

A photograph of two women in a lush green forest. The woman in the foreground is wearing a dark grey hoodie and is looking towards the right. The woman behind her is wearing a colorful patterned sari and is holding a smartphone up to take a picture of the forest. She is also wearing several bangles and a ring. The background is filled with dense green foliage.

Λ CADASTA 2018 Annual Report

BUILDING A
SOLID FOUNDATION
FOR IMPACT

OUR MISSION

Cadasta Foundation is the leading provider of technical tools and services to support the documentation of land and resource rights to build stronger, more sustainable communities.

OUR VISION

A world where even the most marginalized individuals and communities can benefit from the opportunities afforded by secure land and natural resource rights.

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LETTER FROM THE CEO

DEAR COLLEAGUES AND FRIENDS,

Coming to Cadasta in June 2018 as CEO held the promise of joining a dynamic organization with a stellar board, talented staff, and a huge vision—the use of innovative technologies and services with the potential to get over 1 billion vulnerable people left out of formal land systems on the map. By advancing land and resource rights, we could help change the future for millions of families by unlocking a major key to development and progress—tenure security. And this promise has never once disappointed.

In 2018, we spent time thinking through our impact framework—what we wanted to achieve in the target communities—and envisioning a new strategy to deliver on it. Working with our Board of Directors and staff, we developed four core strategies to propel Cadasta 2.0 forward and achieve our impact, which you will read about in the pages below.

Since then, Cadasta's team has carried out a strategic shift in technology from an in-house built platform to an Esri solution, with features customized for our partners and users to reach the most vulnerable communities with land services. This shift to Cadasta 2.0 will maximize our resources for partners on the ground and deliver a higher quality suite of tools and services to meet their needs.

Over the course of 2018, we have grown our networks, partnerships, and the number of households and people documented on the Cadasta platform, reaching over 1 million people by year's end. This could only have been accomplished in collaboration with our partners working around the globe in land tenure, agriculture, urban development, women's livelihoods, community and indigenous land rights, forestry, natural resources management, conservation, youth development, and land rights advocacy, just to name a few.

To strengthen our training and services and bolster our technology development, we attracted new talent to lead and manage our ambitious target of reaching 8 million people in 30 countries by 2022. Our core donors, Omidyar Network and UK Aid, endorsed Cadasta's new strategy and renewed their multi-year support, enabling our path to success.

What I have learned in the last six months goes far beyond the substance of land administration, technology development, and the complex issues around land and resource rights. I have learned that with the right leadership, focus, and strategy, we can not only get things done on the ground, but we can start to see shifts in the land systems within which we are working.

Achieving systems-level transformation in the land sector to solidify land rights is ultimately what will be needed to put a dent in the vast amount of undocumented land. And at Cadasta, we are ready to take on that challenge. We invite each of you to take it on with us—and to see 2018 as the year when we collectively started moving the needle toward lasting impact.

