



**Presented at the FIG e-Working Week 2021,  
21-25 June 2021 in Virtually in the Netherlands**

## Modernization of Real Property Registration and Cadastre Project 5761-UZ



### *Development Code of Conduct and Ethics*

***“Is there a need for Code of Conduct and Ethics for Land Administration (LA) organisation?”***



*Mr. A.A. Kwitowski*  
*The Netherlands*



*Dr. A. Samborsky*  
*Uzbekistan*



*Amsterdam 22-06-2021*

# ***Introduction to Code of Conduct and Ethics in LA (1)***

Is there any need for Code of Conducts and Ethics in Land Administration ?

Mostly the answers are:

- *No, We do not need it!*
- *All is defined in Law!*
- *We do not face any ethic challengers.*
- *Etc.*

But the laws define only the B/W situation: ***Allowed or Not allowed!***, but what's about the “***Grey Cases***” like:

- Can an employee accept a gift e.g. of simple ballpoint of 25cent value? ??? - **Mostly the answer is: YES.**
- But what's if he gets from each customer 1 pen (thus 100 per days?)- **Mostly the answer is: NO.**
- Can then Director accept as a gift of a pen, from a foreign delegation, but e.g. Mont Blanc pen (of value of > \$ 500) from - **Probable YES, Probable NO...**
- Can an employee accept invitation for a business lunch, when he is working intensively together with Contractor within a Project? - **Probable YES,**  
But can he accept invitation to the night Club? – **Mostly the answer is: NO**



# ***Introduction to Code of Conduct and Ethics in LA (2)***



But the laws define only the B/W situation: ***Allowed or Not allowed!***, but what's about the ***"Grey Cases"*** like:

- Can a Land Surveyor during measuring parcel boundary accept a cup of coffee from the Land owner? - **Mostly the answer is YES.**

But can he accept invitation to the Wedding Party? – **Mostly the answer is: Probable NO**

- Can an employee, during the office hours read/write private email using employer computer equipment? – **Mostly the answer is: Good question ...**

The above examples demonstrating that **not all is possible to define in the law.**

For many **"Grey areas"** some guidance is necessary (Code of Conduct and Ethics).

**The Code of Conduct and Ethics describes the public sector behaviour by setting the following principles of public life selflessness, integrity, objectivity, accountability, openness, honesty, leadership, etc.**

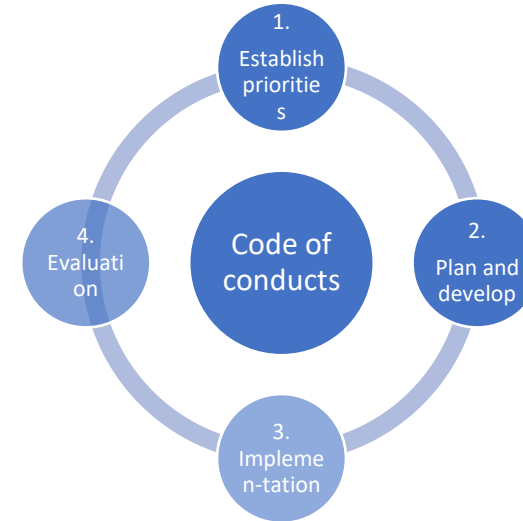


# Code Definition and its development / Implementation circle



## Code of Conduct and Ethics definition

**Covers:** *honest behaviour, increasing professional and individual responsibility; loyalty, public confidence, ethical behaviour, unbiasedness, preventing corruption; avoiding conflict of interests; following the general principles of business etiquette; executing orders, tasks and decrees; the number and efficient use of working hours and property; following the defined rules within the use of data, as well as in political and public activities; respecting the rights, freedoms and legal interests, honour, dignity and business reputation of people; avoiding personal interests; and respecting the interests of the state.*



