Executive Summary

Two years since our March 2019 relaunch and a year after the world shut down from a global pandemic, Cadasta is refreshing its strategy to build on what we have learned on the journey to advancing land and resource rights of over 5 million vulnerable people on the Cadasta Platform. The devastating impacts of COVID-19 on communities around the world laid bare the deep and systemic racial, ethnic, and socioeconomic inequalities facing the one billion people needing a secure, decent place to live without fear of eviction or loss.

Working in over 1,500 communities in 33 countries, community, civil society, government, and business partners have used Cadasta’s technology and services to map and secure rights for nearly 12 million hectares of land that are home to those who, without documented rights, are “invisible” and vulnerable to losing it.

Today, Cadasta is the world’s leading global, enterprise-level mapping Platform enabling vulnerable communities and partners to affordably and easily document and secure inclusive land and resource rights at scale.

And we have only just begun. These significant accomplishments sparked our board and team to envision an even more audacious goal: **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.**

As we journey toward this audacious vision, Cadasta will enable our growing group of 100+ partners to reach the next milestone of strengthening land tenure and equitable access to resources for 10 million people by 2024. By refining approaches to partners, places, and resources, Cadasta is poised to enable transformational community and systems-level change.

Working with leading partners in cities, farms, and forests and targeting climate, gender equality, and youth opportunities as central themes, Cadasta will facilitate solutions to the land constraints hindering the realization of sustainable food systems, thriving forests, and equitable urban development for vulnerable communities, women, youth, and Indigenous peoples.

Cadasta’s growing global community, along with our board and team, will lead the way. The time has finally come for real solutions to the lack of global land and resource rights. Our collective efforts will help millions build on more secure land tenure and contribute to better and more sustainable economic, social, and climate outcomes for people, communities, and the planet.

Amy Coughenour Betancourt
Chief Executive Officer

By the end of 2023, Cadasta will contribute to more equitable and sustainable Cities, Farms, and Forests by scaling up partnerships in 40 countries to advance inclusive land, property, and resource rights for 10 million vulnerable people and catalyzing community approaches and positive changes in land systems.
Cadasta Overview

Five Years in the Making

**Founding**: Founded in 2015 with support from Omidyar Network (ON) and the UK Department for International Development (DFID), now the Foreign, Commonwealth and Development Office (FCDO), Cadasta was created with a mission to achieve a world where even the most marginalized individuals and communities can benefit from the opportunities afforded by secure land and resource rights.

**Cadasta 1.0**: Cadasta’s first two years focused on addressing the gap in technology access in the land sector by building a free, open-source mapping platform for vulnerable communities to map and document their land and property rights. The Cadasta 1.0 in-house technology stack was built and tested with a small number of partners. In 2017, based on the need for better quality tools and more partner services, and the significant cost of software development, the organization decided to move away from an in-house open-source software solution, to building on top of an existing, commercially supported GIS solution that would meet partner needs and allow for greater scale and functionality.

**Transition**: During an interim year, new partner outreach was conducted and an agreement was signed with the GIS mapping company, Esri. The scale-up of our partnership with Tata Trusts in India was the first large project to be conducted on the new Esri-based Platform. In June 2018, a new CEO was hired to lead Cadasta through this pivot and build a team and an organization that could fulfill its ambitious vision.

**Cadasta 2.0**: In March 2019, Cadasta publicly launched a new three-year strategy and technology Platform to better position the organization for success and impact. The leadership focused on building a capable and diverse team, including an international training team and curriculum; processes for partner onboarding; data privacy and security policies; financial, risk, human resource, and governance policies; and a clear pathway to impact and scale.

The year of COVID-19 in 2020 changed the world with its disruptive global impacts. Cadasta quickly shifted gears to support current partners with their COVID response and remotely onboarded 25 new partners and trained 40 partners. Cadasta launched the Global Impact Dashboard 2.0 and an online partner Training and Support Center.
Achievements of Cadasta 2.0

Evidence of Impact: Independent evaluators conducting a study of Cadasta’s work on forest rights in India found that documentation on the Cadasta’s Platform improved the quality of life of community landholders and decreased tenure insecurity for those who feared losing their land. Cadasta tools were found to improve the efficiency, accuracy, and workflows of data collectors. Using a popular business tool to measure customer satisfaction called the Net Promoter Score (NPS), Cadasta received the highest NPS in the land sector based on customer feedback.

Funding and Strategic Alliances: Cadasta diversified its funding by adding 22 new donors and customers and signing agreements with leading organizations, such as the International Land Coalition, Lantmäteriet, and Kadaster International (Sweden’s and Netherland’s land agencies, respectively), national land ministries, and well known implementing partners, such as Landesa, Habitat for Humanity, GIZ, Solidaridad Network, and others. Cadasta joined the founding of the Amazon Investor Coalition, and built new partnerships with a powerful group of investors, philanthropists, and implementers working to advance climate-friendly investments in that region.