With gratitude to our donors, Board, team, and broader community,

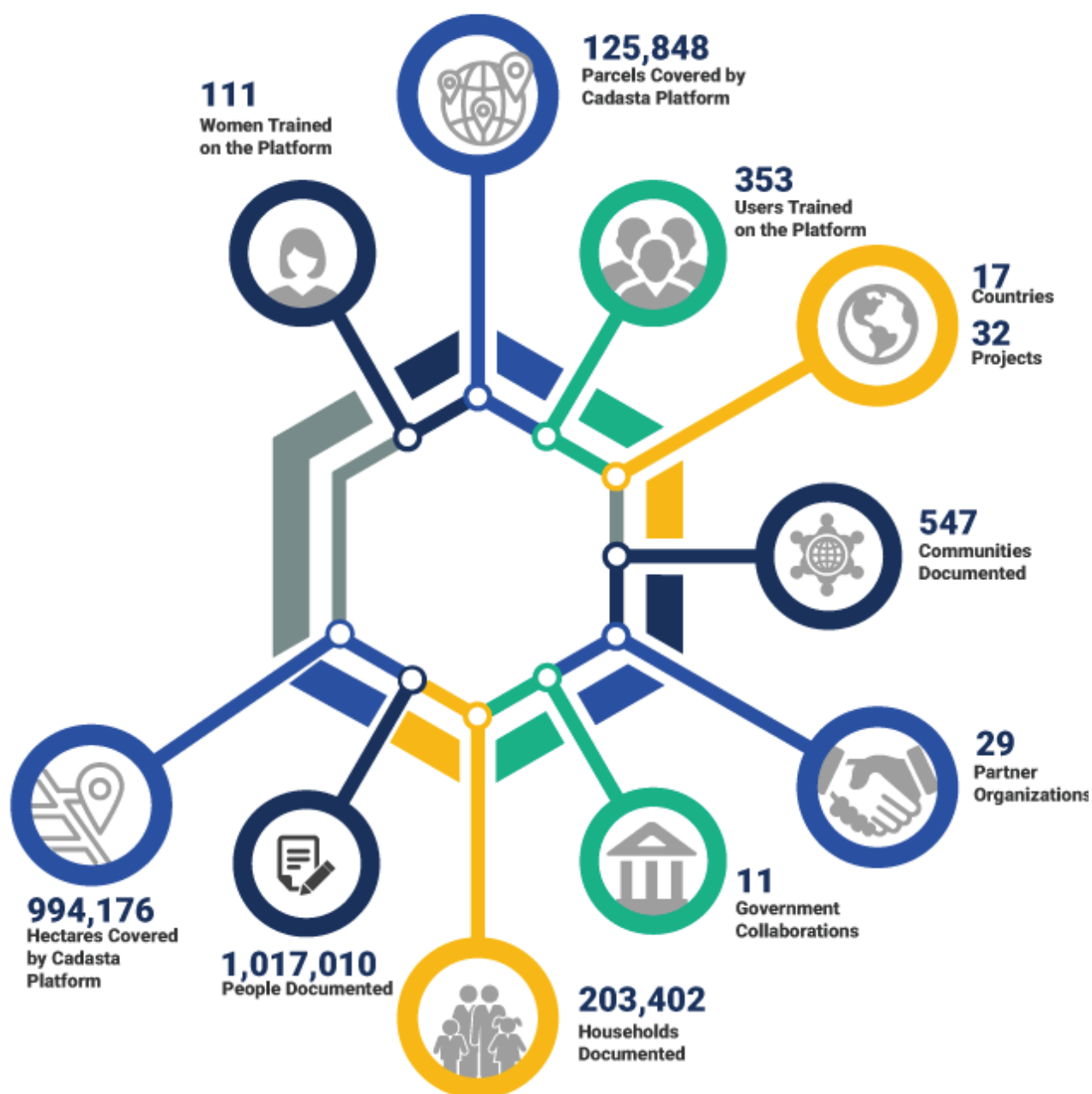


Amy Coughenour Betancourt

Chief Executive Officer

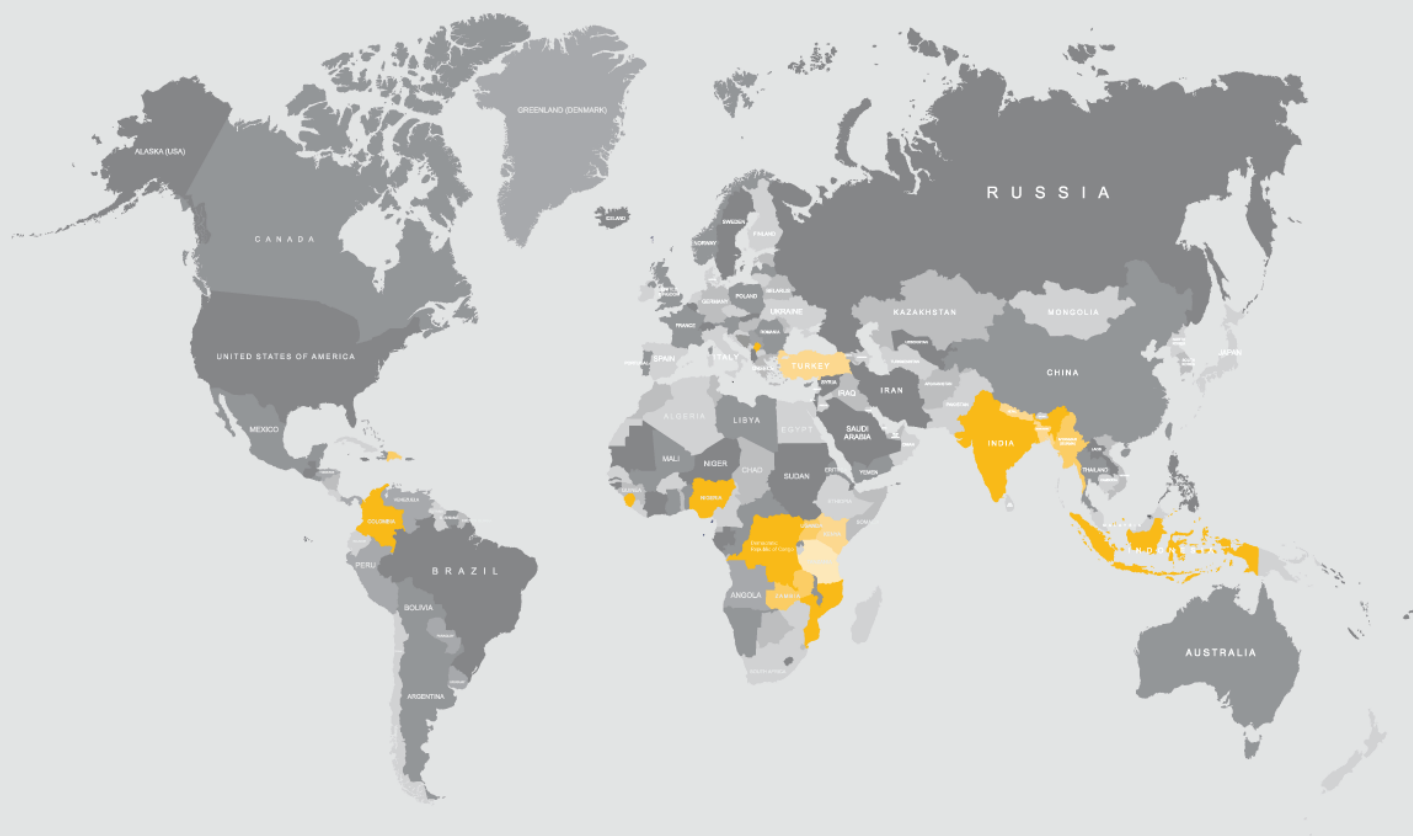
SCOPE OF WORK

CADASTA BY THE NUMBERS



SCOPE OF WORK

CADASTA'S GLOBAL REACH



COUNTRIES WHERE CADASTA'S TOOLS AND SERVICES HAVE BEEN USED:

Bangladesh
Democratic Republic of
Congo
Dominican Republic
Colombia
India

Indonesia
Kenya
Kosovo
Mozambique
Myanmar
Nepal

Nigeria
Sierra Leone
Tanzania
Turkey
Uganda
Zambia



CADASTA 2.0 STRATEGY

CADASTA'S FOUR CORE SCALING STRATEGIES

Since its founding in 2015, Cadasta's goal has been to offer a simple, accessible technology solution for documenting the land and resource rights of the estimated 1 billion people worldwide who are living on land for which they have no formal rights or ownership. These tenure-insecure populations are left out of top-down government land registry systems that lack the staffing, and resources to reach marginalized communities. Cadasta's mobile tools and cloud-based platform were created to fill this gap.

The data collected on the Cadasta platform often represents the first time these communities have digitally documented information on their occupants, land tenure, and the natural resources and features of their surroundings. With these data, communities are empowered to advocate for their property and resource rights, make planning and investment decisions, and to push forward efforts to increase their tenure security.

Many lessons were learned during Cadasta's three-year startup phase. Perhaps the most significant is the need to strike the ideal balance between building out, maintaining new tools, and using available technology. Another is the need to shift the focus from technology to addressing partner needs for training and support on the ground. We learned the importance of building networks and partnerships to drive scale, and finally, that we must remain agile and efficient in order to continually innovate for greater impact. These lessons led to strategic adjustments that increase the usability and impact of the Cadasta suite of tools. In 2018, we developed a new strategy designed to reach more people, communities, and countries over the next three years and to heighten our impact on land tenure security in communities and on the broader field of land rights and development.

