

A man with short dark hair, wearing a red patterned shirt and several necklaces and bracelets, is looking down at a tablet computer he is holding with both hands. The background is a blurred outdoor setting with green foliage and a wind turbine.

 **CADASTA**

2017 ANNUAL REPORT



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

We are working to build 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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DEAR FRIENDS AND SUPPORTERS

The year 2017 marked a period of significant organizational growth for Cadasta Foundation. We emerged from a stage of design and building, to one in which we are fully implementing projects with partner organizations around the world. Our partnerships have grown, platform use has increased, and our ability to help the most marginalized individuals and communities benefit from the opportunities afforded by secure land and natural resource rights has improved.

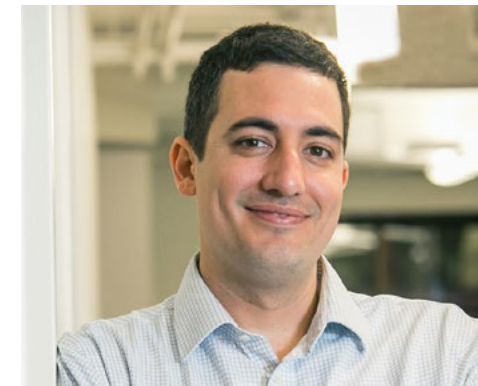
Our work has expanded to include partnerships with 22 organizations in 13 countries, and the documentation of land and resource rights for approximately 80,000 households. Our next phase of organizational development is focused on strengthening our program staff's expertise in land issues, and utilizing commercially supported software components within our solution stack. This will ensure a more effective approach to our mission of being the leading provider of technical tools and services with which to document land and resource rights for stronger, more sustainable communities.

In 2017, we saw first-hand how Cadasta continues to fill a need by providing the tools and a platform for documenting and managing claims to land and resource rights. This need is particularly acute in many emerging economies. In those countries, governments are failing to deliver the public good of equitable and affordable security of land and resource rights through effective land administration.

Throughout the year, we worked closely with partners to better understand their needs, and what level of functionality they require of our platform. We recognized that partners need more than digital tools. They need technical expertise to design data collection workflows, to help identify data collection needs, and to provide recommendations on hardware, and guidance to ensure that the data collected align with national and international standards. These, ultimately, provide greater tenure security. Cadasta has the opportunity to be the leading provider of land expertise and technology for marginalized populations not served by formal land systems. What we have learned has led us to strategically shift the focus of the organization toward partner engagement and support.

As we embark on this next phase of growth, we would like to thank all those who have supported Cadasta. This support has enabled us to work toward a future where all citizens can realize the benefits of secure land and resource rights.

Please read on.



