

# Ƶ CADASTA



## CADASTA FOUNDATION 2015 ANNUAL NARRATIVE PROGRESS REPORT

## **Acknowledgements**

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# SECTION ONE – OVERVIEW

2015 marked the first year of operations for Cadasta Foundation. By necessity, foundational activities permeated their way through nearly all of our administrative, programmatic and technology operations. **We have successfully navigated our way through a challenging first year of operations.** This report provides a narrative of Cadasta activities and finances for 2015, and a summary of our 2016 Organizational Plan and budget.

Cadasta's disruptive and technology-driven approach to securing people's land and resource rights first started gaining traction five years ago as OpenCadastreMap. It is therefore **satisfying and exciting that we have now completed the critical first steps** towards converting this concept into a fully functioning reality, in order to bring about positive impacts for so many. We recognize that this, and our continued efforts towards achieving our mission, would not have been possible without the ongoing support (financial, advisory, and mentoring) of our funding partners.

**We have accomplished the most critical organizational Year One Measures of Effectiveness** as outlined in our 2015 Business Plan, particularly with regards to Operations and Platform Development, while experiencing some delayed achievements within Programs and Community Engagement.

**We attained tax exempt status via a favorable IRS determination on our 501(c)3 application** within three months of filing, which was a major milestone for our long term business model and immediate financing arrangements with funding partners. **We successfully progressed through UK aid due diligence and digital spend approvals processes, signing the associated £2m grant agreement in December.** This follows the \$2.5m grant agreement signed with Omidyar Network in September, which was a continuation of financial support that had previously come from Omidyar Network through Tides Foundation.

Obtaining 501(c)3 status triggered our first round expansion of the Board of Directors, and the subsequent commencement of regular Board meetings.

Back office IT systems were gradually established in the first two quarters, and key corporate policies put in place to cover employees, operations and financial management.

As a **technology driven organization created to serve the poor and marginalized** it was critical that this be reflected in any values statement we created to underpin our corporate culture, both internal and external. As such, our mantra of **People Before Data** is well aligned with the core values statements we prepared with support from the Omidyar Network Human Capital team:

**Dignity - People Come First:** the foundational spirit of who we are and how we function as a team and individuals

**Collaboration - Connection as a Community:** working towards shared goals and connecting with others

**Empowerment:** We provide our partners with tools, methodologies, and knowledge to make decisions on how best to serve their constituents

**Purpose - Committed to Impact:** A belief in the potential to impact the lives of millions by not being constrained by traditional models and ways of thinking

With the support of the Omidyar Network Marketing & Communications team, we developed a new brand and social media presence that served us well for our first year. We are now **excited by the prospect of launching a new website and refreshed image early in the new year** as a focal point of our Community Engagement Strategy for 2016. This will be a key platform on which we will be able to accomplish some of outreach and community building activities carried over from our 2015 plan.

Programs has achieved much **success in working with partners on initiatives that have historically fallen outside the traditional land administration domain**, but are now trending as hot topics. Our work with ResourceContracts.org around publishing extractives contracts has great potential to scale and expand to other partners such as OpenLandContracts.org. Similarly, our early **collaboration with the Open Knowledge Foundation on the open data index for land ownership has grown into a joint fellowship on open data for land** in 2016. And while we are slightly behind in timing for early adopter pilot projects, Programs has agreements and plans in place that will see these commencing in early 2016.

We acted early on the counsel of the Omidyar Network Investment Committee and **adopted a hybrid outsourcing/insourcing model for platform development for Year One**. Outsourcing the initial Cadasta Platform MVP made the phased recruitment and onboarding of our in-house technology team more manageable, cost effective, and ensured better alignment with operational needs.

As 2015 drew to a close, our team of full time resources has now grown to nine. While still small in many respects, Cadasta puts forward a **strong value proposition for prospective employees** searching for a great place to work. This has enabled us to recruit a cadre of geographically dispersed staff with strong technical expertise in their respective areas, in addition to bringing diverse experience from a variety of backgrounds. We are particularly proud of our ability so far to deliver on our **commitment to promoting the role of women and other underrepresented groups in technology**, evidenced by our own recruitment outcomes and our active participation in the Outreachy internships program.

While slightly delayed in the release of the Cadasta Platform MVP 0.1, the feature set of **this version exceeds what was originally envisaged in the 2015 Business Plan**. In outsourcing development of the MVP, we also took the decision to build the initial platform with features and functionality more aligned to our original plans for MVP 0.2. Although the current MVP 0.1 requires significant improvement, which we will deliver via a Django based version mid 2016, its richer toolset has enabled more engagement with potential adopters. This is being supplemented by a UX/UI wireframes feedback cycle that allows us to gain user feedback more quickly and channel these into requirements for subsequent releases.