Our goals are ambitious given the staggering number of communities and people living without tenure security. By 2022, Cadasta will scale up partnerships to strengthen land, property, and resource rights for 8 million people on the Cadasta Platform in 30 countries by deploying the following four strategies:

Cadasta's Four Core Scaling Strategies

1 Work Through High-Impact Networks and Partnerships

Cadasta works through partners on the ground as a technology and service provider. Rather than focusing solely on individual partners, we will target key networks to drive scaling and growth through their members and ecosystems. Cadasta's top networks include the land sector, including community and customary lands; urban settlements and the urban development sector; and agriculture, which includes areas such as forestry, agribusiness, food systems, and resilience. Other important sectors, such as natural resources management, indigenous rights, women's rights, and youth are cross-cutting and integrated across the key networks. In addition, Cadasta seeks to engage in data-sharing and hosting for partners seeking a secure and high-quality platform and set of tools to manage and store their data.

2 Become a Network Promoter to Build Community and Promote Collaboration

As technology becomes more accessible, more platforms, tools, and organizations are being created, particularly at the local and national levels. Cadasta was founded to bring collaboration into this space and promote a mapping community of practice and network of organizations working on land initiatives. As a network promoter, we will build a global Cadasta Trainer network, collaborate with and offer tools and support to other actors in the mapping space, and launch a new Challenge and Innovation Grant Program to support innovative efforts to bring community mapping efforts to scale.