FRANK PICHEL

Interim Chief Executive Officer

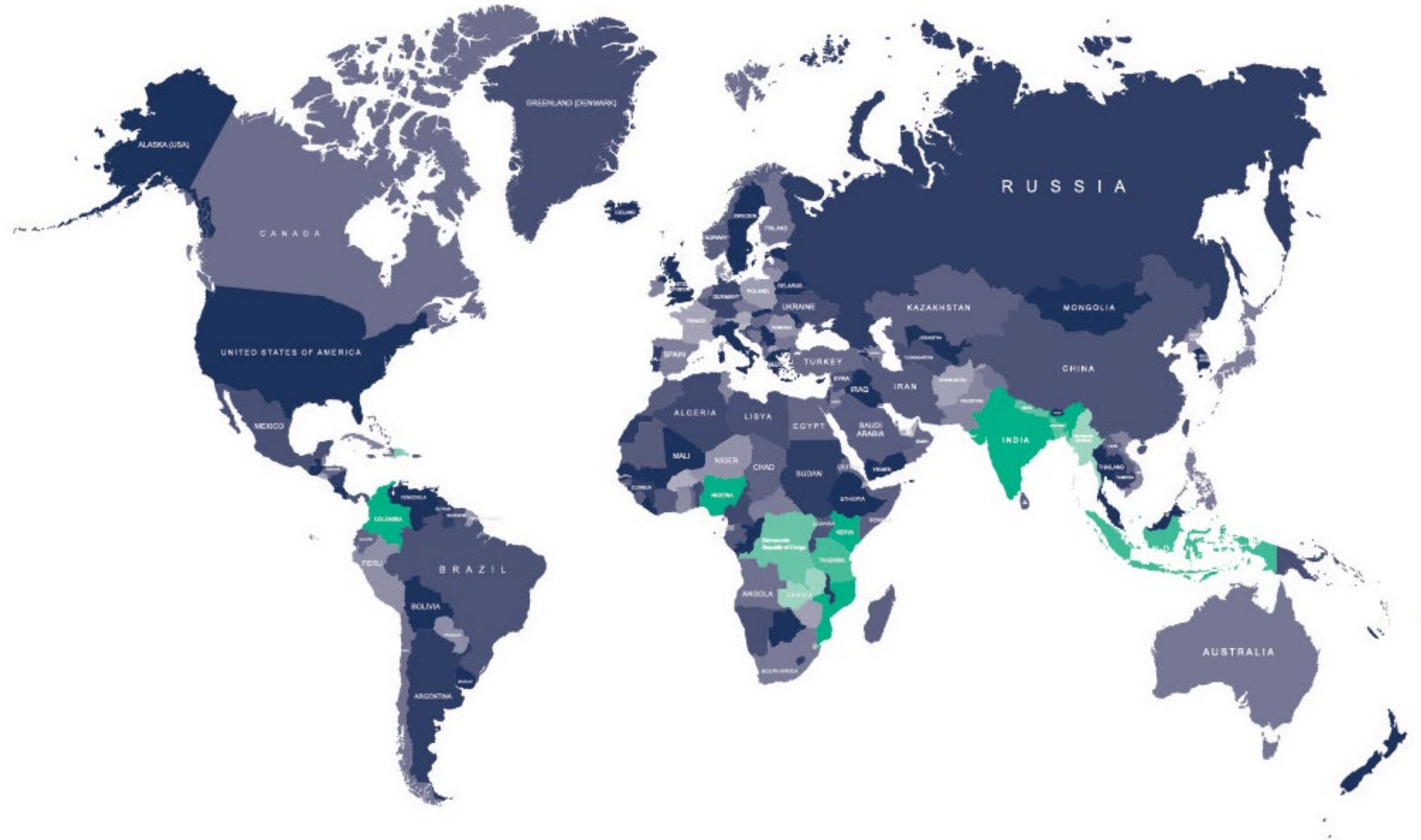
SCOPE OF WORK

Countries where Cadasta tools have been used:

SEED CHANGE

KIGOMA, TANZANIA

To protect farmers' rights and their environment, Seed Change partnered with Cadasta to begin creating a transparent palm oil supply chain. Cadasta helped Seed Change develop a tailor-made digital questionnaire to document farmer's land rights, gather details on land use, and create an evidence base for sustainable farming.



DAEMETER

South Sumatra, Indonesia

Cadasta partnered with Daemeter on a project to pilot a sustainable management partnership model across the Sembilang-Dangku landscape of South Sumatra. This is an important habitat for Sumatran tigers and other wildlife.

ZOA INTERNATIONAL

Luberizi, South Kivu, Democratic Republic of Congo

To revive an existing irrigation scheme in an area that has suffered repeated violence in recent years, Cadasta worked with ZOA to map and document the land rights and irrigation infrastructure across an estimated 6,000 parcels, using participatory mapping techniques.

