



METHODS AND MEASURING TOOLS TO AUDIT ETHICS

Ankara, 26-27November 2015



THE GENERAL DIRECTORATE OF LAND REGISTRY AND CADASTRE



- Area: 800,000 Km²
- Population : 78 million
- 7 geographical regions
- 81 provinces
- 52.645 villages and districts
- Cadastral Area : 540,000 km²
- Number of parcels: 65 million

REGIONAL DIRECTORATES (22)

REGIONAL DIRECTORATES



HISTORICAL BACKGROUND

→The First Land Registry Organization was established in 21 May 1847 ,under the name of Defterhane-i Amire Kalemi and maintained its mission under a variety of names till the declaration of Republic.

→Following the declaration of Republic, this organizations was named as the General Directorate and Land Registry and the Drectorate of Cadastre was affiliated to the organization.



→Directorates affiliated to the General Directorate was founded according to the amendments made by regulation in 1971 and its follow up in 1976 on the longest lasting General Directorate of Land Registry and Cadastre Organization Law no:2997 dated May 29,1936. Present structure of the institution's central organization was shaped due to these amendments.

→Our institution carries out its activities as an affiliate to the Ministry of Environment and Urbanization according to the"Law on the Organiztaion and Duties of the General Directorate of Land Registry and Cadastre "no:6083 dated December 10,2010

VISION

Being a leader institution of designating and administrating the politics of prooporties.



MISSION

Preserving the information of ownership related with properties under state guarantee, updating and putting into service.



TKGM approachly services to 20 million citizens with 7 million transactions every year.



Ethics Audit Toolkit of GDLRC



The Turkish Land Registry is the biggest government Ministry in Turkey, with over 1086 offices spread throughout the country and employing more than eighteen thousand members of staff. The Registry is responsible for all transactions of land and property in Turkey.

It has always suffered from a poor reputation regarding the integrity of its conduct, especially for bribes and gifts being given to land registry officials in order for them to process applications more quickly, or to gain approval on a decision. This reputation led to a severe lack of trust in the Land Registry with a recent survey showing that 61% of those surveyed believing there are unethical conducts in the Land Registry. It is worth noting that the ratings of those who actually use the service is very high - a 2014 customer satisfaction survey shows that 98% of customers now rate the Land Registry as “very good” or “excellent”.

In 2009 a new ethics team was brought in to make radical changes to the integrity systems of the Land Registry. Anti-corruption and ethics training has been provided to over fifteen thousand members of staff in all local offices. Ethics training is also now mandatory for all job applicants. A new code of conduct has been introduced along with an ethics manual, which clearly defines the expected behaviour of officials.

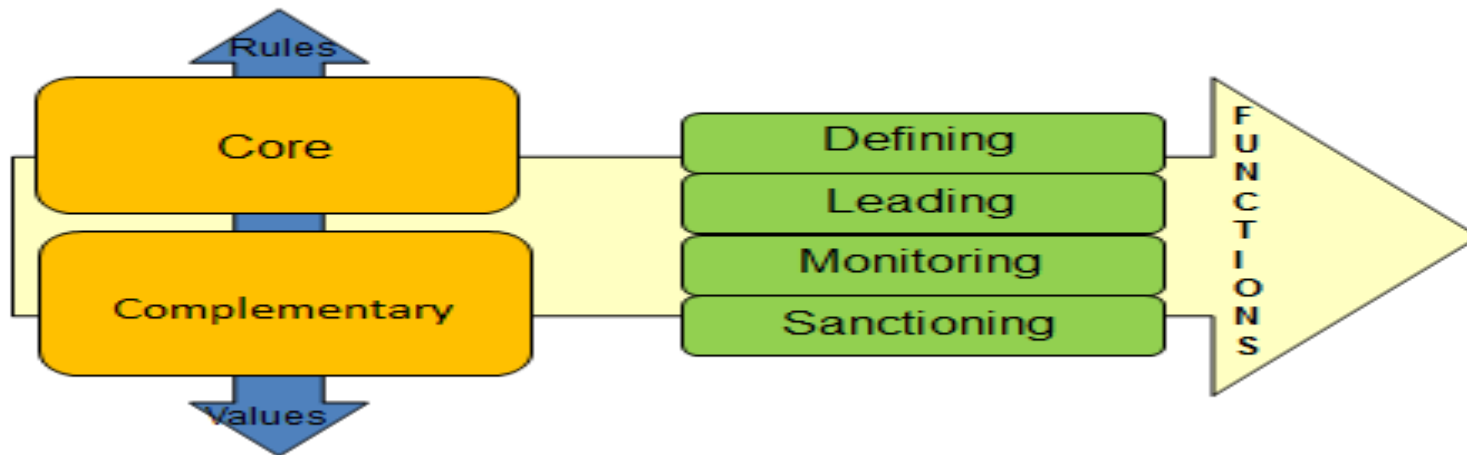
A Land Registry Ethics Commission has been established, made up of senior leaders, which oversees the integrity system. The commission produces annual reports and operates a full inspection service. Any investigations can be referred to the disciplinary board, but the commission also rewards good conduct: the performance management system therefore incentivizes integrity.