3 Build Evidence of Impact Through Monitoring, Evaluation, and Learning

Cadasta's success will depend upon an environment of constant testing, learning, and adapting to new information, customer feedback, and innovations that arise from program implementation. We will regularly track and monitor progress against our impact framework, theory of change, and work plan deliverables, indicators, and targets. We will also build evidence of our impact using third-party impact evaluators.

4 Bolster Cadasta's Communications, Thought Leadership, and Advocacy

In addition to field-based program activities, we will support scaling by sharing evidence of results and promoting Cadasta's impact. We will tell our partners' stories and position our joint work with thought leaders and influencers in high-level and technical forums, the media, trade publications, and other outlets.



CADASTA 2.0 STRATEGY

IMPACT FRAMEWORK

The desired impact of Cadasta's work is the realization of land and resource rights and increased opportunities for households and communities. Realizing rights comes from strengthened recognition of land tenure that contributes to increased access to public and private benefits, services, and goods. These benefits, such as water, sanitation, and financial services, are known to improve the quality of life and make communities more sustainable.

To create this impact, Cadasta will focus on achieving two key outcomes:

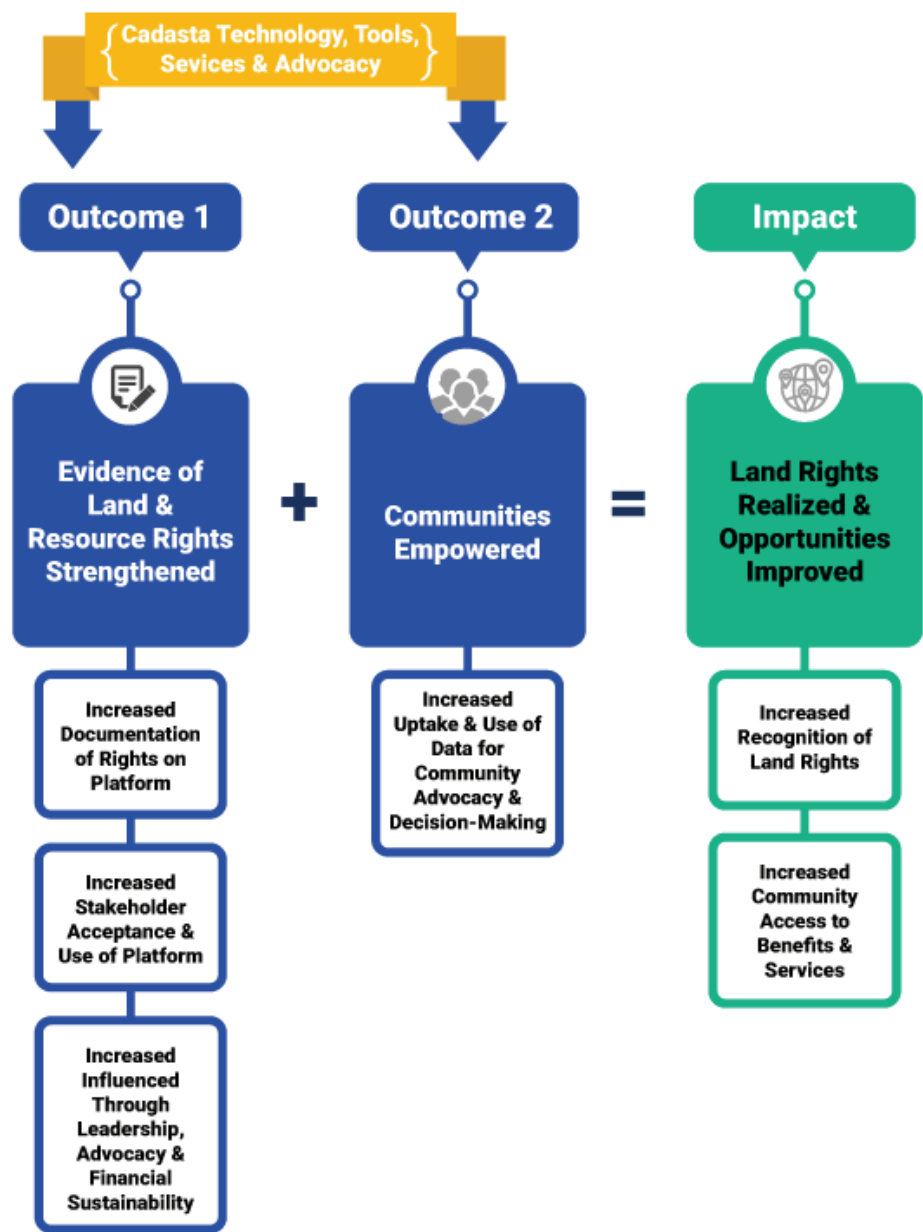
Outcome 1: Community and individual land tenure and resource rights are strengthened and more inclusive.

