained in plain terms with Iraqi law and practice.

Case studies

Real matters, anonymised, to show how the rules apply in practice.

Drafting exercises

Hands-on drafting with standard templates and clause libraries.

Interactive discussion

Questions and debate on the issues participants face in their own work.

Role-plays and mock hearings

Negotiations, hearings and arbitration scenarios run as live exercises.

AI-enhanced review tools

Technology-assisted review to reinforce theory and practical skills.

Programmes by Priority

Ranked by how often clients need them and the legal exposure they address. Every programme can be shortened, extended or combined, and delivered in Arabic or English.

No.	Programme	Duration	Audience
01	Contract Drafting and Negotiation	2 days	In-house lawyers, contract, procurement and commercial teams
02	Anti-Money Laundering and Sanctions	2 days	Banks, exchange companies, payment providers and compliance teams
03	Tax and Social Security Compliance	2 days	Finance teams, accountants, HR and payroll teams, in-house lawyers
04	Regulatory Compliance and Licensing	2 days	Compliance officers, managers and legal teams
05	Employment Law and HR Compliance	2 days	HR teams, line managers and in-house lawyers
06	Corporate Governance	1 day	Boards, directors and company secretaries
07	Litigation, Arbitration and Enforcement	2 days	In-house lawyers, claims, finance and management teams
08	Legal Risk Management	1 day	Senior managers, legal and risk teams
09	Data Privacy and Cybersecurity	1 day	IT, HR, compliance and customer-facing teams
10	Procurement and Supplier Management	2 days	Procurement, supply chain and contract management teams
11	Healthcare Regulation and Compliance	1 day	Hospitals, clinics, healthcare operators and pharmaceutical companies
12	Intellectual Property Protection and Enforcement	1 day	Brand owners, marketing and legal teams
13	Competition-Law Compliance	Half day	Commercial, sales and management teams
14	Legislative Drafting Techniques	3 days	Ministries, public bodies and legal departments
15	Legal Safeguards and Access to Justice	2 days	NGOs, public bodies, legal aid providers and judicial staff

Levels

Each topic can be delivered at three levels. Related programmes can also be combined into a certificate pathway for a specific role.

Essentials

90 minutes to half a day

A focused briefing on the core rules of one topic for all staff, or a refresher for teams already trained.

Masterclass

1 to 3 days

The full programme, with case studies, drafting exercises and role-plays for the people who apply the rules.

Certificate Pathway

Several sessions over weeks

A set of related programmes for one role, with assignments, a final assessment and a certificate.

Certificate Pathways

Compliance Officer Pathway

For compliance officers and MLROs in banks, exchange companies and regulated businesses.

Anti-Money Laundering and Sanctions › Regulatory Compliance and Licensing › Legal Risk Management › Data Privacy and Cybersecurity

In-House Counsel Pathway

For in-house lawyers and contract managers who handle contracts and disputes.

Contract Drafting and Negotiation › Litigation, Arbitration and Enforcement › Corporate Governance › Legal Risk Management

HR and Payroll Pathway

For HR, payroll and finance teams responsible for staff, salaries and filings.

Employment Law and HR Compliance › Tax and Social Security Compliance › Data Privacy and Cybersecurity

Healthcare Operator Pathway

For hospital management, compliance and procurement teams.

Healthcare Regulation and Compliance › Procurement and Supplier Management › Data Privacy and Cybersecurity

Programmes

01 Contract Drafting and Negotiation

Drafting and negotiating commercial contracts that reflect the deal, allocate risk clearly and can be enforced before Iraqi courts and arbitral tribunals.

Duration	Who should attend
2 days	In-house lawyers, contract, procurement and commercial teams

What It Covers

1. Formation and validity of contracts under the Iraqi Civil Code No. 40 of 1951
2. Structure of a commercial contract and the role of each clause
3. Payment, delivery, warranties and liability clauses
4. Termination, force majeure and change in circumstances
5. Governing law, jurisdiction and arbitration clauses
6. Contracts with government entities, and bilingual contracts
7. Negotiation planning, concessions and closing the deal
8. Workshop: marking up and negotiating a supply agreement

02 Anti-Money Laundering and Sanctions

Applying Iraq's AML/CFT rules in day-to-day work, from customer onboarding to reporting suspicious activity and screening against sanctions lists.

Duration	Who should attend
2 days	Banks, exchange companies, payment providers and compliance teams

What It Covers

1. Law No. 39 of 2015 on Anti-Money Laundering and Counter-Terrorist Financing
2. Role of the AML/CFT Office and the Central Bank of Iraq
3. Know your customer and risk-based customer due diligence
4. Enhanced due diligence and politically exposed persons
5. Transaction monitoring and red flags
6. Suspicious transaction reporting and record keeping
7. UN and US sanctions screening
8. Case studies from banking and money transfer

03 Tax and Social Security Compliance

Meeting corporate tax, withholding tax and social security obligations in Iraq, from registration and calculation to audits, objections and clearances.

