





OUR VISION

Our vision is to build a world where even the most marginalized individuals and communities can benefit from the opportunities afforded by secure land and resource rights.

OUR MISSION

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

CONTENTS

LETTER FROM THE CEO	4
CADASTA BY THE NUMBERS	5
CADASTA'S GLOBAL REACH	6
2021 ACCOMPLISHMENTS	7
REFRESHING OUR STRATEGY	7
DIVERSIFYING OUR FINANCIAL FOUNDATION	8
GROWING THE PLATFORM AND TECHNOLOGY USE	8
EXPANDING PARTNER SUPPORT	10
INCREASED GOVERNMENT COLLABORATION	13
DEEPENING ENGAGEMENT ACROSS SECTORS	13
TARGETED COMMUNICATIONS & THOUGHT LEADERSHIP	14
THE PEOPLE BEHIND OUR WORK	16
FINANCES	18
OUR SUPPORTERS AND PARTNERS	22

LETTER FROM THE CEO

Dear Cadasta Friends and Supporters,

2021 was an exciting year for growth for Cadasta. We reached over 5 million people in 43 countries on our platform, strengthening their land and resource rights. Our growing network of 92 implementing partners is using Cadasta to increase tenure security and improve livelihoods, empower women and youth, and achieve better climate and economic outcomes for a more equitable, sustainable planet.

Given the ongoing challenges of COVID-19, we embarked on a strategic review of our progress, set an audacious long-term goal, focused our sectoral and geographic efforts, and updated our resource strategies. As a result, we expanded our support of Indigenous Peoples and Local Communities in Kenya, India, Mozambique, the Amazon, and elsewhere to protect their land and prevent deforestation. We also strengthened links to governments in Liberia, Uganda, Brazil, Ghana, India, Tanzania, Mozambique, and elsewhere to move from data collection to formalization of tenure, resulting in the issuance of over 169,106 land rights documents to vulnerable families, representing a 69% increase from 2020.

We are honored to have been selected from more than 300,000 organizations to receive Esri's Special Achievement in GIS Award this year. We are especially grateful to our expanding group of funding and implementing partners, without whom this award and our global impact would not have been possible.

We would especially like to thank the Omidyar Network and the Foreign, Commonwealth & Development Office (FCDO) for their six-year partnership and investment in Cadasta. Their transformational and flexible investments catalyzed Cadasta to become a leading global land technology and services organization empowering vulnerable communities to affordably and easily document, map, and secure inclusive land and resource rights at scale. No other land technology solution or organization has achieved this level of scale, growth, and impact in such a short time. This would not have been possible without the vision and support from the leadership of these two donors in guiding and supporting Cadasta throughout the journey.