CADASTA BY THE NUMBERS

 **22** Total Number of Partner Organizations

 **85** Women Trained in the Platform


80,000
Households Documented

 **265** Number of users trained in the platform

13 New Partner Organizations in 2017 

 **441 Million Hectares**
Area covered by Cadasta Platform

 **14** Press Articles

4 Partner Profiles 

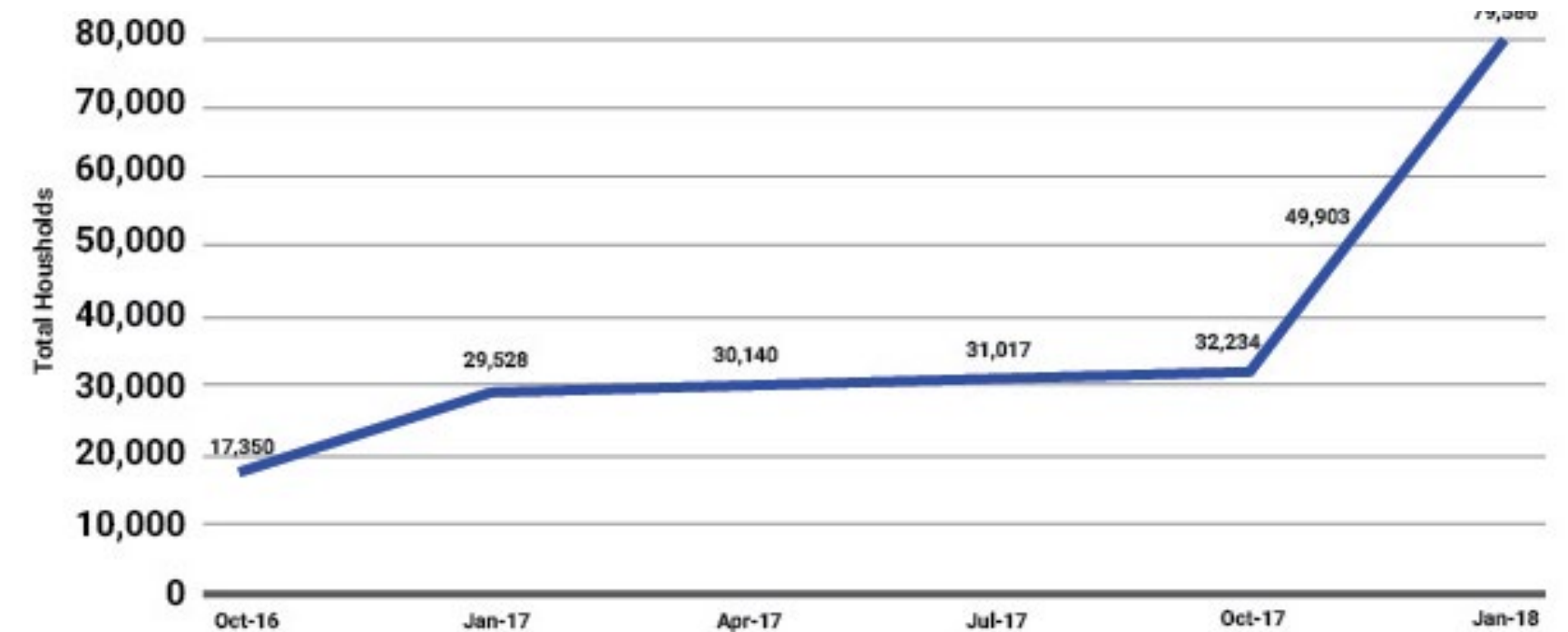
 **6** Research Outputs

13 Countries with projects 

PROGRAMS

In 2017, Cadasta offered more remote and in-person support to our partners in the field. The result is better documentation of partners' needs and feature requests, as well as an established process for providing sub-grants for continued data collection. We have also begun developing metrics to improve tracking of impact at the field level. Standard questions relating to changes in conflict over land rights, in perceptions of land tenure security, and in land use behavior will be incorporated and used across all projects.

Our focus on partner support has contributed to a significant jump in both partners and use cases. In January 2018, a total of 79,586 households were on the platform. This represents an almost 170% growth rate in one year (January 2017 to January 2018).





CADASTA IN ACTION: PARTNER PROJECTS

ASO MANOS NEGRA

Aso Manos Negra, The Association for the Defense of the Environment and Black Culture, is a female run non-profit organization that promotes the economic and environmental sustainability of Afro-Colombians in the Pacific region.

The group needed a digital tool to document community land claims, and to track the process of formalization of community lands. Following a short in-person training, Aso Manos Negra collected data on women's economic activities and land use from 3,400 households in 17 communities. The group plans to use the data to monitor and empower women to protect their natural resources from illegal activities, and to promote the sustainable use of community resources.

OPENSTREETMAP ZAMBIA

OpenStreetMap (OSM) Zambia used Cadasta's tools to document the property rights of an informal settlement in the town of Mufulira, Zambia.