# SECTION TWO – FINANCIAL AND ADMINISTRATIVE

## 501©(3)

2015 was a busy first year for Cadasta Foundation. Cadasta was originally incorporated in Delaware under the name of MapMyRights Foundation on November 13, 2014. The incorporation was later amended and restated to change the name of the organization to Cadasta Foundation. Following the name change, Cadasta Foundation filed the Tax Exemption Application for a Public Charity and received the determination letter from the IRS granting Cadasta Foundation its 501(c)(3) tax-exempt public charity status.

## Funding

During fiscal year 2015, Cadasta received grants from Omidyar Network in the amount of \$1,499,860; Namati, Inc. in the amount of \$7,752; and Nelson S Talbott Foundation in the amount of \$2,860. Cadasta also expected to receive a grant in the amount of \$232,500 from UK aid but the grant did not get finalized until the later part of 2015. Release of this first tranche is scheduled for mid January 2016.

## Operations

- Fiscal year 2015 was dedicated to establishing basic operating procedures, setting up processes, creating policies, and implementing systems that help manage the day to day operations of the organization.
- Cadasta reviewed several financial management systems and decided to implement FUND E-Z as its non-profit fund accounting system for daily accounting management, bank reconciliations, budgeting, reporting, and payment management. FUND E-Z allows the organization to effectively manage finances while offering a comprehensive system for future growth.

- Gusto Payroll is a cloud based employee payroll system that files new employee forms, processes direct deposits of payroll, calculates and files required state and federal payroll taxes, and files all monthly, quarterly, and annual reports. Cadasta utilizes Harvest expense and time management system in conjunction with Gusto Payroll to keep track of days worked, leave, and expenses incurred.
- Zane Benefits is being utilized for submission and approval of health insurance reimbursements.
- Cadasta uses several contact and communications systems to keep track of daily team communications and activities. These include Insightly (CRM), GitHub (Platform), Trello (Activities and ToDo List), Slack (Communications), Skype (Communications), and Zoom (Video Conferencing). In addition to these systems the organization utilizes Google drive as a central document repository.
- Cadasta is now sufficiently positioned to utilize these systems to manage the operations of the organization. Going forward, it will be the goal of the organization to streamline and consolidate the use of some of these systems in order to create more efficiencies and to allow the Executive Management Team more time to concentrate on growing the organization.

## Financial Review

Cadasta completed 2015 \$266.1k below budget which stemmed from more efficient operations as the company used the first year to concentrate on setting up operating procedures, building the MVP platform, and positioning itself as a potential future leader in the land and resource rights space. Cadasta generated \$7.2k less in interest income than previously budgeted due to a tight interest rate market.

- Revenue was lower than budget by \$273.4k since Cadasta did not receive \$232.5k from UK aid during the fiscal year 2015.
- Total expenses were \$266.1k below budget mostly due to \$359.6k in lower Salaries and salary related expenses and reimbursements, and lower development team expenses by \$47.5k, but partially offset by an additional \$180.3k in consulting fees. The lower Employee related costs stemmed from



a slow ramp up in hiring of executive staff and a lack of spending for the previously budgeted Advisor position. The variance in consulting fees was due to bucketing between Salaries and Consulting Fees, since that cost was previously budgeted in Salaries. Cadasta has been able to control its operating sales, general and administrative (SG&A) costs through efficient operations. Despite a ramp up of Platform Development related salaries and consulting expenses for the engineering staff into the end of the year, the company was still able to finish the year below budget as it relates to Platform Development costs.

- Since most of the hiring has been done through personal networks and online recruitment, Cadasta has avoided spending \$14.0k in Personnel Recruitment.
- Cadasta had to spend an additional \$9.6k for Website Design during the early part of 2015 in order to establish the company website in a timely manner. During 2015, Cadasta was able to bring in an in-house graphic designer who has taken over the responsibilities of managing the website and the company's brand strategy. In 2016, Cadasta expects to only incur minor website hosting fees as all of the other brand related work will be done in-house.
- Maintenance Software costs were \$1.5k above budget due to the company using more software systems and subscriptions to efficiently run operations than originally budgeted.
- Office rent expense was \$4.0k above budget due to a higher monthly rent cost than previously anticipated, earlier utilization of office space, and an addition of one-half desk that occurred during Q3 of 2015.
- The company has been able to spend \$19.5k less in corporate insurance due to the accrual method of recognition of previously purchased insurance that covers the company from May 2015-April 2016.
- Travel related costs (airfare, accommodation, meals, transportation, seminars) were \$46.3k higher than previously budgeted due to a greater number of conferences, seminars, and staff travel for team related meetings. Although, Cadasta tried to save on Hotel/Accommodation and meal related expenses by booking shared Airbnb spaces and purchasing food at local grocery stores, the number of trips was significantly higher than previously anticipated. Considering that Cadasta operates using a distributed team