**It is important for Senior Management to set an example.**

# List of topics to be addressed in the Code (example)



<b>Foreword</b>	A general introduction by the Chairman of GKZGDK and/or the general director of GKZGDK
<b>1. Introduction</b> What is a code of conduct? Who is the code of conduct for? Why do we need a code of conduct?	Introduction to the need for a new Code of conduct and an explanation why organizations such as GKZGDK need such a code of conduct.
<b>2. GKZGDK as part of society</b>	It is important to emphasize ambitions of GKZGDK (as subordinate to GKZGDK) and the position that GKZGDK wants to achieve in Uzbek society.
<b>3. The foundation for service delivery</b> Impartiality Integrity Confidentiality Respect for the law	This chapter contains basic principles for delivery of service and conduct.
<b>4. Dealing with customers</b> Friendly behavior Recognizability Communication Delivering service	This chapter contains guidelines and rules for handling clients.
<b>5. Behavior at Work</b> Attendance and performance Regard for GKZGDK resources Relations with colleagues Improve yourself	This chapter contains guidelines for behavior at work
<b>6. How is the Code of Conduct used within the Regional Offices of GKZGDK?</b> Implementation Monitoring Adjustment	This chapter contains some principles for the use of the code of conduct and for monitoring and evaluation.



# Code detail content (1)

## Foreword from the Chairman (Example →)

### 1. Introduction

- Context (direction and measures for GKZGDK dealing with risks of conflict of interest, corruption, gifts, bribery, etc.)
- What is a Code of Conduct and Ethics? (rules of behaviour, moral & ethical guide, etc.) – is it law? (traffic example)
- How to use the Code of Conduct and Ethics? -as guide, to help taking correct (ethical) decisions
- Objectives – facilitating decision making in the public interest; preventing conflict of interest & strengthening integrity
- For whom is the Code of Conduct and Ethics? - All GKZGDK offices & subordinated units; All employees (!); Special role for Managers
- Why do we need such a Code?- to have a guide in making GKZGDK more reliable, professional customer-oriented organization; achieving customers appreciation.

---

Dear Employees of the offices of GKZGDK,  
Dear Colleagues,

---

As a next step of earlier issued the "Rules of Ethical Conduct" for employees of GKZGDK, as defined in Appendix 1 to the Order of Goscomzemgeodezcadastre of April 2016 **it is my pleasure to present to you this new Code of Conduct and Ethics**. For employees of the offices of the Goscomzemgeodezcadastre it is of high importance that your behavior in and out of the office is undisputed.

The GKZGDK is currently in transformation to a modern, state of the art property/land registry and cadaster and client oriented service. The proposed implementation of this Code of Conduct and Ethics is an important part of overall transformation of our country and the role of our organization within this process and especially focusing on Client and Service satisfaction. This transformation should also be recognized in the way the organization is managed and by the performance and integrity of its employees. This a process that is not to be realized within a few months. But in the end, it should result in a more efficient operating organization and by high appreciation by our clients. Our clients, the citizens, companies and government organizations in Uzbekistan should recognize us as a government service that services them in the best way possible. Therefore, the development of this Code of Conduct and Ethics goes hand in hand with the development of Service Standards. Both documents will be published on our website, to ensure that the general public is able to read them.

I wish you all the best and conclude by saying that you are our face, eyes and ears of our organization. Be aware of that and act accordingly. Good luck!

---

Mr. Abdullayev Abdushukur Hamidovich  
Chairman of GKZGDK

# Code detail content (2)

## 2. GKZGDK is part of society and of government

- Serving the public interest - taking social oriented measures GKZGDK will we not only be visible, but also improve image with the general public.

## 3. The foundation

- Impartiality - GKZGDK perform his or her duties, with respect for anyone (religion, gender, political preferences, race and social position)
- Integrity- correctness and honesty – elimination of unethical behaviour (corruption, gifts, etc.)
- Confidentiality - information from Clients treated with care; access to information; relation to media.
- Respect for the law – Registration is based on legal acts that need to be followed



# Code detail content (3)

## 4. Dealing with customers

- Friendly behaviour – “service with smile”; information and explanation is compulsory, “client is always right”
- Recognizability – badge, dress-code, special id-cards for field employees
- Communication – clear, understandable, polite language, email form, etc.
- Delivering service – conform the service standards and required quality; No procrastination!