Following a brief remote training by Cadasta's staff, OSM trained thirty community members – nearly half of whom were women – to collect land rights information using Cadasta's tools. Despite little experience using smartphone technologies, the team was able to record the rights of over five thousand households and properties in just two weeks.

The data collected by OSM Zambia will be presented to the local government council to assist in planning and infrastructure delivery, and to allow for the formalization of some land rights.

Based on OSM's feedback, Cadasta has added features to the development plan to allow for more rapid data collection and report creation for OSM Zambia.



STRATEGIC PIVOT

When Cadasta Foundation was launched in late 2014, the organization's initial focus was to design and build an open source platform for partners to collect, analyze, store, and share data on land and resource needs. The platform was designed to be used with minimal technical support. However, our experience working with partners in the field highlighted the need for a refined strategy to better meet their needs. These needs include assistance with designing data collection forms, developing workflows, aligning processes with national and international standards in land information, and training staff. Further, we found that any improvement of the platform and development of new features must be driven directly by the needs and input of our partners if it is to be truly relevant and useful.

Key learnings from the first years of operation have led us to realize the need to shift resources into providing more support to potential platform users, while continuing to serve them with open access to technology. This approach has allowed us to test our value and assumptions, and ensure software development is driven directly by partner input.

NEW STRATEGIC DIRECTIONS

Technology Transition from a wholly in-house developed open source solution to a platform integrated with commercially supported products.

An increased organizational **focus on partner support and collaboration.**

Staff reorganization to align with the new organizational strategy.

TECHNOLOGY

In the third quarter of 2017, an independent technical assessment of the platform was performed. This review led us to consider integrating third party software components into the platform to improve scalability and performance while, at the same time, alleviating some of the development burden on the Cadasta team. Third party components would focus on replacing the existing spatial component, leaving the user interface largely unchanged, as well as protocols for storing non spatial data.

Following a call for proposals in August 2017, Cadasta reviewed offerings and drew up a detailed cost-benefit analysis for each offer, projecting not just immediate costs, but also potential long-term maintenance and support costs. Cadasta is currently negotiating with the highest scoring vendor to ensure a cost effective, scalable, and secure integration. The key concerns and aspects of consideration in reviewing potential software offerings are partner ownership of data, unrestricted import and export of data, adherence to open standards, and assurances that costs are not passed on to partners.

Cadasta anticipates finalizing negotiations early in the first quarter of 2018. In the interim, the Cadasta software development team has focused on reducing the technical debt, and increasing the performance and scalability of the platform for more widespread adoption in the future, based on the recommendations outlined in the independent assessment. Issues being addressed in the interim focus on the software components that will remain, following integration with any third party components.

COMMUNICATIONS & OUTREACH

The year 2017 was an active one for Cadasta's communications and outreach activities. By working with a communications consultant and adding a Communications Manager to our staff, we were able to more actively promote Cadasta's work via our website, social media, and the mainstream press. As a result, 2017 saw the successful launch of a new quarterly newsletter, an instagram account, and an increased following and engagement on twitter, linkedin, and facebook. These help build Cadasta's brand, and keep our community informed of the latest news on our work.

NUMBER OF EVENTS WHERE CADASTA PARTICIPATED

16

BLOG POSTS

13

PRESS MENTIONS

15

PRESS ARTICLES

13

WEBSITE VIEWS

49,264

TWITTER

1,283 FOLLOWERS

FACEBOOK

207 FRIENDS

INSTAGRAM

47 FOLLOWERS

NEWSLETTER

2,872 SUBSCRIBERS

During the year, more than thirteen blog posts were published on the Cadasta website, thirteen articles authored by Cadasta staff were published by press outlets, and fifteen press pieces mentioned Cadasta. Cadasta's Interim CEO was also featured in a podcast published by the Center for International Private Enterprise (CIPE), and Cadasta staff participated in sixteen events and conferences.

As a result of the increased communication activities, Cadasta's website was viewed nearly 50,000 times in 2017, a 43% increase in visitors from 2016.

Cadasta's communications staff also began working more closely with partners to monitor and promote project impact. These successes were documented and published in the form of four Profiles of Partnership, as well as a Partner Spotlight video.