model, travel related spend will continue to be a major future cost of the company. Cadasta also expects a higher level of travel in 2016 due to the company's partnership and community development strategy that requires staff to travel and meet with local communities.

- Cadasta did not incur any audit related fees in 2015. The company anticipates that it will perform a financial audit during Q2 of 2016.
- Legal Fees were \$79.9k above budget due to the company's extensive use of legal advice to complete the 501(c)(3) status, process the name change, trademark filing, and other international tax registration related activities. These additional legal costs have been more than offset by a lack of spend from Audit Fees and Other Professional Fees. Cadasta anticipates a lower but still elevated level of legal fee spend in 2016 as it proceeds to register a foreign entity in Australia, gains legal advice for potentially establishing legal entities in Europe and finalizes its trademark related filings.
- Cadasta was able to control spend in communications, marketing & advertising, office supplies, and other expenses due to the team's ability to run a more efficient operation than previously budgeted. The company did not use most of its marketing & advertising budget and office supplies budget in 2015 since it did not host a previously planned release party. The lower spend in office supplies was due to bucketing costs of laptop computers and other equipment that are being depreciated rather than expensed. The lower spend in general operating accounts was used to fund the over budgeted travel related expenses.

## SECTION THREE – PROGRAMS

Cadasta Foundation identified a number of initial programmatic partners in the initial Business Plan, including Habitat for Humanity International (HfHI), the National Land Agency (NLA) of Jamaica and BRAC. As operations commenced in early 2015 however, it became apparent that collaboration with the NLA and BRAC would not be feasible from the outset given programmatic timelines and needs of both organizations. Cadasta Foundation has instead focused on Namati and the Natural Resource Governance Institute (NRGI) as initial partners, along with Habitat for Humanity International and most recently, the Asia Foundation - Philippines.

Over the course of 2015, Cadasta Foundation largely realized our Year One Measures of Effectiveness as outlined in the business plan:

**Table 1: Cadasta Programs Year One Measures of Effectiveness**

Metrics	Completed	Details
Two signed MOUs in place with early adopters for testing & commissioning of Cadasta Foundation Platform.	Yes	MOUs with Namati (August 2015), HfHI (June 2015) and NRGI (October 2015) are all in place
Needs assessment documented for the early adopter partners.	Yes	Specific needs of HfHI and Namati included into platform design documents
Requisite training provided to staff of three early adopter partners.	No	Initial Training for partners to occur in early 2016
Field testing of MVP 0.1 underway.	No	Initial Testing to occur in early 2016

Field testing of the MVP 0.1 as well as training to early adopting partners is scheduled for early in 2016 with Namati. In addition to Namati, relationships have been established with a number of organizations interested in collaborating in 2016, and which have begun providing feedback to our platform.

In addition to the tasks outlined above, Cadasta Foundation also engaged in a number of other programmatic activities, including:

- Supported NREGI in mapping concession agreements documented at [Resourcecontracts.org](http://Resourcecontracts.org). Cadasta will continue support NREGI in 2016, potentially serving as a portal for spatial data relating to contracts at [Resourcecontracts.org](http://Resourcecontracts.org);
- Partnered with Namati to submit a “Collaboration Grant” in the amount of \$50,000 USD to the Omidyar Network, which was awarded to the team in August 2015;
- Updated the [Land Section](#) of the Open Government Guide in as part of the Transparency and Accountability Initiative leading up to the Open Government Partnership Summit in Mexico City. This has led us to providing ongoing feedback to the Open Government Partnership regarding national commitments to open government in the land sector; and
- Reviewed the [Open Data Index for Land](#) as developed by the Open Knowledge Foundation, and are now supporting a fellowship to support a more rigorous Index for 2016.