To do this, we will increase third-party stakeholder acceptance and use of Cadasta's tools and approaches to increase household and community documentation on the Cadasta Platform. We will work with partners in a way that includes the participation of marginalized populations, including women, youth, and others.

Outcome 2: Communities are empowered to use land and resource rights documentation and data.

We know it is not enough to just have documented land claims on the Cadasta Platform if the information is not being used. We will support and train partners and communities to use the data to advocate with governments and the private sector for their own goals and objectives.

This can include training on data analysis, creating maps and dashboards, building presentations to present their data, or creating custom reports used to apply for formal recognition of rights. The goal is for this data to enable increased tenure security and benefits, and to help individuals, communities, and their stakeholders to make more informed decisions.





PLATFORM & TECHNOLOGY

In 2018, Cadasta migrated its technology stack to Esri's ArcGIS Enterprise. This provides our partners with a more scalable, stable, secure, and flexible platform to collect and manage their land and property rights information.

To better meet our partners' needs and requirements, the Cadasta development team created customized infrastructure within the Esri environment. When working with our partners at ZOA on a project in the Democratic Republic of Congo, for example, the Cadasta team developed an application to create individual, printable property reports that enable our partners to easily review and share their data collection.

Other key benefits of the Cadasta Platform 2.0 include:

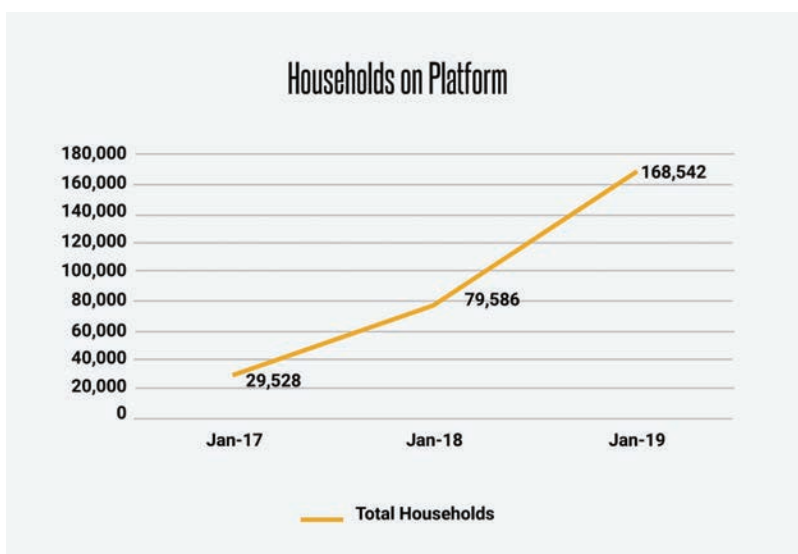
- Greater flexibility to explore and manage the data collected and stored on the Cadasta platform;
- The ability to create web-based applications that are customized for our partners' needs;
- The ability to create printed reports for individual data sets for review and approval, or for formal recognition of rights by authorities;
- Richer cartography tools for data visualization and custom map designs;
- Improved importing and exporting capabilities from a wider variety of data formats; and
- The ability to combine maps with narrative text, images, and multimedia content to create compelling, user-friendly web apps and stories.



PROJECTS & PARTNERSHIPS

Cadasta expanded its partnerships, increasing the number of households documented on the Cadasta Platform from 79,500 households to 168,542 households--a 112 percent year-over-year increase, with over 1 million individuals documented on the platform.

The Cadasta programs team worked closely with partners to ensure their successful transition to the Cadasta Platform 2.0. The technology transition provided critical functionality that has allowed our partners to scale up their work without fear of software failure. For example, a project in Odisha State, India (detailed below) had 650 data collectors simultaneously collecting and submitting data to the Cadasta Platform 2.0.



Critical staffing also expanded to meet partners' support needs, with the addition of a Product Owner, two Program Specialists, and a Partnership and Data Specialist. This significantly increased the ability to support Cadasta's partners and organizational strategy.

CADASTA IN ACTION



iTC-F | Mozambique

The Fundação Iniciativa para Terras Comunitárias (iTC-F) partnered with Cadasta on a pilot project that aims to collaboratively document land rights in rural Mozambique. Cadasta worked with iTC-F to build a methodology to effectively execute the land rights devolution process to local communities throughout Mozambique. Together, Cadasta and iTC-F worked to identify and train community facilitators to lead the participatory mapping exercises within the rural communities. Once trained, these facilitators worked directly with the rural communities to map and document community-held land and resources. By involving rural communities in the mapping and documentation process, the project aims to improve land governance and empower communities to make informed decisions for land-based investments.