In September 2017, Cadasta worked with Habitat for Humanity's Solid Ground campaign to develop and launch an interactive Got Land Rights Survey. The survey spotlighted the importance of land rights, and sought to help people relate to the issue in a more personal way by connecting the dots between land rights and women's economic empowerment, nutrition, conservation, poverty alleviation, economic development, and security. During September, the month of its launch, the survey's website generated over 1,700 page views, and was featured by nine press publications.

FINANCIALS

Donor Support	2017	% of Total	2016	% of Total
International Development Organizations	\$ 931,915.12	51.8%	\$ 726,575.57	41.7%
Foundations	\$ 843,095.60	46.8%	\$ 1,002,879.37	57.5%
Corporations	\$ 19,204.38	1.1%	\$ 14,672.39	0.8%
Other	\$ 3,450.00	0.2%	\$ 9.41	0.0%
Universities	\$ 2,804.05	0.2%	\$ -	0.0%

TOTAL	\$ 1,800,469.15		\$ 1,744,136.74	
check	\$ (0.00)		\$ (0.00)	

Function Types - Expenses	2017	% of Total	2016	% of Total
Programs	\$ 1,336,430.00	74.6%	\$ 1,362,253.12	78.2%
General and Administrative	\$ 328,843.29	18.4%	\$ 253,838.53	14.6%
Fundraising	\$ 125,770.40	7.0%	\$ 126,334.12	7.3%

TOTAL	\$ 1,791,043.69		\$ 1,742,425.77	
check	\$ -		\$ -	

Revenue and Expense Trends	2017	2016	2015
Revenue	1,800,469	1,744,137	1,366,812
Expenses	1,791,044	1,742,426	1,365,707

Cadasta Foundation Financials

Statement of Financial Position

As of Date: 12/31/2015

Fiscal Year ending December 31, 2017 and 2016 (in USD)

	2017	2016
Assets		
Cash and Cash Equivalents	435,033	529,080
Accounts Receivable	7,312	1,384
Prepaid Expenses, Deposits, and Other	16,418	30,598
Property and Equipment, Net	8,209	11,566
Total Assets	466,972	572,628

Liabilities & Net Assets		
Accounts Payable	54,543	81,985
Payroll Related Payables	76,205	78,103
Accrued Expense	54	1,688
Total Liabilities	130,803	161,776

Unrestricted Net Assets	12,242	2,816
Temporarily Restricted Net Assets	323,928	408,036
Total Liabilities & Net Assets	466,972	572,628

OUR TEAM

As Cadasta shifts its focus from developing technology to providing support services, we have begun to reorganize our technical and program teams. In an effort to better align our staff capacities with our strategic needs, our technology team has been downsized. External technology partners and re-architected components on the platform will help fill the support roles that were previously filled by full-time staff.

Furthermore, Cadasta will hire two more program staff members to better meet the support and land expertise needs of our partners. These positions will include a Product Owner and a Program Manager.

Kristen Egermeier | Administrative Support

Katrina Engelsted | Field Program Support Technologist

Alexis Franklin | Art Director

Anthony Lukach | Developer

Chandra Lash | UI/UX Developer

David Palomino | Product Owner/Analyst

Frank Pichel | Interim CEO & Chief Programs Officer

Oliver Roick | Lead Developer

Eugene Alvin Villar | Developer

Madaleine Weber | Communications Manager

BOARD AND ADVISORS

Cadasta's mission, strategy, and finances are guided by the leadership and expertise provided by our Board of Directors.

Board of Directors

Liz Blake | Board Chairwoman, Former Senior Vice President, Habitat for Humanity International

Peter Rabley | Board Treasurer, Director of Investments, Omidyar Network

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

Kindra Halvorson | Vice President, East Africa, TechnoServe

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

Erik Klein | Engineering Lead, Poynt

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

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

Dr. Jaap Zevenbergen | Professor, University of Twente

Strategic Advisory Group

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

Rachael Knight - Director of Community Land Protection Program, Namati

Dr. Patrick Meier - Executive Director and Co-Founder, WeRobotics

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

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

OUR DONORS

Cadasta graciously acknowledges the support of UK aid and Omidyar Network.

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