Sincerely,



Amy Coughenour Betancourt
Chief Executive Officer

CADASTA BY THE NUMBERS



20,552,610

Hectares



169,106

Land Documents



1,058,588

Households



5,682,663

People



362,519

Parcels



43

Countries



120

Projects



92

Implementing
Partners



24

Government
Collaborations



3,361

Communities

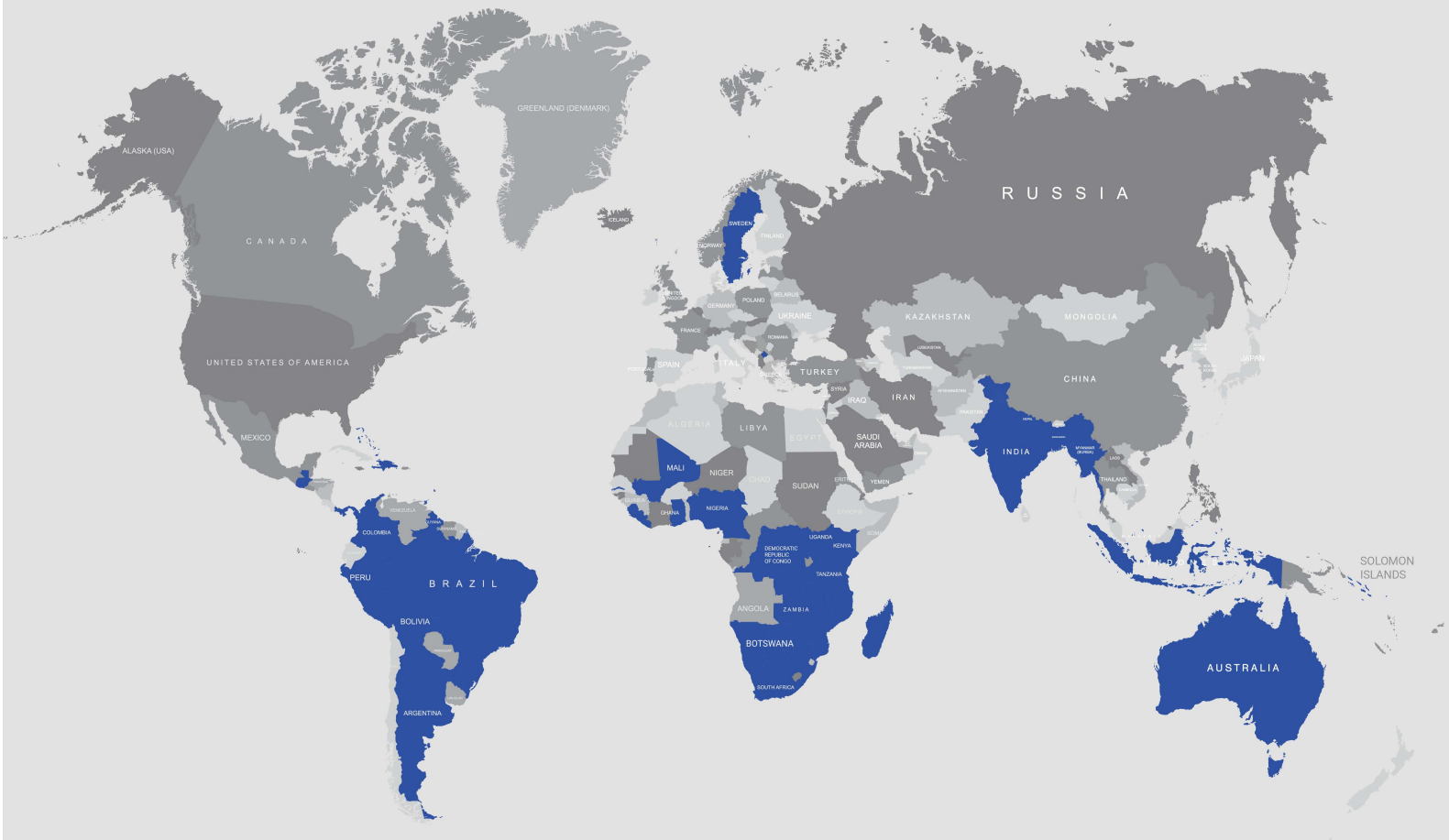


53%

Women and Girls

Figures cumulative since Cadasta's founding

CADASTA'S GLOBAL REACH



ARGENTINA

AUSTRALIA

BAHAMAS

BANGLADESH

BARBADOS

BENIN

BOLIVIA

BOTSWANA

BRAZIL

CAMEROON

COLOMBIA

DOMINICAN REPUBLIC

DEMOCRATIC REPUBLIC

OF CONGO

THE GAMBIA

GHANA

GUATEMALA

GUYANA

HAITI

INDIA

INDONESIA

KENYA

KOSOVO

LIBERIA

MADAGASCAR

MALAWI

MALI

MOZAMBIQUE

MYANMAR

NAMIBIA

NEPAL

NIGERIA

PANAMA

PERU

RWANDA

SIERRA LEONE

SOLOMON ISLANDS

SOUTH AFRICA

SWEDEN

TANZANIA

TRINIDAD AND TOBAGO

UGANDA

ZAMBIA

ZIMBABWE

2021 ACCOMPLISHMENTS

Refreshing Our Strategy

With the impacts of COVID-19 still being felt in 2021, Cadasta updated its strategy to reflect and adjust to the new global reality. Cadasta's Board of Directors, management, team, and external stakeholders asked and answered the question: What does success look like in 20 years and how will Cadasta measure it? The resulting aspirational vision is powerful and audacious:

By 2040, Cadasta will catalyze land systems change, leading to inclusive land and resource rights for half the world's one billion tenure-insecure people.

Achieving this ambitious future will depend on having a clear framework for how Cadasta monitors and evaluates its impact on our partners and the communities they serve. It also requires a shift in our business model, geographic and sectoral focus, and strategy to achieve financial and operational sustainability.