Pradan | India

In the Indian state of Odisha, Cadasta partnered with the Indian nonprofit Professional Assistance for Development Action (Pradan), to map, document, and advocate for community forest rights. Pradan works with local communities in Odisha state that are eligible to apply for government recognition of rights to forest reserves through the Recognition of Forest Rights Act of 2006 and the Community Forest Resource Rights Act. To do so, Pradan is using Cadasta's tools to map and demarcate agreed-upon forest boundaries and develop a system of protection for the community forest areas. This approach was piloted in one community and Pradan has plans to expand the project throughout the state.



Tata Trust & Odisha State Government | India

Cadasta partnered with Tata Trust and the Odisha State Government on the Odisha Liveable Habitat Mission—an innovative project designed to improve the living conditions of informal settlements in Odisha state. Cadasta worked with Tata Trusts by providing tools and training for over 650 community data collectors. Through the use of Cadasta's technology and services, the team behind the Odisha Liveable Habitat Mission was able to efficiently document and map 123,000 households (to date) to create an official data set of slum dwellings in Odisha. More than 51,000 households have subsequently received non-transferable but inheritable and mortgageable Registrations of Rights. In addition to providing formal recognition of land rights, the Liveable Habitat Mission is also working to provide all essential civic urban infrastructure such as housing, roads, drains, individual household toilets, public toilets, energy efficient smart LED street lights, full-time piped water supply to households, common work sheds, and parks and playgrounds, among other amenities. Already being publicized by media as the “world's largest slum titling initiative,” an expansion of the project has been announced to target 200,000 households by the end of 2019.

Universidad Javeriana | Colombia

In Colombia, the Ethnic and Indigenous Lands Observatory at the Universidad Javeriana works with Afro-Colombian and indigenous communities to document, claim, and self-manage their land rights. In the first phase of the project, the University utilized Cadasta's platform to identify community-held lands for 148 communities across Colombia and track the progress of formal government recognition. In the second phase, Cadasta is partnering with Universidad Javeriana and the Proceso de Comunidades Negras to formalize community land rights for 50 communities and assist more than 200 communities in advancing their rights. The data collected and stored on Cadasta's platform will be used by Universidad Javeriana to develop the information and materials needed to apply for formal government recognition of their community land rights.



ZOA | Democratic Republic of Congo

In the town of Luberizi, in the South Kivu region of the Democratic Republic of Congo, Cadasta worked with the international organization ZOA, local and provincial governments, and customary authorities to map and document land rights and an irrigation infrastructure across 6,000 parcels through the use of participatory mapping techniques. The project seeks to revive an existing irrigation scheme in an area that has suffered repeated violence in recent years. The project resulted in the creation of a database called "cartographie pour la réflexion" (mapping for reflection) to help the different stakeholders analyze current land occupancy patterns, resolve land conflicts, document tenure rights, and ensure equitable and sustainable access to the irrigation scheme.

Cadasta also worked with the following partners in 2018:

Aso Manos Negra
Badaban Sangho
Daemeter

Financial Access
HRH- Madi People
KESAN

Namati
OpenStreetMap Zambia
RLT Global



COMMUNICATIONS & OUTREACH

Throughout 2018, the communications team worked to support Cadasta's growth and influence by raising the organization's visibility within the land and development sectors. This was achieved by highlighting our thought leadership in press pieces and blogs, revamping our website, creating new promotional materials, speaking at international events, organizing an advocacy campaign, and promoting Cadasta's impact in the field through partner profiles, stories, and spotlight videos.

To celebrate International Women's Day and to raise awareness of women's land rights, the Cadasta communications team organized and launched the Her Land Her Story Campaign. The campaign was launched in partnership with Land Portal, Landesa, BRAC, Columbia Center for Sustainable Investment (CCSI), International Land Coalition (ILC), Natural Resource Management Consultants (NRMC), OpenStreetMap Zambia, Oxfam, Resource Equity, Solid Ground, and the UN Sustainable Development Solutions Network.

The Her Land Her Story Campaign featured the land rights stories of 27 real women from around the world and was kicked-off with an op-ed authored by Chief Programs Officer Frank Pichel that was published by the Chicago Council of International Affairs and concluded with a webinar which was co-organized with Land Portal, CCSI, and the United Nations Sustainable Development Solutions Thematic Network on Good Governance of Extractive and Land Resources. The webinar featured panelists from Cadasta, Land Portal, ILC, Landesa, Resource Equity, and Suelo Urbano, was attended by more than 90 people and has since been viewed online 120 times. In total, the campaign's hashtag made over two million impressions on social media, and the website generated nearly 5,400 views throughout the course of the campaign.

