



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Upgrading Indonesia's National Land Agency

In 2004, Indonesia's National Land Agency struggled with corruption, high costs, and delays. On average, registering a property transfer took more than a month, required several visits to a local land office, and cost US\$110—about 10% of a typical citizen's annual income. Although its job was to maintain records on property ownership and transactions, the agency lacked documentation for two-thirds of the estimated 89 million land parcels on the thousands of islands in the sprawling archipelago. Following up on a campaign pledge to spur rural development—in this case by unlocking the economic value of property held by citizens who lived outside urban centers—incoming President Susilo Bambang Yudhoyono appointed new leadership to revamp the agency and its operations. This case study profiles programs to title unregistered land, roll out a new digital property database, introduce mobile services, and design a comprehensive OneMap for the country.

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A terraced rice paddy in Ubud on the island of Bali in Indonesia. Photo by Gabe Kuris.

Property Rights & Land Administration

Effective land administration supports a broad range of positive development outcomes. During the past year, ISS researchers have written a series of case studies that profile initiatives to strengthen tenure security and reform land registration systems in disparate locales: [Cape Town](#)

and the **Western Cape in South Africa; Ontario, Canada; and Jamaica, Western Australia, Mozambique, Tanzania, Rwanda, Kyrgyzstan, and Indonesia**. Each case explores a slightly different experience, chronicling practices and technologies that hold promise not just for improving service delivery but also for protecting marginalized citizens by translating property claims into recognized, recorded, and enforceable rights.

A May 2017 workshop, **Driving Change, Securing Tenure**, profiled talks by reformers featured in seven of these case studies:

- **Elizabeth Stair**, CEO of the National Land Agency, Jamaica
- **David Mayson**, Managing Partner of Phuhlisani Solutions, Western Cape, South Africa
- **Kathryn Ewing**, Director of Violence Prevention through Urban Upgrading, Cape Town, South Africa
- **Elgin Farewell**, CEO of Teranet, Inc., Ontario, Canada
- **Jodi Cant**, CEO of Landgate, Western Australia
- **Emidio Oliveira**, Executive Director of the Communal Lands Initiative, Mozambique
- **Seraphia Mgembe**, Program Coordinator of MKURABITA, Tanzania

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+1 609-258-5258 | iss@princeton.edu | successfulsocieties.princeton.edu

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