The key strategic shifts in our **2021- 2023 Organizational Strategy** include:



PARTNERS

Shift our focus from individual groups to larger, more strategic clients and alliances with grassroots reach and resources in target regions and a focus on strengthening government partnerships to deliver formal tenure documents.



PLACES

Prioritize South Asia, East Africa, and the Amazon, but with the flexibility to respond to opportunities and demand globally; and articulate our focus on Cities, Farms, and Forests, with cross-cutting themes of climate, gender, Indigenous Peoples, and youth.



RESOURCES

Renew efforts with bilateral and multilateral donors in the land sector as well as in "land-adjacent" sectors such as food systems, conservation and climate, sustainable land use, and sustainable urban development. Cultivate foundations and philanthropic investors; and develop and implement a fee-for-service model.



IMPACT

Strengthen monitoring and evaluation to increase and share evidence of learning and impact with global stakeholders.

Refreshing Our Strategy

We have already made significant progress toward delivering on our strategy:



Diversifying our Financial Foundation

Cadasta's shift in strategy resulted in moving from two core donors to a more diversified portfolio, resulting in a 300% increase in fee-for-service partnerships. We increased our funding from bilateral, multilateral, foundation, and philanthropic donors, collectively exceeding our annual funding target by over 280%. We also had success in co-fundraising with our partners and diversifying the number and type of funding partners—a 210% increase—as well as increasing the number and size of contracts.

Growing our Platform and Technology Use

Since the launch of Cadasta's Esri-supported platform in March 2019, we have consistently grown our partnerships and the number of Cadasta users. This trend accelerated in 2021, resulting in 5.68 million people documented on the platform, representing a 115% increase from 2020. In total, Cadasta team members began work with 35 new partners (21 of which provided financial contributions) and supported a total of 120 projects (a 49% increase from 2020) despite the ongoing challenges around COVID-19. We also successfully established a Cadasta server in India to comply with Indian data privacy laws to store Indian partners' data in India.