## 5. Behaviour at Work

- Attendance and performance- comply with all rules at the workplace (working hours); accountability for own work; Management: respect to employees, assuring understanding of orders
- Use of GKZGDK's and others' resources – computers, instruments, etc. for work purposes
- Relations with colleagues – respect, help, no-discrimination
- Professional approach and improve yourself – performing the best you can; own development



# Code detail content (4)

## 6. More detailed tasks description

- [Employer/Employee relations](#) – responsibilities of both
- [Work environment and property](#)
- [Information](#)
- [External/client relationships, incl. gifts, hospitality and other benefits](#)

Example of Gift Register Table what to do:

Fair Value of Gift (i.e. Market Value)	Requirement	Treatment in the Gift Register
\$50 and over	May only be retained or accepted by the GKZGDK employee receiving the benefit with the agreement of a member of the GKZGDK Regional Director and/or GKZGDK HQ Management.	Reportable in the Gift Register
Between \$1 and \$50	The gift may be retained or consumed by the GKZGDK employee with the agreement of their line manager.	Reportable in the Gift Register
Up to \$1	The GKZGDK employee can retain or accept the benefit without approval and it does not need to be included in the gift register. (However, when a GKZGDK employee receives a number of gifts or benefits from the same donor over one financial year, with an aggregate market value in excess of \$50, then each individual gift or benefit becomes reportable and must be included in the gift register. More than once: Reportable in the Gift Register)	One-off gift: not reportable in the Gift Register, if occurred not often than 1 time in the Month

- [Private activities – conflicts of interest or integrity](#)
- [Teamwork](#)
- [Information and Communication Technology \(ICT\)](#) – Access, appropriate use, personal use, prohibited activities; offensive and illegal material, malicious activities.

# Code detail content (5)

## 7. Organisation

- Reporting breaches of the Code of Conduct and Ethics
- How breaches by employees will be dealt with
- When an employee's expectations of GKZGDK have not been met
- When expected conduct is not met

## 8. How is the Code of Conduct used within the Regional Offices of GKZGDK?

- Implementation
- Monitoring
- Adjustment

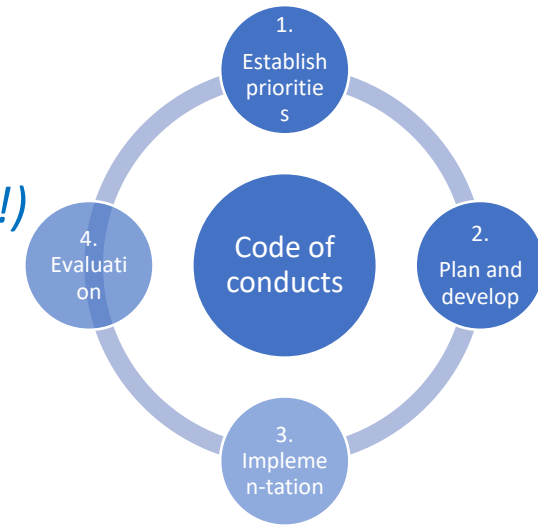
ANNEX B: An example of a form for staff annual Evaluation Interview

# Code of Conduct & Ethics Implementation (1)



## 1. The Management (most actions before XX.XX.20XX)

- *Read and analyse the Code of Conduct and Ethics (now it is too good !)*
- *Adjust/delete add what you think should be changed*
- *Finalise and approve it*
- *Establish the Compliance Officer*
- *Establish the Gift Register*
- *Point out Trainers (2 per Districts) and obligate to participate in Training (XX.XX. 20XX) and from XX.XX. 20XX to train current and new employed employees*
- *Roll-out / Implement Code of Conduct and Ethics in whole GKZGDK (after XX.XX. 20XX)*
- *Obligate all employees to read and comply with the Code by signing*
- *Publish it everywhere incl. launching the Public Awareness Campaign*
- *Monitor and improve*