The system is underpinned through continuous improvement: The Land Registry has recently achieved Total Quality Management status, which necessitates integrity measures being built into all levels of the organisation. As already mentioned, the most recent (2014) customer satisfaction survey shows that 98% of customers now rate the Land Registry as “very good” or “excellent”.

THE INTEGRITY MANAGEMENT SYSTEM MODEL

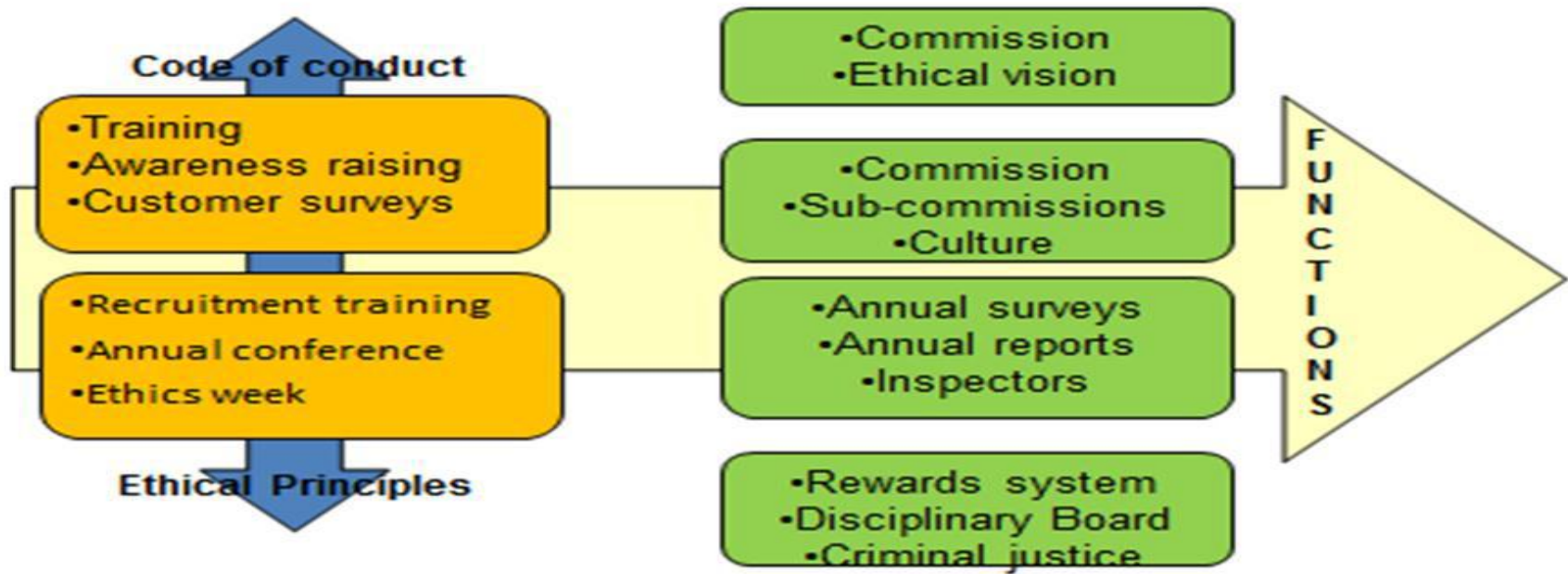
The Integrity Management System is a means of conceptualising the various components and functions of an ethical environment.

Integrity Management System



An application of the IMS model to the work that the Turkish Land Registry has already conducted can be found in Appendix 1.

Turkish Land Registry IMS



THE TOOLS THAT MAKE UP THE IMS AUDIT

The tools that make up the IMS audit are:

Start up meeting agenda (appendix 2)

Guidelines on Dos and Don'ts of an ethics audit (appendix 3)

Person specification for ethics auditor (appendix 4)

Benchmarks and performance indicators (appendix 5)

Data collection methods

- o A diagnostic self-assessment survey (appendix 6)

- o Interview and focus group questions (appendix 7)

- o List of documents for analysis (appendix 8)

Action plan template (appendix 9)

Collectively, these tools will enable an assessment of an organisation's approach to ethical governance, the code of conduct and compliance with ethical standards.

