

When Process Improvement Leads to Systemic Reform

Lessons from Lithuania’s Cadastre Transformation

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Lithuania’s cadastral system today

Real Property Cadastre
Cadastral objects, boundaries and physical data

Real Property Register
Property rights and legal facts

One institution

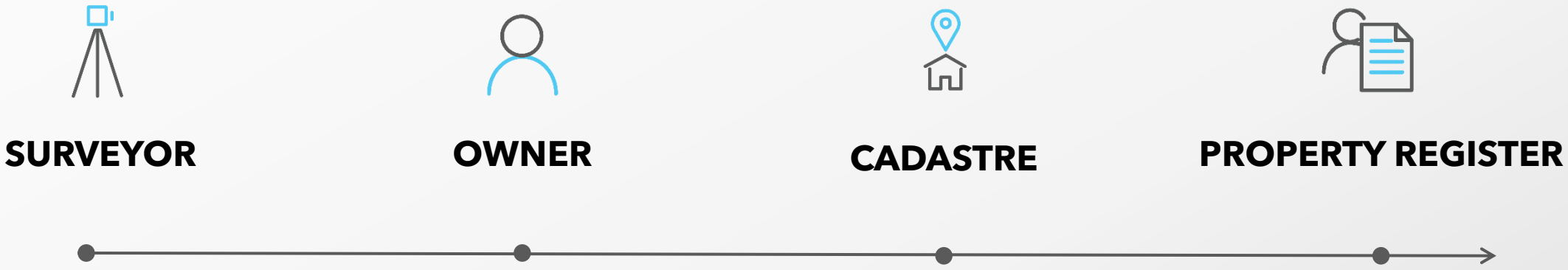
REGISTRŲ CENTRAS

We were not looking for a reform

Could **ONE SPECIALIST** handle both cadastral and rights registration?

The system worked. We wanted the process to work better.

Then we looked at the process



Are we checking the **right things** at **the right place**?

The analysis changed the question

01

Repeated checks

The same documents and cadastral data were assessed at different stages.

02

Responsibilities addressed too late

Some issues were identified only after the file had moved through the process.

03

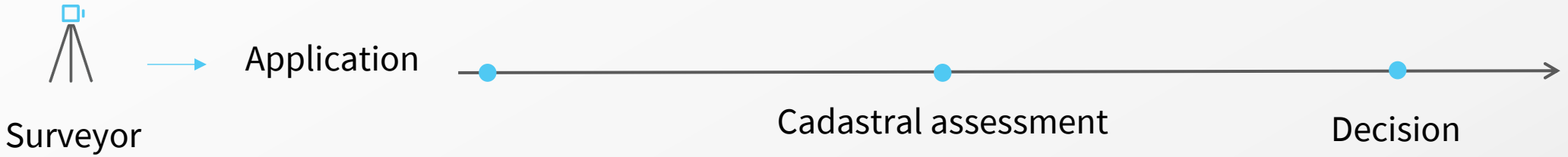
Combining roles was not enough

The process needed clearer boundaries, not simply a broader role.

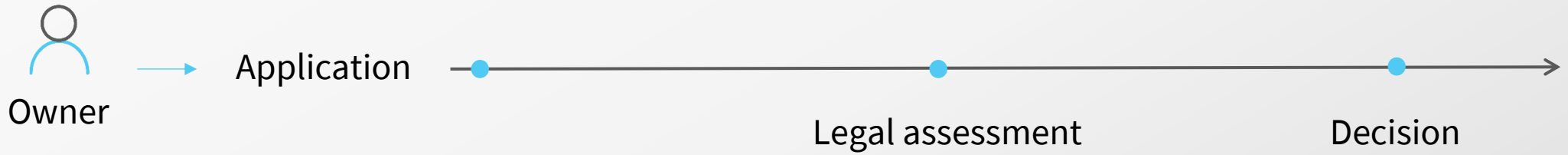
The real question was no longer who should do both jobs, but **where each responsibility should belong**.

The answer was separation, not integration

Cadastral object registration



Property rights registration



Clearer boundaries. **Clearer responsibilities.**

The change went beyond the registry

Problems should be addressed
where the data is created
not at the end of the process.

Earlier validation • Clearer responsibilities • Shorter customer journey

A process decision became a reform programme

Legal framework

New legal rules and responsibilities

Digital systems

Processes and data flows redesigned

Services and pricing

New service structure and pricing model

Roles and responsibilities

Tasks assigned to the right stage

What do we expect the reform to deliver?

FOR CLIENTS

A shorter journey

Fewer unnecessary steps

FOR THE STATE

More current data

Problems identified earlier

FOR THE ORGANISATION

A cleaner process

Less duplication and fewer handovers

This is the value we are **designing for.**

Lessons from Lithuania’s experience

01 Measure what really happens

We broke services into steps and measured the actual time spent.

02 Look at the whole process

We identified repeated checks and responsibilities addressed too late.

03 Follow the evidence

The findings led us beyond process improvement to legal, digital and organisational change.


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We chose our path.
Let’s talk again in May.
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