Duration	Who should attend
2 days	Finance teams, accountants, HR and payroll teams, in-house lawyers

What It Covers

1. The Iraqi tax framework and the General Commission for Taxes
2. Registration, tax ID and annual returns based on financial statements
3. Withholding tax on contractors and subcontractors
4. Employee income tax and payroll calculations
5. Tax on contracts with public and private sector entities, and exemptions
6. Tax clearances and the release of retained amounts
7. Social security registration and contributions under Law No. 18 of 2023
8. Tax audits, objections, appeals and settlements

04 Regulatory Compliance and Licensing

Building a compliance function that keeps licences valid, filings on time and the business ready for inspections.

Duration	Who should attend
2 days	Compliance officers, managers and legal teams

What It Covers

1. Mapping the licences and approvals the business needs
2. Filings and reporting calendars
3. Working with regulators and handling inspections
4. Compliance policies, manuals and internal controls
5. Responding to penalties and enforcement notices
6. Monitoring new laws, instructions and circulars

05 Employment Law and HR Compliance

The Labour Law No. 37 of 2015 in practice, and the HR policies and procedures that follow it from recruitment to exit.

Duration	Who should attend
2 days	HR teams, line managers and in-house lawyers

What It Covers

1. Scope of the Labour Law and types of employment contract
2. Recruitment, probation and performance
3. Working hours, overtime, leave and wages
4. Internal work regulations, handbooks and personnel files
5. Social security registration under Law No. 18 of 2023
6. Expatriate staff: work permits and residency
7. Investigations, discipline and termination
8. End-of-service entitlements, final settlements and the labour courts

06 Corporate Governance

The duties of directors and managers, how boards and committees should work, and the controls that protect the company.

Duration	Who should attend
1 day	Boards, directors and company secretaries

What It Covers

1. Companies Law No. 21 of 1997: company bodies and their powers
2. Duties of directors and managers, and personal liability
3. Board and committee charters
4. Conflicts of interest and related-party transactions
5. Minutes, resolutions and company records
6. Governance for family companies and listed companies

07 Litigation, Arbitration and Enforcement

Managing a dispute from the first notice to recovery: assessing the claim, working with courts and tribunals, settling on enforceable terms and enforcing the result.

Duration	Who should attend
2 days	In-house lawyers, claims, finance and management teams

What It Covers

1. Assessing a dispute: viability, exposure, costs and options
2. Notices, claims, defences and the levels of Iraqi courts
3. Evidence: documents, witnesses and expert reports
4. Arbitration clauses and proceedings, and recognition of foreign awards
5. Interim measures and preserving assets
6. Settlement strategy and drafting enforceable settlement terms
7. Enforcing judgments through the execution departments
8. Workshop: mock hearing and settlement negotiation

08 Legal Risk Management

Identifying, ranking and controlling legal risk across contracts, operations and disputes, and reporting it to management.

Duration	Who should attend
1 day	Senior managers, legal and risk teams

What It Covers

1. Types of legal risk: contractual, regulatory, litigation and reputational
2. Building a legal risk register
3. Scoring likelihood and impact
4. Controls, escalation and ownership of each risk
5. Contract management and early-warning signs of disputes
6. Reporting legal risk to the board

09 Data Privacy and Cybersecurity

Handling personal data lawfully and responding to cyber incidents, in a country where the rules are spread across several laws.

Duration	Who should attend
1 day	IT, HR, compliance and customer-facing teams

What It Covers

1. Where privacy rules sit in Iraqi law today
2. Electronic Signature and Electronic Transactions Law No. 78 of 2012
3. Collecting, storing and sharing personal data
4. Data-sharing and outsourcing agreements
5. Incident response: first 72 hours, notifications and evidence
6. Cybercrime, electronic extortion and how to report it

10 Procurement and Supplier Management

Running the procurement cycle and managing suppliers so that contracts deliver the quantity, quality and service that were agreed.

Duration	Who should attend
2 days	Procurement, supply chain and contract management teams

What It Covers

1. The procurement cycle: market research, tenders and supplier evaluation
2. Simulation: tender evaluation and supplier selection
3. Negotiating price, payment terms and service levels
4. Service-level agreements and performance monitoring
5. Warranties, compensation and contractual remedies
6. Analytics for supplier performance and contract renewals
7. Contract lifecycle management systems and ERP integration

11 Healthcare Regulation and Compliance

NEW

The licensing, governance, patient-data and contracting rules that apply to hospitals and healthcare providers in Iraq.