Appendix 2 Ethics Audit Start Up Meeting Agenda

Introductions

Key issues/risk assessment – identify any particular issues on which the audit should focus. Large organisations such as the Land Registry necessarily carry out an enormous array of activities. These may not all carry the same ethical risk and therefore some key areas may need to be identified (eg procurement, senior management appointments, financial administration)

Objectives and process of the ethics audit

Benchmarks – agree final version



Scope of the ethics audit – how many people will be sent the diagnostic self-assessment survey?; will the whole organisation be involved or just specific regions/offices; who will be involved in interviews and/or focus groups?

Notification – how will staff be notified about the ethics audit?

Feeding back – how will the findings be fed back to staff?

Other practicalities – will the questionnaire be distributed as a paper version or electronically?

Who will undertake the audit? – use appendix 4 as a guide

Which documents should be included in the scope of the audit? – use appendix 9 as a guide

Timescales and completion dates

Appendix 3 Ethics Audit Do's and Don'ts

DO

Ensure that the auditor is senior enough to be respected by colleagues

Be confident about working with the leadership of the organisation.

Understand the politics of the organisation

Make sure you are able to discuss issues like feelings and behaviours without embarrassment.

Ensure the auditor is able to write performance reports.

Meet leaders and agree the audit specification beforehand

Be prepared to have a number of set up meetings - there may be nervousness around the project



Appendix 3 Ethics Audit Do's and Don'ts

DON'T

- Ask junior colleagues to undertake ethics audit
- Begin the audit without understanding and managing the risks
- Rush the project – you won't regret a slow start
- Restrict the survey to a small number of senior staff

Appendix 4 Person Specification for Ethics Auditor

The complexity of the tool will need auditors/inspectors/performance specialists to have the following high-level knowledge and skills:

- ☐ knowledge of ethical governance;
- ☐ knowledge of the organisation and its local issues;
- ☐ ability to work with most senior people in the organisation;
- ☐ strong interpersonal and facilitation skills;
- ☐ strong communication skills;
- ☐ a degree of independence;
- ☐ experience of analysing and interpreting questionnaire and interview/focus group data;
- ☐ strong project management skills.

The Ethics Audit Process

The tools referred to in the previous section are all used within a process. There are four stages to assessing ethical performance: planning, fieldwork, reporting, and follow-up



Planning

Hold an initial meeting with key stakeholders to discuss the aims and the scope of the ethics audit. Depending on local circumstances, you may decide to deliver the tool as a whole or to use individual parts. Another key decision will be whether to deliver the tool across the whole Land Registry or in specific branches where there are concerns over ethical performance.

FIELDWORK

The fieldwork stage of the ethical audit will be directly contingent upon the scope of the performance measurement as identified in the planning stage. The fieldwork is consists of three parts:

- Diagnostic self-assessment survey
- Interviews and focus groups
- Documentary analysis

REPORTING

Following an analysis of data collected at each stage, agree judgements, evidence, impact and recommendations. Draft a summary report with recommendations or a presentation with recommendations.

Approximate timings for the sequence of work is as follows:

Part (1) Diagnostic self-assessment survey 3 – 5 days (contingent on the mode of delivery, i.e. paper or electronic)

Part (2) Interviews and focus groups 10 – 15 days (depending on number of interviews, inclusion of focus groups, etc.)

Part (3) Documentary analysis 3-5 days

In total the audit should take 3-5 weeks of 5 working days.