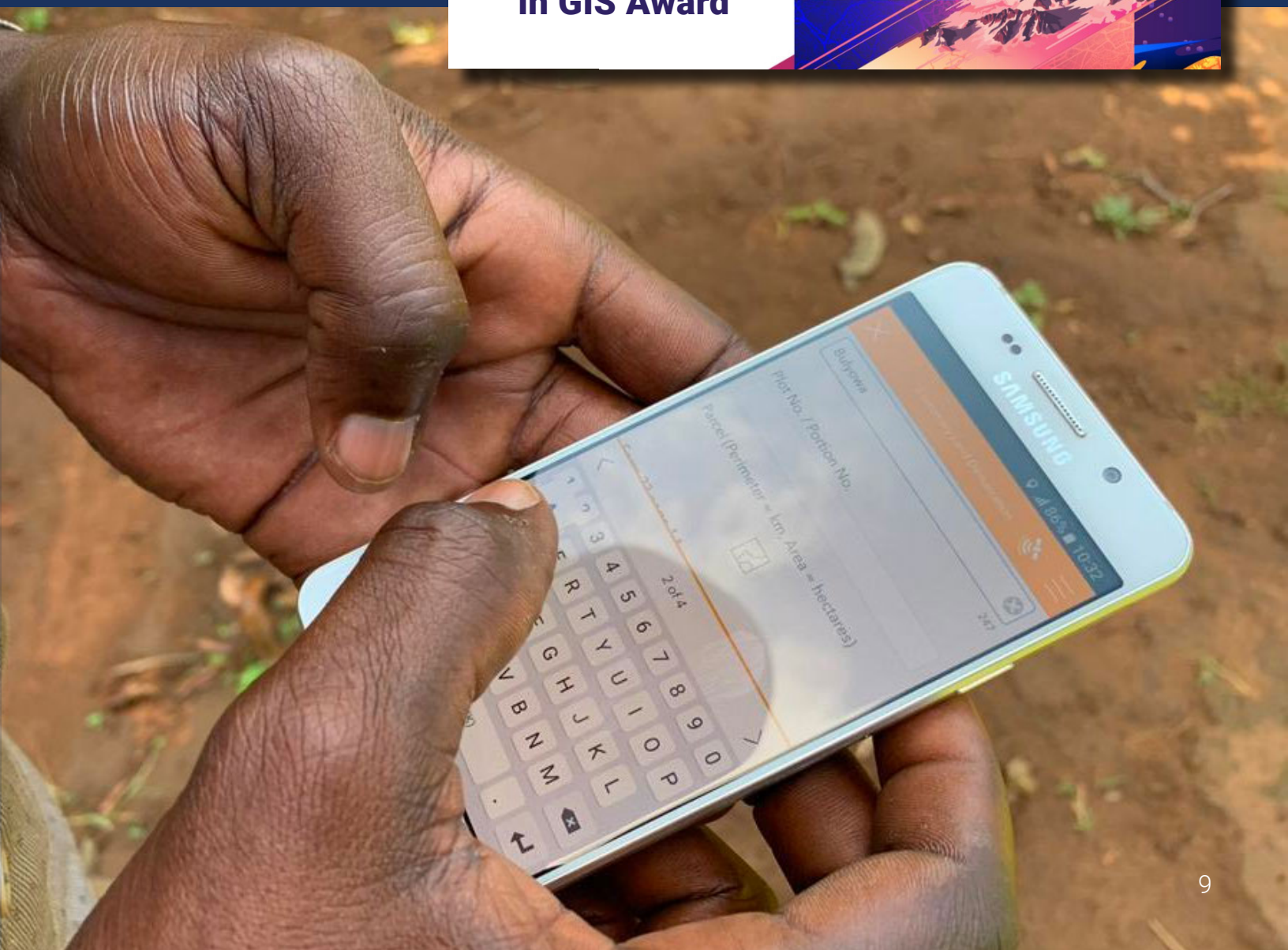


Awarded for Outstanding Use of GIS Technology to Advance Global Land Rights

Cadasta was selected from over 300,000 organizations to receive a [2021 Esri Special Achievement in GIS Award](#), which recognizes Cadasta's outstanding work with GIS technology. In his award announcement, Jack Dangermond, CEO of Esri stated, **"These organizations distinguished themselves by really doing fantastic things. They organized all the data. They built the right applications. They organized the right institutional settings for their work. I want to send a warm message to all of you in these organizations, how very proud I am of your work but also you should feel proud and special for doing the kinds of things you're doing."**

[Learn More](#)

**Special
Achievement
in GIS Award**



Expanding Partner Support

As the capacity of our partners grows, Cadasta's services evolve to meet their changing training and support needs. For example, most partners start with basic data collection, move into data visualization and analysis, and later integrate data into government land systems. This support allows partners and community members to apply data insights to make better decisions around land use, natural resources management, and urban services planning. Additionally, a number of our partners—including Tenure Facility, Earthworm Foundation, the Mozambican Community Natural Resources Management Network (ReGeCom), and TMG—have utilized Cadasta's tools and services to not only implement and monitor individual projects, but also to manage, track, and report on data at the organizational or agency level. The figure below demonstrates some of the platform tools, which grew by more than 150% across various content types.



Cadasta Platform Technical Statistics



429

User Accounts



3,810

Data Sets



1,175

Surveys



787

Dashboards



414

Web Apps



183

StoryMaps



2,394

Web Maps

Technical Support Activities in 2021: All content types grew by more than 150% from 2020.

Empowering Local Leadership: Ujamaa Tribe

Cadasta began working with the Ugandan civil society organization Ujamaa Tribe in 2019 as a local contractor to support our work with the Ugandan Ministry of Lands and six district land offices to systematically demarcate and secure the land tenure rights of rural communities. Later that year, Ujamaa Tribe received a grant under Cadasta's [Global Land Rights Challenge Fund](#) to continue supporting the government's tenure mapping in the Namutumba District. As work scaled, they went from being our grantee to hiring Cadasta as service providers, marking an evolution of local capacity and leadership. As a result of our collaboration, more than 1,200 households have received customary certificates of occupancy with many more planned in other districts in 2022.



Accessing Donors for Scale: Waatavarán

Cadasta and Waatavarán began collaborating in October 2019 to more efficiently map and collect community spatial and household data for tribal communities living in the forests of the Raigad District in Maharashtra State, India. Following the success of our initial partnership, Waatavarán and Cadasta co-organized and launched a digital campaign to support the co-existence of tribal communities within forest areas of cities. Called '[Adivasis for Forests](#)', the initiative was launched with the Raigad district administration and with financial support from the Consulate General of Canada in Mumbai and Vikas Sahyog Pratishthan. Waatavarán continues to scale its work and its impact as forest dwellers' rights are strengthened.