Visibility and Thought Leadership: Cadasta grew its brand recognition and visibility, positioning itself as a network agent in the land sector and beyond. This is demonstrated by significant increases in high-impact press coverage by outlets such as The Economist, Times of India, Georgetown Environmental Law Review, Thomson Reuters, Facebook’s Data for Good Annual Report, UN-Habitat, All Africa, Devex, among others.

Cadasta’s team has built and expanded the organization’s visibility and reputation for leadership in the land and broader development sectors by being featured in leading venues, such as Facebook Data for Good’s report launch, Center for Strategic and International Studies, FIG (International Surveyors Association), Global Landscapes Forum, International Land Coalition, Asia-Pacific Housing Forum, Geospatial World, GIS for a Sustainable World, ICT4D, FAO’s Committee for Food Security, World Bank Land and Poverty Conference, and many others.

PLATFORM ACHIEVEMENTS:
In the two years since its 2019 launch, Cadasta largely accomplished its high-level goals:

- +5 MILLION PEOPLE’S LAND AND RESOURCE RIGHTS DOCUMENTED ON THE PLATFORM, COVERING
- +11.8 MILLION HECTARES
- +1,500 COMMUNITIES
- +30 COUNTRIES
- +70 PARTNERS SUPPORTED ON THE GROUND
- +20 GOVERNMENT PARTNERSHIPS & STRATEGIC COLLABORATIONS
The Problem

*1 billion people lack equitable land and resource rights and are afraid they will be forced out of their homes against their will in the next five years (Prindex 2020).*

70% of land in emerging economies is unregistered, negatively impacting economic growth, food security, climate, and sustainable rural and urban development.

Tenure insecurity and the lack of recognized rights directly contribute to:

- Lack of resilient food and land systems for smallholders, especially women;
- Threats to the climate and natural resources;
- Gender inequality and lack of opportunities and access for women and youth;
- Unsustainable urban development and inequitable access to land, housing, and services; and
- Poor governance, conflict, and risks to investment and economic growth.

Cadasta was created to solve a set of specific problems faced by communities left out of formal land systems and the civil society groups, government agencies, and businesses working on and impacted by these challenges:

- Failed “top-down” country land administration systems;
- Data gap on land, its ownership, its use, and the people connected to it;
- Unequal access for women to land and resources;
- Limited community access to quality technology and tools; and
- Lack of secure, sustainable Platform to store and manage land data.

How Cadasta Addresses the Problem

**Unique Value Proposition**

Cadasta is the world’s leading global enterprise-level mapping Platform delivering land expertise and training to enable vulnerable communities and partners to affordably and easily map, document, and secure inclusive land and resource rights at scale for a more sustainable and equitable planet.
The Cadasta Difference
There are many mapping tools and organizations working to advance land and resource rights. What makes Cadasta different is our team expertise, approach, and technology.

Team
- Agile and innovative team combines expertise in land administration, technology, and international development with regional knowledge and expertise
- Globally distributed, multilingual team of change agents and thought leaders

Approach
- A focus on vulnerable communities left out of formal land systems, with a particular focus on women’s access to land and resources
- Tools, training, and approaches appropriate for community use that engages and empowers them to directly collect, manage, and use land information
- Practical solutions to property and tenure rights along the continuum of rights and tenure vehicles, including options such as occupancy, production, or customary certificates
- Dedication to the Principles for Digital Development

Technology
- Use of the best of commercial technology combined with open-source tools to ensure affordable access and meet the needs of partners on the ground
- Flexible, easy-to-use tools for use across sectors, partner types, use cases, and geographies
- A permissions-based, secure Platform with cloud-based technology and enterprise-server options that ensures partner data is securely stored and protected, with a robust data governance structure
- Use of land-related data standards such as the ISO-certified Land Administration Domain Model (LADM) and the Social Tenure Domain Model (STDM)
- Global Impact Dashboard of aggregated global data for reporting, research, advocacy, and learning
Strategy Refresh

Audacious Goal

In late 2020, 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.*

Many of our 70+ implementing partners over the last two years have been national or local NGOs spread across 33 countries and largely subsidized by Cadasta resources. This invaluable work offered learning and demonstrated impact on the rights and tenure of community landholders. Some partners were large and achieved greater scale, for example Tata Trusts, in partnership with the government of Odisha State, India, where over 1 million informal settlement dwellers were documented and have either received or are on track to receive a formal land title and a range of public services through urban upgrading.

As Cadasta grows, targeting smaller, subsidized projects is not a sustainable financial or scaling approach to achieving greater market-level impact. Cadasta will shift toward partners able to access resources in land and other sectors, directly or through donor funds, to support scale and impact through their large networks and influence, while still reaching critical local organizations.