Following the success of the Her Land Her Story webinar, the communications team published an op-ed co-authored by Cadasta's CEO Amy Coughenour and Landesa's Justine Uvuza titled The Green Revolution Reboot: Women's Land Rights on Devex.

Communications by the Numbers



As a result of the communication team's efforts to raise Cadasta's visibility, the website was viewed over 60,000 times in 2018, a 21 percent increase in visitors from 2017. Cadasta was mentioned, featured, and quoted in 21 press articles, representing a 40 percent increase in press mentions from 2017. Cadasta staff also attended 25 international events, up from 16 events in 2017. Additionally, Cadasta's impressions on Twitter grew by 17 percent from 2017, while our Facebook impressions grew by 39 percent and our Instagram following grew by 47 percent.



CADASTA'S LEADERSHIP AND TEAM

Cadasta's mission, strategy, and finances are guided by the leadership and expertise provided by a Board of Directors who are leading global experts in their respective domains.

BOARD OF DIRECTORS

Liz Blake - Board Chair, Former Senior Vice President, Habitat for Humanity International

Peter Rabley - Board Treasurer, Venture Partner, Omidyar Network

Tim Hanstad - Board Secretary, Co-Founder and Senior Advisor, Landesa

Kindra Halvorson - Vice President, East Africa, TechnoServe

Erik Klein - Engineering Manager, Google

Jagdeesh Rao Puppala - Chief Executive Officer, Foundation for Ecological Security (FES)

Christopher Vincent - Vice President of Government Relations and Advocacy, Habitat for Humanity

Dr. Jaap Zevenbergen - Professor, University of Twente

Observer

Chris Penrose Buckley - Senior Land Policy Lead, UK's Department for International Development

STRATEGIC ADVISORY GROUP

Kees De Zeeuw - Director, Dutch Cadastre, Land Registry and Mapping Agency (Kadaster)

Ruth Hall, Ph.D - Associate Professor, Institute for Poverty, Land, and Agrarian Studies, University of Western Cape

Rachael Knight - Director of Community Land Protection Program, Namati

Patrick Meier, Ph.D - Executive Director and Co-Founder, WeRobotics

Jeff Wishnie - Senior Director of Platforms and Services, Digital Impact Alliance (DIAL)

STAFF

Cadasta's team of land and development experts, technologists, and trainers:

Amy Coughenour Betancourt - Chief Executive Officer

Frank Pichel - Chief Programs Officer

Boris Zamyatin - Controller

Alexis Franklin - Art Director

Anne Girardin - Programs Specialist

Anthony Lukach - Developer

Asaf Even-Paz - Product Manager

Chandra Lash - UI/UX Developer

David Palomino - Consultant Trainer

Katie Pickett - Partnership & Data Specialist

Madaleine Weber - Communications Director

Michele MacMillan - Program and Administrative Coordinator

Miguel Angel Sanjines - Programs Specialist

Oliver Roick - Lead Developer



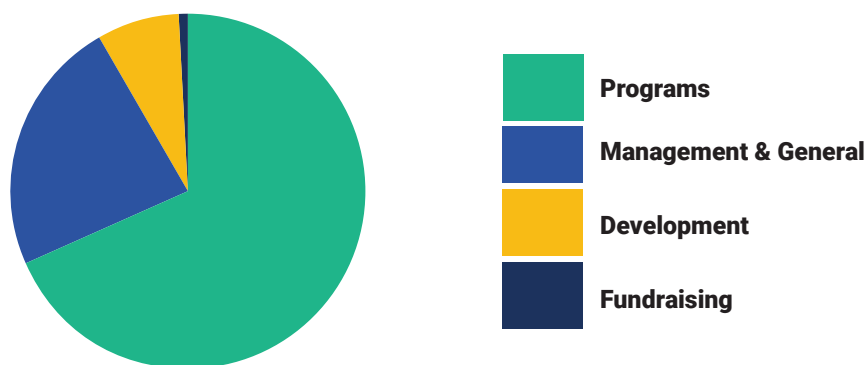
FINANCIALS

In 2018, Cadasta maintained its independent auditor relationship with Gelman, Rosenberg & Freedman and received a clean audit opinion with no material adjustments. The financial statements that are presented in the Addendum to the Annual Report are consistent with the full audited financial statements for the year ending December 31, 2018.