## SECTION FOUR – CADASTA PLATFORM

Taking on the recommendations of the Omidyar Network Investment Committee, Cadasta opted for outsourcing of development of the Platform MVP. This was to bring about more rapid development of a release that could be shared with potential early adopters in order to gain feedback for requirements to come in future releases. It was also to reduce delays and other risks that could come from recruiting and building a development team from the ground up.

Adopting the hybrid outsourcing/insourcing model enabled us to successfully accomplish most Year One Measures of Effectiveness, with slight delays on others as indicated in the table below.

The initial requirements for the MVP of the Cadasta Platform was based on more detailed earlier iterations of the requirements specification, which was created when a full outsourcing model was envisaged. While significantly reduced in scope compared to the original specification, the requirements for MVP 0.1 did go beyond what was projected within the Cadasta 2015 Business Plan.

The specifications document was shared with five software development firms for quotes. After careful evaluation SpatialDev (<http://spatialdev.com/>) was selected to work with Cadasta to build the initial MVP. SpatialDev was chosen ahead of the other companies due to their solid proposal and recommended approach, as well as previous experience working in difficult environments as well as their recent work with the American Red Cross on OpenMapKit. Cadasta's CTO, CEO and CPO met regularly with SpatialDev to further design and detail the requirements for the MVP. The proposal submitted by SpatialDev, and accepted by Cadasta, nominated CKAN (<http://ckan.org/about/>), the open-source data portal platform developed by the Open Knowledge Foundation, as the foundation for the Cadasta Platform.

Coinciding with Cadasta's own developers being brought onto the team, the MVP was in a state suitable for a code review and testing with real data. Upon completion

of this review, it was decided to remove the CKAN dependency to enable faster development, greater stability of the platform, and the ability to ensure greater levels of application security.

The platform development team has reverted back to the original plan of using Django as the underlying framework on which to build future releases of the Platform. The CKAN based release of the Platform will be used to gain user feedback as well as allow early adopters to start loading live data; support will continue to be provided for this release until the Django based version is released and users migrated over by the middle of 2016. Additional detail on these activities can be found the in Cadasta 2016 Platform Development Plan.

**Table 2: Cadasta Platform Year One Measures of Effectiveness**

<b>Metrics</b>	<b>Completed</b>	<b>Details</b>
MVP Design Specification prepared.	<b>Yes</b>	Completed and distributed to potential initial vendors on May 1st 2015
Cadasta Technology Strategy prepared.	<b>Yes</b>	Articulated in the 2016 Development Plan.
MVP hosting requirements developed and necessary hosting arrangements in place.	<b>Yes</b>	Amazon Web Services Account configured and created in September 2015
MVP configuration services provider selected and contracted.	<b>Yes</b>	SpatialDev select in June 2015. Cadasta technical team hiring begun in July 2015 and four staff recruited and hired before the end of 2015.
Data access policy and license(s) prepared.	<b>Partially Completed</b>	AGPL License will be used as the license for Cadasta software. Data access policies are still being drafted.
Data streaming agreement(s) for short and long term operations.	<b>Partially Completed</b>	Demo account set-up with DigitalGlobe after an evaluation of available satellite imagery APIs. No long term agreement has been contracted due to anticipated changes in the imagery market over the next 12 – 18 months.
MVP configuration services provider selected and contracted.	<b>Partially Completed</b>	User Acceptance Testing of MVP 0.1 completed December 15th 2015. Public release scheduled for February 1st, 2016.

## MVP 0.1 Release

User acceptance testing began in December 2015 of the MVP 0.1 release. Exceeding what was originally envisaged within the Business Plan for the feature set of this release, key features of MVP 0.1 include:

- Mobile data collection enabled through GeoODK and OpenDataKit;
- Enables viewing of OpenStreetMap data and Digital Globe Imagery for digitizing and viewing of parcels;
- Management/Creation of parcels and parties available through web interface designed for desktop use;
- Basic user account roles available at the Organization and Project Level (Super User, Administrator, Editor, Parasurveyor);
- Public and Private data options available; and
- Upload and attachment of file documentation.

## SECTION FIVE – COMMUNITY OUTREACH

Throughout the course of 2015 Cadasta Foundation achieved over half its Year One Measures of Effectiveness for Community Engagement; delays for those not achieved are contained within the table below.