Duration	Who should attend
1 day	Hospitals, clinics, healthcare operators and pharmaceutical companies

What It Covers

1. Ministry of Health licensing, accreditation and inspections
2. Governance charters and procedures for clinical departments and ethics committees
3. Patient consent, medical records and confidentiality
4. Healthcare employment: clinical staff contracts and occupational safety
5. Medical equipment, pharmaceutical supply and service-level agreements
6. Incident reporting, negligence risk and emergency response plans

12 Intellectual Property Protection and Enforcement

Registering and protecting brands, content and inventions in Iraq, and acting against infringement and counterfeits.

Duration	Who should attend
1 day	Brand owners, marketing and legal teams

What It Covers

1. Trademarks Law No. 21 of 1957: registration and oppositions
2. Copyright Law No. 3 of 1971: software, content and broadcasts
3. Patents and Industrial Designs Law No. 65 of 1970
4. Licensing and assigning IP rights
5. Counterfeits, customs and enforcement actions
6. Domain names and online infringement

13 Competition-Law Compliance

Recognising agreements and conduct that raise competition concerns, and handling contact with competitors safely.

Duration	Who should attend
Half day	Commercial, sales and management teams

What It Covers

1. Competition and Monopoly Prevention Law No. 14 of 2010
2. Agreements between competitors: prices, markets and bids
3. Abuse of a dominant position
4. Distribution, agency and exclusivity terms
5. Mergers and acquisitions that need review
6. Trade associations, meetings and information exchange

15 Legal Safeguards and Access to Justice

The legal protections available to women, children, displaced people and persons with disabilities, and how courts and public services can be made fair and accessible to all.

Duration	Who should attend
2 days	NGOs, public bodies, legal aid providers and judicial staff

What It Covers

1. Constitutional rights, equality and Iraq's international obligations
2. Civil documentation and access to identity papers
3. Housing, land and property rights of displaced people
4. Protection from violence, exploitation and trafficking
5. Rights of persons with disabilities and reasonable accommodation
6. Fair administrative procedures, complaints and remedies
7. Referral pathways and confidentiality

How a Programme Runs

Bespoke Programmes

Need a topic that is not listed? We design bespoke programmes around your sector, your internal policies and your people, and can combine modules from several programmes into one course.

1	**Needs analysis**	We meet the client, review policies and past issues, and agree the outcomes.
2	**Design**	We build the curriculum on the ADDIE model and Bloom's Taxonomy.
3	**Materials**	Facilitator guides, slides and participant toolkits for every session.
4	**Delivery**	Interactive sessions in Arabic or English, on site, online or hybrid.
5	**Evaluation**	Post-training assessments, feedback and KPI dashboards measure the impact, with quarterly reviews and refreshers.

What a Programme Can Include

Contracts and procurement

Drafting, negotiating and administering key commercial agreements; exercises with standard templates and clause libraries; procurement simulations covering tender evaluation, supplier selection and SLA monitoring.

ESG and regulation

ESG frameworks, reporting standards and green-finance instruments; scenarios on sustainable bonds and sustainability-linked loans; workshops on due-diligence impact assessments and internal controls.

Disputes and leadership

Mock hearings for arbitration and enforcement scenarios; executive coaching on governance, board duties and crisis management; peer-learning and mentoring for junior lawyers.

Systems and in-house capability

Contract lifecycle management, ERP integration and e-learning platforms; equipping in-house teams to run their own refreshers and inductions.

Key Contacts

Our trainers are practising lawyers who handle these matters for clients every day. They bring current insight from litigation, regulatory compliance and transactional work, and guide participants through best practice, common pitfalls and emerging trends.



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Participants

Who We Train

Boards and directors · in-house legal teams · HR teams · compliance officers · managers and employees · public institutions · junior lawyers and project staff.

What Participants Take Away

Participant toolkits · templates and clause libraries · checklists for day-to-day compliance · certificates of attendance.

Frequently Asked Questions

Q Can a programme be tailored to our organisation?

Yes. Every programme can be shortened, extended or combined with others, and the examples and exercises are adapted to your sector, policies and participants' level.

Q Which languages do you train in?

All programmes are delivered in Arabic or English, and materials can be provided in either language.

Q Where are programmes delivered?

At your premises, at our offices in Baghdad, Erbil and Basra, online, or in a hybrid format.

Q How do you measure results?

Through post-training assessments, participant feedback and KPI dashboards agreed with you, with quarterly reviews for longer engagements.

Q What do participants receive?

Participant toolkits, templates and clause libraries, practical checklists and a certificate of attendance. Certificate pathways end with an assessment.

Q Is there support after the training?

Yes. We offer scheduled refresher sessions and on-demand coaching, and can help your in-house team run its own refreshers and inductions.

ETIHAD

Experienced Lawyers.
Unique Approach.

BAGHDAD (HQ) · ERBIL · BASRA · MOSUL
MANCHESTER · DUBAI

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