Increased Government Collaboration

2021 also saw an increase in government-led projects for Cadasta in Brazil, Ghana, India, Liberia, Mozambique, Tanzania, and Uganda. In Liberia, for example, Cadasta partnered with Lantmäteriet, the Swedish Embassy in Liberia, and the Liberia Land Authority to launch a Community Land Intervention Monitoring and Management Tool. Developed by Cadasta, the tool represents a critical step in implementing the nation's Land Rights Act to secure the land rights of Liberia's rural population. It does this by improving the Authority's ability to monitor, verify, and manage land mapping and title applications being conducted by civil society organizations and to bring increased transparency and coordination with implementers and donors. Cadasta also increases the stakeholders' capacity to record land interventions using smartphone apps or web-based tools. Cadasta's support of government-led projects highlights the growing use of our Platform and how our data can be used to support and scale formal efforts to document land rights.

Deepening Engagement Across Sectors

Following our updated strategy, Cadasta successfully applied our bottom-up approach, tools, and training across populations and sectors in which land plays a key role, namely Indigenous Peoples and Local Communities, women's empowerment, agriculture, and climate change. For example, in India, Cadasta worked with two organizations— the Professional Assistance for Development Action (PRADAN) and Waatavaran—to help Indian forest-dwelling communities identify, claim, and legally defend their forest rights. In Brazil, Cadasta partnered with Earthworm Foundation on a program that works with smallholder agroforestry producers in the palm oil sector. Using Cadasta's tools, Earthworm documented over 650 landholders to ensure they benefit from conservation funding programs. Also in Brazil, Cadasta grantee Espaço Feminista, worked with the Municipal Government of Bonito to map and document 17 informal settlements and 4,000 households, giving priority to women as primary beneficiaries. Through these partnerships, we were able to support not only the collection of critical data to advance and secure rights, but also empower communities to use their data for supporting service provision, livelihoods, sustainable development initiatives, access to credit and other resources, and strengthening local decision-making at all levels.

TARGETED COMMUNICATIONS & THOUGHT LEADERSHIP

Cadasta took a more strategic and targeted approach to communications and thought leadership activities to better position the organization in our target sectors and regions. Communications priorities for 2021 focused more on earned features and mentions, which increased by 25% from 2020. We also focused on highlighting and disseminating program learning and impact through the production of several [impact StoryMaps](#) and an [op-ed](#) authored by CEO Amy Coughenour. Throughout the year, Cadasta staff took advantage of the ease of virtual events to participate in 28 external forums, presenting in 26 of them, a 189% increase from 2020.



Our partners operate in some of the most challenging environments in the world, where lengthy analysis and debate is often a luxury they don't have... I hope we can continue to work together in 2021 and beyond to save lives and mitigate the damage caused by the pandemic and any crises that may follow.

Sheryl Sandberg
Chief Operating Officer,
Facebook

Recognized by Facebook for Halting the Eviction of Slum- dwelling Communities in Nairobi

Cadasta's partnership with Pamoja Trust in Kenya was featured in [Facebook's Data for Good Annual Report](#). The report highlights our joint work to halt the eviction of slum-dwelling communities in Nairobi as an example of how the smart use of data can assist in response efforts to the COVID-19 pandemic and other humanitarian crises.

[Learn More](#)

Impact Story:

A Fight for Recognition and Adequate Housing in Long-term Refugee Camps in Bangladesh

Using Cadasta's tools, training, and grant funds, Cadasta partner and grantee Council of Minorities conducted a household survey to collect geographic information and establish the first demographic profile of the Bihari community living in the Geneva Refugee Camp in Dhaka. The survey collected population information, housing investments and quality, perceptions of tenure security/insecurity, and ideas for their long-term rehabilitation from all residents in the camp.

[Learn More](#)



THE PEOPLE BEHIND OUR WORK

Board of Directors

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

STEVEN WEIR | Board Chair

Former Vice President of Housing innovation, Habitat for Humanity International

GEORGE OMBADO | Board Treasurer

Chief Executive Officer, African Confederation of Co-operative Saving and Credit Associations (ACCOSCA)

KINDRA HALVORSON | Board Secretary

Chief Strategy Officer, Technoserve

ELISA SAAVA | Chair

Audit and Risk Committee; Partner, RSM US LLP

TOSCA BRUNO-VAN VIJFEIJKEN

Principal Consultant, Five Oaks Consulting

JAGDEESH RAO PUPPALA

Chief Executive Officer, Foundation for Ecological Security (FES)