**Table 3: Cadasta Community Engagement Year One Measures of Effectiveness**

Metrics	Completed	Details
At least one implementation partner has finalised conceptualisation of their collaborative pilot programs and commenced initial onsite work.	Yes	Namati commenced initial works under collaborative grant program in December 2015
Community Engagement Strategy developed	Yes	Completed December 2015
Partner Program Portal developed	No	Scheduled to be developed via Outreachy 2016 internship
Quarterly newsletter being sent to at least 50 subscribers sourced directly via website, and at least another 50 recipients from direct engagement of new and existing networks	No	First newsletter scheduled for March 2016
Demonstrable regular outreach and networking through primary Cadasta social media channels	Yes	Refer to @CadastaOrg and Cadasta staff Twitter feeds, Facebook and website blog
At least three universities signed on as Cadasta Academic Network partners	No	Awaiting more stable Platform before engaging widely across networks
Attendance and presentations at a minimum of two conferences, workshops or other networking events	Yes	See notes re Public Awareness



Primarily, Community Engagement in 2015 focused on setting up organizational marketing and communications channels, and planning and design for expanded operations in 2016. Activities in 2015 fell under three major categories: Organizational Marketing, Community Development and Public Awareness. Milestones for each are outlined below:

## Organizational Marketing

- The launch of Cadasta.org;
- The publication of 20+ blog entries;
- The growth of our Twitter following from 0 to 331 people;
- The initial design, and subsequent updating of Cadasta branding;
- Publication of article on Blockchain and Land Administration for Devex; and
- The ongoing redesign of Cadasta.org and other digital properties.

## Public Awareness

- Development of presentation and marketing collateral for program partners, and
- Speaking or participation at nine (9) events
  - OSGeo's Free and Open Source for Geography (FOSS4G) Conference (Presentation), January;
  - World Bank Land and Poverty Conference (Presentation), March;
  - Society for International Development Annual Conference (Panel), May,
  - OpenStreetMap United States' State of the Map US (SOTMUS) Conference (Presentation), May;
  - XOXO Festival, September;
  - Open Government Partnership's Summit (Workshop), October;
  - Sat Summit (Panel), October; and
  - Participation in the UAViators Network events; including annual workshop and policy workshop, October.

## Community Development

- The hiring and onboarding of a Community Engagement Director (August 2015),
- Development of the community engagement work plan and strategy for 2016 and beyond,
- Identification of early Partner Advocates aligned with 2016 program goals,
- Research and strategy development for each major segment of the Cadasta Community,
- Design of community engagement activities for 2016, and
- Relationship building with key external community members and stakeholders.

# SECTION SIX – THE YEAR AHEAD

## Summary

Despite accomplishing most of our projected 2015 Performance Measures of Effectiveness, there were many aspects of our operations that could have been better executed throughout the year. In learning from the challenges faced during our first year of existence, the year ahead is focused on three key areas:

## Strengthening the Cadasta Platform

Cadasta's projected development staffing roster will be at an optimal level by early 2016. The existing members of the team will have also settled into a more effective working style after having worked together for several months. And it is this team that now owns the decisions being taken on the technology stack and product delivery, as opposed to what was developed via outsourcing. The tools and processes are also in place to ensure Cadasta's development environment fosters a user centric approach to ongoing cycles of analysis, modeling, design, development, deployment, and feedback for the Platform.

## Scaling Programs

Programs will build on the traction gained in establishing a healthy pipeline of potential intermediary partners that will underpin how successful we will be in accomplishing our mission. Collaborating heavily with Community Engagement, Programs will continue to look for opportunities to build our ecosystem of partners beyond just those who may be considering using the Platform directly. This will help establish Cadasta's staff profiles as thought leaders in their relevant domains. Remaining ideologically agnostic in most topics will increase Cadasta's ability to further its reach in collaborating with a diverse set of partners to develop materials

and share knowledge on innovations, approaches and methodologies for increasing land and resource rights for the poor and marginalized.

## Closing organizational gaps

Cadasta's leadership is continually looking for ways to improve day to day operations, from both technical and administrative standpoints. An expanding and diversified team working across multiple time zones is a risk that will continue to be monitored to ensure staff wellbeing and productivity is maintained. Addressing gaps in regular external reporting and communications to partners, both formal and informal, is something that will be actively addressed on an ongoing basis. Cadasta's overall corporate governance will be improved through further expansion of the board during the year. Administrative support resources will also be added when deemed appropriate by the leadership team.

## Cadasta Platform

2016 will continue development of the Cadasta Platform based on input from users and partners. The Development Team and Programs Team will work together to ensure features are available in a timely fashion that are matched to programmatic needs. A summary of planned major Platform releases is provided within Table 4. More detailed information on 2016 activities can be found in the 2016 Cadasta Platform Development Plan.