To view our full audit report, please email info@cadasta.org

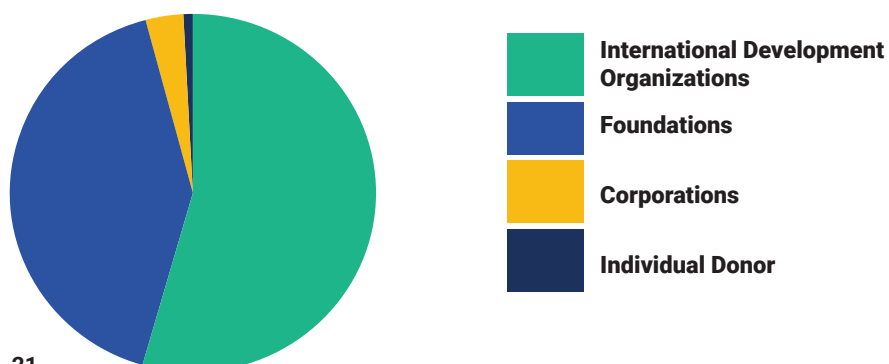
Organizational Functions

Donor Support	2018	% of Total	2017	% of Total	2016	% of Total
Programs	\$ 1,052,798	68.6%	\$ 1,309,780	74.2%	\$ 1,362,253	78.2%
Management and General	\$ 355,989	23.2%	\$ 329,189	18.7%	\$ 253,839	14.6%
Development	\$ 115,921	7.5%	\$ 111,852	6.3%	\$ 116,656	6.7%
Fundraising	\$ 10,888	0.7%	\$ 13,918	0.8%	\$ 9,678	0.6%
TOTAL	\$ 1,535,596		\$1,764,739		\$1,742,426	



Funds

Donor Support	2018	% of Total	2017	% of Total	2016	% of Total
International Development Organizations	\$ 863,207	54.6%	\$ 922,129	52%	\$ 726,576	41.0%
Foundations	\$ 650,847	41.2%	\$ 826,231	46.6%	\$ 1,002,879	56.5%
Corporations	\$ 54,302	3.4%	\$ 19,204	1.1%	\$ 14,672	0.8%
Individual Donors	\$ 10,500	0.7%	–	0.0%	–	0.0%
Other	\$ 2,000	0.1%	\$ 3,450	0.2%	9	0.0%
Universities	–	0.0%	\$ 2,804	0.2%	–	0.0%
TOTAL	\$ 1,580,856		\$1,773,814		\$1,744,137	



Statement of Financial Position

Fiscal Year ending December 31, 2018 and 2017 (in USD)

	2018	2017
Assets		
Cash and Cash Equivalents	304,017	435,033
Accounts Receivable	15,479	7,312
Prepaid Expenses, Deposits, and Other	26,574	16,418
Property and Equipment, Net	5,811	7,863
Total Assets	351,881	466,626
Liabilities & Net Assets		
Accounts Payable	32,819	54,542
Accrued Salaries and Related Benefits	101,781	76,260
Total Liabilities	134,600	130,802
Net Assets		
Without Donor Restrictions	57,156	11,896
With Donor Restrictions	160,125	323,928
Total Net Assets	217,281	335,824
Total Liabilities & Net Assets	351,881	466,626

Statement of Cash Flows

Fiscal Year ending December 31, 2018 and 2017 (in USD)

	2018	2017
Cash Flows From Operating Activities		
Increase (Decrease) in Net Assets	(118,543)	(75,028)
Accounts Receivable	(8,167)	3,339
Prepaid Expenses & Deposits	(10,156)	14,180
Accumulated Depreciation	6,937	9,784
Accounts Payable	(21,723)	(27,443)
Accrued Salaries and Related Benefits	25,521	(1,843)
Other current liabilities	0	(1,688)
Cash Flows From (Used) by Operating Activities	(126,131)	(78,699)
Cash Flows From Investing Activities		
Property and Equipment	(4,885)	(6,081)
Cash Flows From (Used) by Investing Activities	(4,885)	(6,081)
Net Increase (Decrease) in	(131,016)	(84,780)
Cash and Cash Equivalents at Beginning of Year	435,033	519,813
Cash and Cash Equivalents at End of Year	304,017	435,033

OUR DONORS

Cadasta is grateful for the support, commitment, and partnership of our donors. Thank you for making our work possible and giving us space for innovation and learning to benefit partners and vulnerable communities around the globe.



1110 Vermont Avenue, NW, Suite #500
Washington, DC 20005

202-380-9447 | 1.888.506.4441 (Toll-Free)

info@cadasta.org

Cadasta, a 501(c)(3) nonprofit, is located at the OpenGovHub