AMY REGAS

Co-founder, PLACE

CHRISTOPHER VINCENT

Vice President of Government Relations and Advocacy,
Habitat for Humanity International

CHRIS PENROSE BUCKLEY

Board Observer, Senior Land Policy Lead, Foreign,
Commonwealth & Development Office (FCDO), UKAid

Cadasta Team

To support our strategy refresh and meet growing programmatic needs, Cadasta made a number of staff changes in 2021, adding enhanced technical skills in land administration, GIS, Esri tools, and business process analysis and ability to provide expanded and improved technical assistance to our partners. Cadasta's team of land and development experts, technologists, and trainers during 2021:

EXECUTIVE TEAM

AMY COUGHENOUR BETANCOURT |
Chief Executive Officer

FRANK PICHEL | Chief Programs Officer

OPERATIONS

LEAH KELLENBERGER | Operations Manager

KELLY LIANG | Director of Finance

ANTHONY PIASKOWY | Senior Director of
Operations & Program Impact

PROGRAMS

ANTONIO INGUANE | Program Specialist

DIANA KYALO | Program Specialist

NAVIN KUMAR | Program Specialist

DAVID PALOMINO | Training Consultant

KATIE PICKETT | Program Manager (*through
September 2021*)

JEAN-MARC PLACIDE | Program Specialist

MIGUEL ANGEL SANJINES | Program Specialist
(*through March 2021*)

JUSTUS WAMBAYI | East Africa Program
Manager

TECHNOLOGY

CHUCK CONLEY | Director of GIS and Technology
(*through May 2021*)

SUNIL GHIMIRE | GIS Technician

DEBORAH HAGGITH JEPKOECH | Technical
Consultant

MARCELO LANDIVAR | GIS Specialist

JP SOLIZ MOLINA | Technology Director

MARCO TABOADA | GIS Business Analyst

COMMUNICATIONS

SYDNEY MCKENNEY | Communications & Design
Manager

MADALEINE WEBER | Senior Communications
Advisor

BUSINESS DEVELOPMENT

CAROLINE MOH | Director of Business
Development

JANE KATZ | Senior Partnership and Resource
Advisor



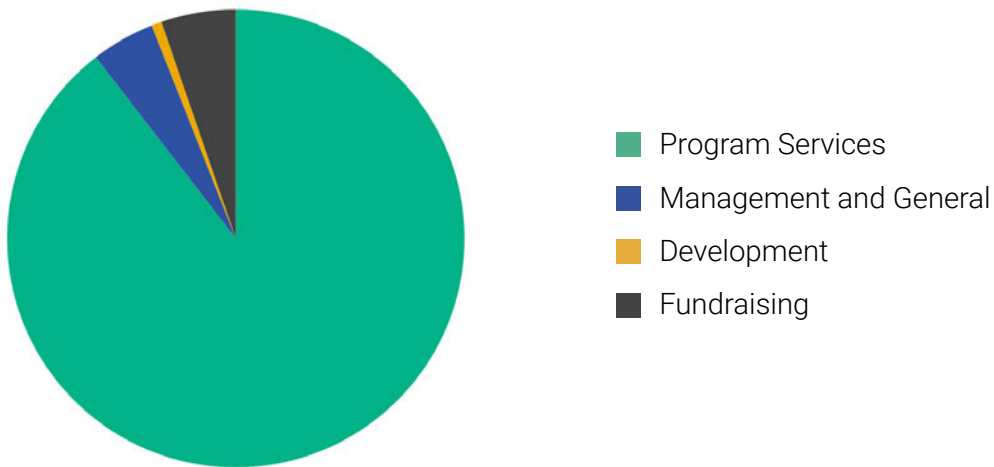
FINANCES

Cadasta maintained its independent auditor relationship with Gelman, Rosenberg & Freedman and received a clean audit opinion with no 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, 2021.