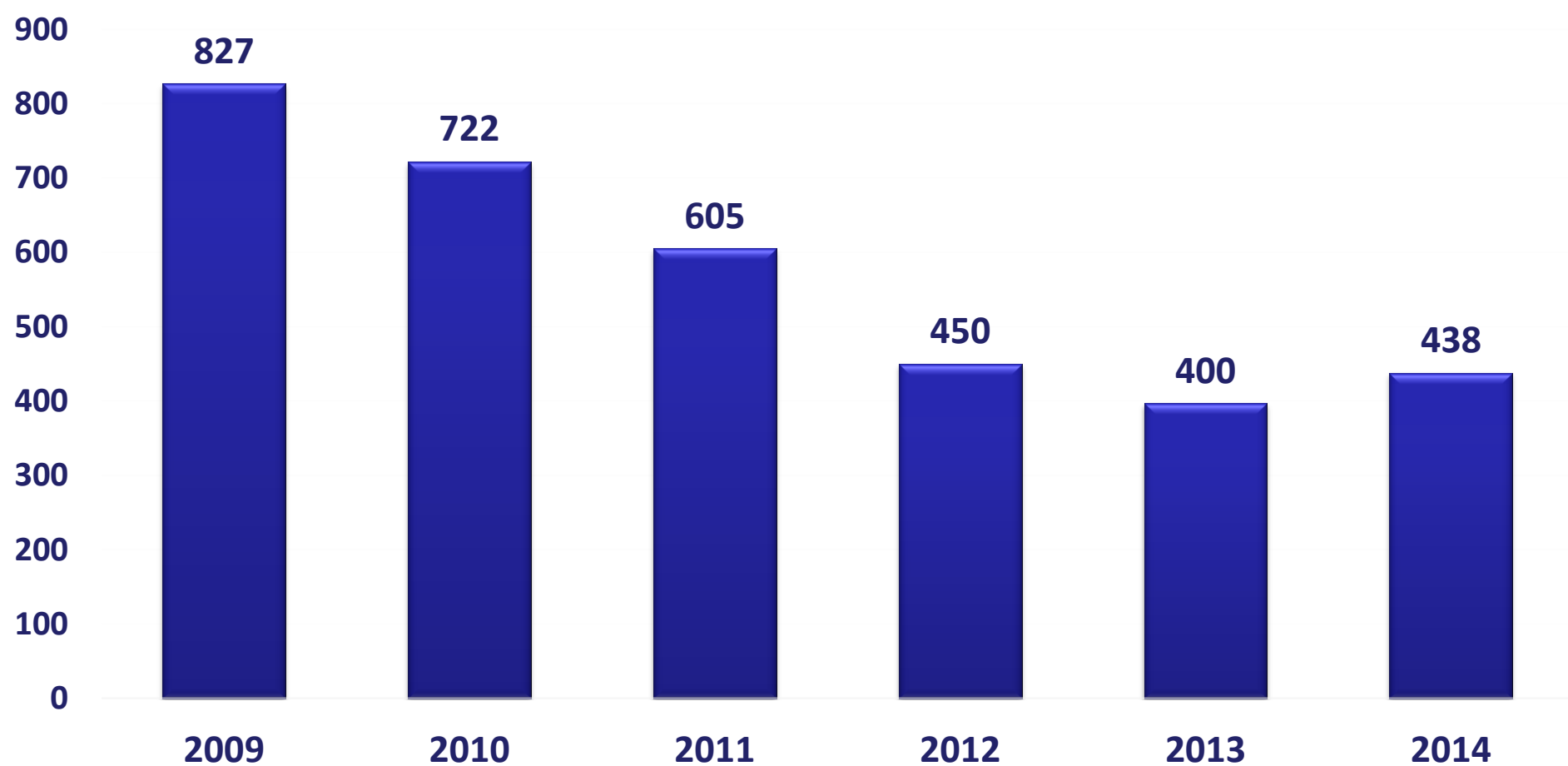
THE GENERAL DIRECTORATE OF LAND REGISTRY AND CADASTRE

General Directorate and Regional Directorates units our total 1086 within the scope of the Quality Management System; 12152 made on staff "01.01.2013 - 31.12.2013 Employee Satisfaction and Ethics" and made over 12430 staff "01.01.2014 - 31.12.2014 Employee Satisfaction and Ethics" Survey Analysis and percentages.

ETHICAL QUESTIONS	01.01.2013 – 31.12.2013 (12152 Sample)				01.01.2014 – 31.12.2014 (12430 Sample)			
	Sample		Yüzdelik Oran		Sample		Yüzdelik Oran	
			No	Yes			No	Yes
1-Work ethic when you can not find you are forced to do things?	GDLRC and RD	11999	%66	%34	GDLRC and RD	12430	%70	%30
2- The customers you serve you if you do not want to receive gift present?	GDLRC and RD	12726	%88	%12	GDLRC and RD	12455	%94	%6
3-Are you aware of our institutional ethics?	GDLRC and RD	12612	%27	%73	GDLRC and RD	12418	%24	%76
4-The ethical use of resources (waste) Do you think it is a violation of the ethical principles?	GDLRC and RD	12048	%32	%68	GDLRC and RD	12347	%29	%71
5-Earlier have you received in-service training on ethics?	GDLRC and RD	12354	%37	%63	GDLRC and RD	12436	%33	%67
6-The education you have received related to the principles of ethical behavior Do you believe it is useful?	GDLRC and RD	11145	%35	%65	GDLRC and RD	11740	%34	%66



The INSPECTION BOARD THE COMPLAINT, THE APPLICANT, ALARM, COMPLAINTS AND REVIEW ACTION REQUIRED TOPICS





THANKS

Sinan ŞİĞVA

**LAND REGISTER and CADASTRE EXPERT
DEPARTMENT OF FOREIGN AFFAIRS**

TEL: (0312) 551 42 54

FAX: (0312) 413 68 52

yabanciisler@tkgm.gov.tr