Two major changes are occurring in the Cadasta Platform technology and development processes:

- Significant internal technical changes will occur in the first 6 months as the core technology is switched from CKAN to Django. Quarterly releases are planned throughout the year. Below is the timeline and notes regarding those releases.
- The majority of the development of the Cadasta platform will move from being outsourced to the majority of development occurring through an internal technical staff. Outsourcing is expected for specific niche modules and needs when these are identified as high value and exceeding the expertise of the in-house team.

Table 3: Cadasta Community Engagement Year One Measures of Effectiveness

Timeline	Activity	Notes
2016-01-04 - 2016-01-15	Final Sprint Prior to Release of Cadasta Platform Version 0.1 (Beta)	Spatial Dev finalizing changes based on User Acceptance Testing. This MVP will be publicly released as platform.cadasta.org for real world projects, and demo.cadasta.org as a testing and training sandbox
2015-12-15 - 2016-04-15	Switch to Django Development	The current estimate is based on Cadasta's existing staffing model. Contractors will be used in areas if and where additional expertise is needed to reduce the development time.
2016-03-31	Version 0.1.1 (Beta)	This release is will be the only release built on the CKAN platform. "urgent" features/bug fixes will be released. Work done towards this release may be difficult to re-use in future non-CKAN releases. Keeping features to a minimum will free up the development team to work on code that will be maintained/improved upon in the future and increase the overall speed the team is able to release new features.
2016-06-30	Version 0.1.2 (Beta)	This release will be based on Django and will replace the CKAN platform release. The new features included will be based on feedback from partners in Q1.
2016-09-30	Version 1.0	Full implementation of requirements drawn up in May 2015. which was reduced to finish the MVP (Version 0.1), in addition to those coming from partners through Q2. Features included are subject to change depending on programmatic needs. Will be released publicly as version 1.0.
2016-12-31	Version 1.1	Subject to partner and user input, in addition to additional features/functions identified internally via the Programs and Community Engagement staff.

## Programs

2016 will build on our work in 2015, with a growing focus on operationalizing and testing the Cadasta platform with our core partners. Recognizing the challenges in trying to sync activities with early adopters, as well as in light of demand for the Cadasta program, we have held discussions with a number of other organizations interested in testing application of the platform in 2016. We have made a conscious effort to identify and engage with partners that will potentially bring scale, while also exposing us to a variety of operating environments including urban and peri-urban areas across the globe, organizations with varying degrees of collaboration with government land agencies and organizations using a range of technical tools.

Other organizations that we will be pursuing collaboration with in 2016 include:

- The Asia Foundation (Philippines);
- The World Bank in Kosovo for the documentation of informal rights;
- Extending a collaboration with NRG1 for mapping concession data housed in ResourceContracts.org;
- OpenLandContracts.org collaboration for documenting concessions in Sierra Leone; and
- SPARC (India), amongst others.

With each of these potential partners we have begun to develop programmatic timelines as well as identifying platform and data collection needs. Draft iterations can be found in the accompanying Gantt chart.

Programs over the next year will focus on working with the partners outlined above to use the platform in the field in an effort to garner feedback and lead to a second release in June 2016. While our focus will be on providing a platform for documenting rights of those individuals and communities left out of formal systems, we will also work to identify open land information data where available, and provide a platform for displaying the data.

### ***Additional Programmatic Activity***

#### *Open Data in Land*

In support of the Open Knowledge Foundation (OKF) Open Data Index, in particular

the “Land Ownership” component that was new to the index in 2015, Cadasta Foundation will be collaborating with the OKF to improve the [Land Ownership](#) Component of the Index. The proposed Fellowship will be funded by Cadasta, with the selected candidate being mentored by staff from both Cadasta and OKF. The primary task during the fellow’s time will be to conduct general research regarding how open data in land and resource rights has been defined by various nations and international organizations. The fellow will also research various datasets pertaining to open data and/or land administration, including the existing Global Open Data Index 2015, the World Bank Doing Business Report, and others in order to develop a critique of strengths and weaknesses. Subsequent to that the fellow will in consultation with his or her advisors at Cadasta Foundation and Open Knowledge International, as well as other industry experts, develop a baseline definition(s) of open data in land and resource rights. This definition(s) will serve as the basis of the [Global Open Data Index for Land Ownership in 2016](#).