Funds

Donor Support	2021	% of Total	2020	% of Total
Government and Multilateral	\$ 649,850	19.7%	\$ 1,581,370	50.4%
Foundations	\$ 2,868,485	87.0%	\$ 1,632,141	52.0%
Earned Income	\$ 169,620	5.1%	\$ 51,563	1.6%
Individual Donors	\$ 360,291	10.9%	\$ 31,050	1.0%
Other	\$ 83	0.0%	\$ 2,380	0.1%
TOTAL	\$ 4,048,330	122.7%	\$ 3,298,504	105.1%

2021 Expenses By Function

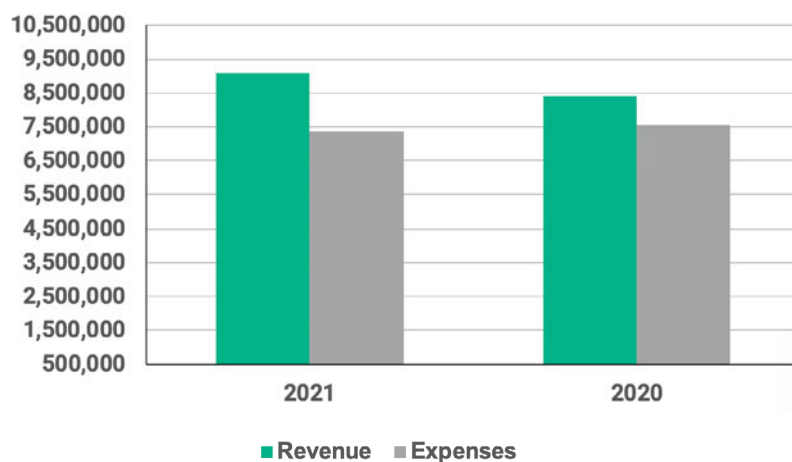


Function Types - Expenses

Function Types - Expenses	2021	% of Total	2020	% of Total
Program Services	\$ 6,583,226	89.5%	\$ 6,760,486	89.6%
Management and General	\$ 329,696	4.5%	\$ 383,658	5.1%
Development	\$ 53,324	0.7%	\$ 261,637	3.5%
Fundraising *	\$ 387,861	5.3%	\$ 141,305	1.9%
TOTAL	\$ 7,354,107		\$ 7,547,086	

*The fundraising line item reflects team time allocated to proposal development and bid preparation, which could alternatively be categorized as program and business development, but for financial statement presentation tracking purposes, has been cited as fundraising. These costs do not include events or direct funds solicitation usually associated with fundraising expenses as defined by the Internal Revenue Code.

Revenue and Expense Trends



Revenue and Expense Trends

	2021	2020
Revenue	9,108,573	8,418,740
Expenses	7,354,107	7,547,086

Cadasta Foundation Financials

Statement of Financial Position

Fiscal Year ending December 31, 2021 and 2020 (in USD)

Assets

Cash and Cash Equivalents	3,588,368	1,675,131
Accounts Receivable	59,099	147,089
Prepaid Expenses, Deposits, and Other	25,219	34,772
Property and Equipment, Net	6,536	11,961

Total Assets

3,679,222	1,868,953
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Liabilities & Net Assets

Accounts Payable	45,698	43,953
Accrued Salaries and Related Benefits	125,955	71,897

Total Liabilities

171,653	115,850
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Net Assets

Without Donor Restrictions	3,507,569	201,491
With Donor Restrictions	0	1,551,612

Total Net Assets

3,507,569	1,753,103
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Total Liabilities & Net Assets

3,679,222	1,868,953
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Current Assets	3,672,686	1,856,992
Current Liabilities	171,653	115,850
Current Ratio	21.40	16.03
Changes in Net Asset	1,754,466	871,654

Statement of Activities

Fiscal Year ending December 31, 2021 and 2020 (in USD)

Support and Revenue

Grant Income	3,623,199	3,265,074
Contributions	360,291	31,050
Interest Income	83	2,380
Net Assets Released From Donor Restrictions	-	0
In-kind software licenses	5,125,000	5,120,235

Total Support and Revenue

9,108,573 **8,418,739**

Expenses

Community Development	450	0
Finance	62,547	119,777
Business Development	441,192	402,942
Operations	297,369	322,811
Partnership Development	667,600	860,251
Platform Development	5,420,629	5,436,389
Program Management	464,320	404,917

Total Expenses

7,354,107 **7,547,086**

Changes in Net Assets

Net Assets at Beginning of Year	1,753,103	881,449
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Net Assets at End of Year

3,507,569 **1,753,102**

Current Assets

3,672,686 1,856,992

Annual Turnover Ratio

2.5 4.5

Statement of Cash Flows

Fiscal Year ending December 31, 2021 and 2020 (in USD)