The following describes Cadasta’s key partner segments targeted in the strategy refresh:

Key Partner Segments

**Donors:** Core support from Omidyar Network and DFID (now FCDO) has been instrumental in Cadasta’s success. Cadasta’s donor diversification strategy has resulted in support from USAID (sub to Habitat for Humanity), IFAD, Lantmäteriet, David Weekley Family Foundation, and others, including several major gifts. Cadasta is cultivating this growing list and has launched a foundation program to attract more support from that sector. The Land Rights Challenge Fund remains a donor mechanism to support local organizations and spur innovation and growth.

**Global and Sectoral Network Agents:** Cadasta has built trust and credibility with large global membership organizations and INGOs with multi-country portfolios, such as Tenure Facility, International Land Coalition, Lantmäteriet, Kadaster International, and IFAD, evidenced by signed agreements, joint funding and proposals, and collaboration on thought leadership. Some of these agents are also implementing customers, such as Tata Trust, Habitat for Humanity, and GIZ, among others. Cadasta is actively growing this segment and is already in productive discussions with several large actors in climate and conservation, agriculture, and urban development. In addition, Cadasta is partnering with groups like the Young Surveyors Network of the International Federation of Surveyors (FIG), Youth Initiative for Land in Africa (YILA), and the International Land Coalition (ILC) National Coordinators in Africa, to deliver training and build a training and volunteer network.
Implementing Customers: Implementing partners, seen as our core customers, use our tools with target households and communities and manage data on the Platform. Cadasta engages them in business-to-business (B2B) mode, and less often, B2B to Government (B2B2G), or B2G, where Cadasta performs direct advisory services under government contract. Customers range from large INGOs, such as Mercy Corps, BRAC, Earthworm, and Solidaridad Network, to national and local NGOs and firms, such as PRADAN in India; COLANDEF in Ghana; Daemeter in Indonesia; Green Advocates International in Liberia; Universidad Javeriana in Colombia; and FUNDAPAZ in Argentina, among many others.

As Cadasta shifts to a fee-for-service model that empowers customers, it also supports Cadasta’s mission and financial sustainability. Cadasta has recently signed five fee-for-service agreements and anticipates signing a total of 13 by the end of 2021.

Governments: Cadasta is working with over 20 government agencies across its portfolio and will continue to grow this segment to catalyze scale, impact, and positive changes in land systems. For example, there are signed agreements with the Ugandan Ministry of Land, Housing and Urban Development and four district governments within Uganda; the Office for the Administration of Stool Lands, Ghana; and the Sekondi-Tokardi Municipality in Ghana. They participate in Platform training, planning, data collection, and issuance of land documents. Cadasta has been awarded competitive projects tendered by governments, such as Lantmäteriet (Sweden) and Botswana to deliver business advisory services and training.

Private sector: Companies and private sector-led groups working on responsible investments and supply chain transparency engage with Cadasta to solve land constraints. Cadasta also collaborates with firms on project bids, technology innovations, and thought leadership and communications.

Impact Framework

Cadasta Impact and Outcomes

Impact: Land and Resource Rights Are Realized and Opportunities Are Increased

Outcomes

1. Inclusive Land Tenure And Resource Rights Are Strengthened
Cadasta will train and support partners and customers to collect land and resource rights and other relevant data on the Platform. Cadasta will encourage and support partners’ use of participatory, gender-inclusive strategies to increase more inclusive household and community documentation on the Cadasta Platform.

2. Communities Are Empowered To Use Land And Resource Rights Data To Strengthen Tenure And Benefits.
Cadasta will train and support communities and partners to use their data to advocate and secure government land recognition, make more informed decisions, access benefits, and support their broader development and advocacy goals. Training includes how to analyze data, create maps, dashboards, and custom reports used to apply for
formal recognition of rights and use data important to their community development.

3. Platform Supports Systems-level Change for Equitable, Accessible Land Services
Systematic land systems change is a long game, involving collaborative, multi-partner efforts around policies, regulatory and legal frameworks, and advocacy. Cadasta will play a support role focused on demonstrable improvements in systems seen through efforts to advance land and resource rights and tenure. Cadasta and its partners will identify and track key metrics on how partner governments are improving policies and practices as a result of Cadasta’s projects and engagement. To ensure that communities, partners, and government entities have continued access to the Cadasta’s Platform and services, Cadasta will build operational and financial sustainability.

Theory of Change

Vulnerable communities, women, youth, and their local stakeholders have access to simple and affordable technology, training, and knowledge to securely map, analyze, manage, and share their property, land, and resource rights data (Outcome 1);

They are empowered to use their data (Outcome 2) to advocate for and secure recognition of inclusive rights, tenure, and other benefits (direct impact); and

Governments are catalyzed to improve land systems and services (Outcome 3),

This contributes to better and more sustainable economic, social, and climate outcomes for people, communities, and the planet (indirect impact).