Subsequent to the development of a baseline definition of open data in land and resource rights, the fellow will conduct a thorough review of key national level policies relating to open data in land and resource rights. Recognizing that policy analysis would be impossible for all countries, the fellow will propose a subset of countries to focus on, with an eye towards selecting policies from a range of geographic areas and representing various legal frameworks, as well as compiling existing analysis of open data policies pertaining to land. Finally, the fellowship recipient will begin to collate data for countries against the proposed definition of open data in land and resource rights, beginning to fill out the index and proposing sources for crowdsourcing additional data going forward.

We anticipate the fellowship being offered to one candidate and extending over four to six months, with a start date in March 2016.

### *Data Privacy and Data Security*

Cadasta Foundation is cognizant of the sensitivity of land and resource rights information, and the need to ensure that users themselves understand and appreciate the various aspects and risks associated with data being collected and hosted on a global platform. This places a heavy reliance on Cadasta’s intermediary partners to adequately educate the communities they are working in, which requires the intermediaries to have such capabilities and knowledge.

Cadasta Foundation developed, and released for proposals, a Terms of Reference for delivery of a two pronged capacity building approach; 1) training workshops and materials for intermediary partners to understand their digital security and privacy risks, and managing their vulnerabilities, and 2) providing intermediaries with access to tools around data security and privacy. While the initial tender was for development of materials and a single workshop, we hope to establish a long-term partnership with an organization focused on security and privacy issues that can support Cadasta as well as our partners and beneficiaries going forward.

Following discussions with a number of potential partners (Privacy International, TacticalTech, FabRiders), we have elected to scale down the initial development of materials, instead focusing on high level security training and privacy documentation that will be shared with partners. As our scope of partners increases along with more field testing of the application, we will further customize materials based specifically on partner and beneficiary needs and realities on the ground.

## Community Engagement

### ***Work Streams***

Community engagement activities will focus on three primary work streams:

- Partner Advocate and technical development partnership creation, and the facilitation of their progress through the Community Engagement recruitment and assimilation process via our community tools and activities;
- The use of information and relationships gathered during Community Engagement operations to better understand the needs and motivations of our target community segments and key actors within them in order to modify and pivot our recruitment and assimilation activities, and products and services in order to maximize Cadasta's value and influence; and
- Develop, distribute and refine unique and compelling organizational information materials, establish and polish our web presence and voice, create resources and technical documentation that makes using our tools and methodologies easier.

### ***Resource and Tool Deliverables***



The following documents and marketing materials are scheduled for production during 2016:

- Imagery usage guide,
- Data security and privacy guidelines and toolkit,
- Program services descriptions,
- Platform and technical tool feature manual,
- Platform demonstration,
- Infographics and statistics, and
- Community segment specific presentations

### ***Community Engagement Outputs***

Throughout 2016 we will organize and participate in a number of events, activities and initiatives.

- Facilitation of 3 community development events,
- Facilitation of 3 partner advocate events,
- Launch and operation of the Research and Development Network; and
- Delivery of 7 university information sessions or presentations.

### ***Major Tasks***

- Development of community engagement performance measurement process and quarterly reporting against KPI's,
- Hire and onboard a communications specialist,
- Development and implementation of a communications and marketing work plan including development of content sharing agreements,
- Assist Programs team in the preparation for and use of our technical products and program services,
  - Remote assistance in the definition of data collection parameters, initial setup of platform workspaces, ongoing support provision and collection of feedback and feature requirements,
- Test reception, effectiveness and coverage of communications activities based on content type and community,

- Communicate feedback and feature requests from partners, users and community members to the development team, and
- Oversee the sourcing and production of externally produced resources.

## Finance & Administration

2016 will build on the processes and operations that were established in 2015, with a growing focus on establishing a greater level of segregation of duties, improvement of internal controls, streamlining reporting to Donors and the outside community, aligning human resources administration, and continued concentration on expense management. The attached Budget 2016 shows Cadasta's concentration on spend during the first 6 months of 2016 before ramping up Programs and Community Development efforts during the second half of the year.

Cadasta Foundation is also currently in the final stages of selecting an independent auditor that will perform the Foundation's first financial audit for 2015 during the first half of 2016. The Executive Management Team together with the Board of Directors will need to dedicate sufficient time to the audit in order for the Foundation to successfully complete its first audit.

## Staffing

### ***Finance & Administration***

Currently, the Chief Financial Officer (Boris Zamyatin) is the only resource that is dedicated to managing finance, accounting, and human resources functions of the organization. In order to improve segregation of duties and implement a greater level of financial controls an additional financial resource will need to be hired in 2016. Cadasta plans to hire an Office Manager that is slated to start on July 1st, 2016 that will assist with general operations, accounting data entry, minor IT support, and HR Administrative support.