Cash Flows From Operating Activities

Increase (Decrease) in Net Assets	1,754,466	871,654
Accounts Receivable	87,990	(95,041)
Prepaid Expenses & Deposits	9,553	(8,374)
Accumulated Depreciation	8,306	8,281
Bad debt	468	6,909
Accounts Payable	1,745	(11,156)
Accrued Salaries and Related Benefits	74,518	(39,382)
Other current liabilities	(20,460)	(93,470)

Cash Flows From (Used) by Operating Activities

1,916,586 **639,421**

Cash Flows From Investing Activities

Property and Equipment	(3,349)	(4,237)
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Cash Flows From (Used) by Investing Activities

(3,349) **(4,237)**

Net Increase (Decrease) in Cash and Cash Equivalents

1,913,237 **635,184**

Cash and Cash Equivalents at Beginning of Year	1,675,131	1,039,947
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Cash and Cash Equivalents at End of Year

3,588,368 **1,675,131**

OUR SUPPORTERS & PARTNERS

Cadasta is grateful for the support, commitment, and partnership of our donors, supporters, and partners. Thank you for supporting our efforts to advance land and resource rights for more equitable and sustainable communities.

Donors



Canada

CANADA FUND FOR LOCAL INITIATIVES,
DEPARTMENT OF FOREIGN AFFAIRS,
TRADE AND DEVELOPMENT



OMIDYAR NETWORK



Foreign, Commonwealth
& Development Office



**NELSON S. TALBOTT
FOUNDATION**

INDIVIDUAL DONORS:

ELIZABETH AND FRANK BLAKE
ELISAVET SAVVA
STEVEN WEIR
TOSCA BRUNO-VAN VIJFEIJKEN

Contracting & Implementing Partners

In 2021, Cadasta worked with the following contracting and implementing partners:

ARCH-VAHINI

ASSOCIATION FOR RURAL ADVANCEMENT (AFRA)

BADABON SANGHO

BERACA INGREDIENTES NATURAIS S.A.

CENTRE FOR PASTORALISM

CENTRE FOR POLICY RESEARCH (CPR)

COLLABORATIVE MEDIA ADVOCACY PLATFORM (CMAP)

COOL EARTH

COUNCIL OF MINORITIES

DAVID WEEKLEY FAMILY FOUNDATION

EARTHWORM FOUNDATION

**ENVIRONMENT, RESSOURCES NATURELLES ET
DEVELOPMENT INSTITUTE (ERND)**

ESPAÇO FEMINISTA

FORUMCIV

FOUNDATION FOR COMMUNITY INITIATIVES

**FUNDACIÓN PARA EL DESARROLLO EN JUSTICIA Y PAZ
(FUNDAPAZ)**

GAIA PACHA

GLOBAL LAND ALLIANCE

GLOBAL WITNESS

GOODHOPE ASIA HOLDINGS LTD.

GREEN ADVOCATES INTERNATIONAL (GAI)

HABITAT FOR HUMANITY INTERNATIONAL, INC.

HUTAN KITA INSTITUTE

LIBERIA LAND AUTHORITY (LLA)

MALDHARI RURAL ACTION GROUP (MARAG)

MERCY CORPS

METTAFly

**MINISTRY OF LANDS, HOUSING, AND URBAN
DEVELOPMENT (MOLHUD)**

NCBA CLUSA

NIRMAN ODISHA

NR MANAGEMENT CONSULTANTS (NRMIC)

PAMOJA TRUST

**PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION
(PRADAN)**

PT DAEMETER CONSULTING

PT RIMBA MAKAMUR UTAMA

RAJARANI SUB-DIVISION FOREST OFFICE (RSDFO)

REDE PARA GESTÃO DE RECURSOS NATURAIS

ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY (RMIT)

RONGMEI NAGA BAPTIST ASSOCIATION (RNBA)

SAATH CHARITABLE TRUST

SOLIDARIDAD NETWORK

SPATIAL COLLECTIVE

SUYO

TETRA TECH

THE SUSTAINABLE TRADE INITIATIVE (IDH)

THE TENURE FACILITY

TMG - THINK TANK FOR SUSTAINABILITY

UJAMAA TRIBE

UNIVERSIDAD JAVERIANA

U.S. GEOLOGICAL SURVEY

VIKAS SAHYOG PRATISHTHAN (VSP)

WAATAVARAN

YAYASAN PUTER



̄ CADASTA

Read more at cadasta.org

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Cadasta is a 501(c)(3) nonprofit