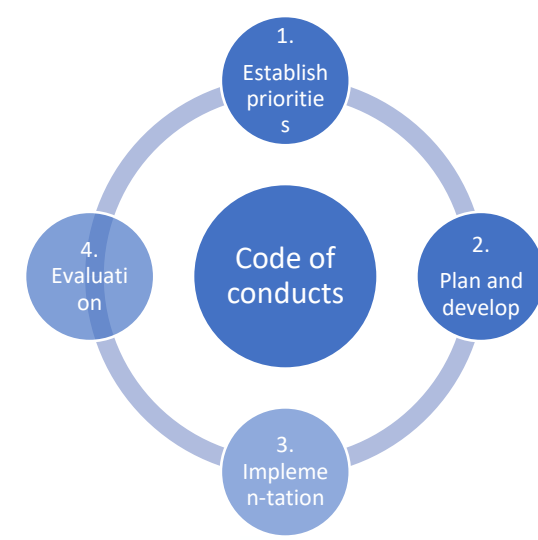
# Code of Conduct & Ethics Implementation



## 2. The staff

- *To read and comply with Code of Conduct and Ethics*

## 3. The Consultant - *Develop and provide the Training for Trainers*



## Training of Trainers

- *Training materials for the Trainers need to be developed*
- *Initial Training for Trainers (“Training of Trainers” principle) provided.*
- *It is assumed also that the training methodology called “World Café” can be used.*



# ***Practical Case of Implementation of Code of Conduct & Ethics in Uzbekistan (1)***



1. Based on developed Code of Conduct and Ethics and Trained Trainers **the Code has been implemented at Cadastre Agency in Uzbekistan**
2. Uzbekistan is a **country of transformation** having as goal **to have the governmental service based on the Client-oriented approach** (incl. Land Administration).

In this sense, **the proposed Code**, as based on best international experiences and principles **have been very welcomed**, and nationally defined conform the following principles:

- *Legality*
- *Priority of the rights, freedoms and legal interest of citizens*
- *Fairness, honesty and impartiality*
- *Loyalty to the official duty*
- *Avoidance of conflict of interest.*



The **particular importance** has been given **to the role of Management** at all levels.

3. Then the **newly hired employees must be familiar with Code of Conduct and Ethics** and are obligated to comply with ethical standards.
4. The **Departmental Ethics Commission monitors** the implementation of Code and **apply preventive measures** against the employee in the form of a **warning, or even dismissing of employee.**



# Practical Case of Implementation of Code of Conduct & Ethics in Uzbekistan (2)



5. Having in mind the past background culture, **the implementation of Code is carried out with certain difficulties.** The practice has showed that:

- *Not all employees were able to comply with the requirements of Code of Conduct and Ethics and the Cadastre Agency has terminated the labour contracts with more than 850 employees!!*

6. Following the Presidential Degree, the attestation of the Managers of Cadastre Agency has resulted that:

- *only 24% have been positively certified*
- *15% certifies only conditionally, and*
- *61% did not passed the attestation!*



In the next step the attestation for all Cadastre Agency staff will be performed.

The important lessons learned from this practical case are:

- *Implementation of Code of Conduct and Ethics it is not easy process, and*
- *Introducing new approaches and standards of behavior is a long process that cannot be implemented in a short period.*



Modernization of Real Property Registration and Cadastre  
Project 5761-UZ



# Any Questions?

**Thank you for your attention !**

**Большое спасибо за ваше внимание!**

Contact info:



*Dr. A. Samborsky*

- [al.samborsky@gmail.com](mailto:al.samborsky@gmail.com)
- Tel. (+998)901852351

Contact info:



*Mr. A.A. Kwitowski*

- [andre.kwitowski@telfort.nl](mailto:andre.kwitowski@telfort.nl)
- Tel. (+31)651553658