### ***Programs***

Currently the Chief Programs Officer (Frank Pichel) is the only resource dedicated to Programs, though the CEO, CTO and Community Engagement Director have played critical roles in supporting Programs. The initial Business Plan outlined a number

of staff coming on board early in Year 2 that support Program Activities, including a Product Manager, Associate for Technical Support, and Associate for Operations System Support. These staff, it was envisioned, would report to the CTO, while also providing significant support to programs and partners.

After further discussion with CTO Kate Chapman, it was decided that the Product Manager and Operations Systems Support positions would be better filled as more general Developer Positions. Reflecting a stronger focus on resources dedicated to the platform and capturing user needs, the Associate for Technical Support Position has been replaced by a Product Owner/Analyst position that will be filled early Q2. The Professional Services Associate position (initially budgeted for first 1/2 of the year) has been moved to the end of Q3.

### ***Platform Development***

To support early adopters of the Platform MVP 0.1, a CKAN Developer has been engaged on a short-term contractual basis to commence in early January 2016. This contract will end once users have been successfully migrated over to the Django based release of the Platform.

While provisions have been made within our 2016 plan to engage specialist expertise on an as required basis, the need for high level Django expertise has already been identified. A Senior Django Specialist will be contracted on a part-time basis from early February 2016 to provide support to the team in this area.

A Senior DevOps Engineer will be recruited early in 2016 to provide platform infrastructure technical support and manage release deployments. Additionally, opportunities to recruit a junior developer will be evaluated in 2016; with one possible scenario being the hiring of our current Outreachy intern.

### ***Community Engagement***

The Marketing & Communications Specialist position originally planned for onboarding in March 2016 has been delayed until July 2016. This reflects an increase in community engagement activities linked with the release of the Django based version of the Platform.

# ANNEXES

## ANNEX 1 – Fiscal Year 2015 Consolidated Financial Statements

### Statements of Financial Position

First Fiscal Year ending December 31, 2015 (in USD)	<u>2015</u>
<b>Assets</b>	
Cash and cash Equivalents	218,250
Prepaid Expenses, Deposits, and Other	31,945
Property and Equipment, Net	<u>13,349</u>
<b>Total Assets</b>	<b>263,544</b>
<b>Liabilities &amp; Net Assets</b>	
Accounts Payable	50,435
Payroll Related Payables	67,240
Unearned Revenue	144,765
<b>Total Liabilities</b>	<b>262,439</b>
<b>Unrestricted Net Assets</b>	<u><b>1,105</b></u>
<b>Total Liabilities &amp; Net Assets</b>	<b>263,544</b>

\*The annual Report includes Unaudited Company Financial Statements

## Statements of Activities

First Fiscal Year ending December 31, 2015 (in USD)	<u>2015</u>
<b>Revenue</b>	
Grant Income	1,365,707
Interest Income	1,105
<b>Total Revenue</b>	<b>1,366,812</b>
<b>Expenses</b>	
Community Development	54,573
Finance	63,610
Fundraising	52,331
Operations	641,039
Partnership Development	64,808
Platform Development	449,693
Program Management	39,654
<b>Total Expenses</b>	<b>1,365,707</b>
<b>Changes in Unrestricted Net Assets</b>	<b>1,105</b>
<b>Unrestricted Net Assets at Beginning of Period</b>	<b>-</b>
<b>Unrestricted Net Assets at End of Period</b>	<b>1,105</b>

## Statements of Cash Flows

First Fiscal Year ending December 31, 2015 (in USD)	<u>2015</u>
<b>Cash Flows From Operating Activities</b>	
Increase (Decrease) in Net Assets	1,105
Prepaid Expenses & Deposits	(31,945)
Accumulated Deprediation	2,752
Accounts Payable	50,435
Payroll Related Payables	67,240
Unearned Revenue	144,765
<b>Cash Flows From Operating Activities</b>	<b>234,351</b>
<b>Cash Flows From Investing Activities</b>	
Property and Equipment	(16,101)
<b>Cash Flows From Investing Activities</b>	<b>(16,101)</b>
<b>Net Increase (Decrease) inCash and Cash Equivalentents</b>	<b>218,250</b>
<b>Beginning Cash and Cash Equivalentents</b>	<b>-</b>
<b>Ending Cash and Cash Equivalentents</b>	<b>218,250</b>





