

**IOM LandLedger**

**Call For Innovative Partnerships**

**Annex 1: Terms of Reference**

**Date of CfIP:** **Deadline receipt of proposals:**

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**CFIP Number:** 0001 **Contact:** Melina Holder, Landledger@iom.int

**Project Website:** [www.LandLedger.org](https://www.landledger.org/)

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# 1. Project Description

## A. Project Rationale and Background

The protection of land and property rights is crucial for peace, stability, and economic self-reliance. In many parts of the world, people protect their rights to immovable property by being physically present and occupying or making use of their land or house (i.e., being “in possession”). The physical possession of property, whether directly or through tenants or caretakers, is accepted and socially validated by surrounding social networks, local authorities, or, in some cases, customary or formal registries and record-keeping systems.

When forced displacement happens due to conflict or natural disaster, the key elements of this formula for securing property rights are disrupted: *([possession + social validation] x record-keeping*). The formula shows that securing property rights relies on a combination of physical possession and social validation, both amplified by record-keeping systems, whether formal or informal. Displaced people, by definition, cannot—at least temporarily—physically possess their land or house, and the social circles that once served as validation networks are often fractured due to physical fragmentation or loss of trust. Areas affected by conflict and disaster are also often characterized by complex tenure arrangements, unclear rights, poor land administration, and inaccessible recordation systems.

The LandLedger platform and methodology is a pre-displacement occupancy and tenure status claim recordation and analysis tool that aggregates, organizes, and validates structured and unstructured data to present realistic and up-to-date property claim stories of individuals and communities.

## B. Precedent & Evolution

The need for a platform like LandLedger is longstanding, as are initiatives establishing cadastral systems for informal documentation. What has changed is the speed at which both technology and crises have evolved, which has left communities, humanitarians, and engineers in a place with more potential and more need than ever before. Recent developments in AI and LLM-based technologies offer unprecedented opportunities to collect, validate, and organize unstructured data in ways that humanitarian teams are not equipped to do.

The main difference that LandLedger seeks to champion is embracing technologies that can better collect, connect, validate, corroborate, and organize the plethora of data than can be used to more efficiently and effectively support displacement-risk communities.

To bridge the gap between technological advancements and humanitarian operations, IOM seeks to establish strategic partnerships with private sector entities, social enterprises, NGOs, and other UN agencies to develop and strengthen programs that align with its mandates and support economic development in the areas it operates. We invite partners to propose innovative solutions for creating a digital platform that facilitates land claims in humanitarian contexts.

## C. Context

In displacement contexts, families are physically separated from their homes and establish themselves in temporary accommodations or sites. Enabling and facilitating their return – a humanitarian imperative – requires identifying 1) who was living where and 2) what was their connection to the home (owner/tenant/informal occupant). Displacement also disrupts the social networks that usually help validate one's claim to a property (neighbours community leader, local authorities). LandLedger intends to capture these forms of validation before displacement occurs. Other forms of evidence, such as utility bills, oral histories, or photos—should be able to be recorded and potentially used for corroboration within the platform.

Ascertaining—with a minimum level of certainty—the core elements of one's connection to their property (who is making the claim, location/address, and the nature of their self-reported right) is essential both for emergency humanitarian service delivery and providing durable solutions to displacement.

Given this context, the solution/platform should be able to capture – on a property-by-property basis - the following 3 core elements:

1. **Property**: Identify the location of a property (house, shelter, land, or unit) using a simple geolocation point on a map/address. We do not need precise boundary mapping or even polygons; a point precise enough to identify the property is sufficient. Bidders may wish to explore innovative mapping tools, such as what3words, GrabMaps, or similar services, as part of their solution. While we do not mandate specific tools, bidders should consider factors such as connectivity constraints in implementation areas and the platform's sustainability (e.g., avoiding costly subscription models) when selecting a suitable application.
2. **Person**: Identify who is residing at or has a claim to the property. Traditional enumeration involves door-to-door data collection, but we are looking for alternative options, where possible, for a faster, more efficient solution—potentially leveraging tech-enabled self-identification or remote data gathering.
3. **Tenure (or Claim)**: “Tenure” or “Claim”, in this context, refers to the self-stated relationship between the person and the property, i.e. if he/she considers himself/herself to be an owner, tenant or informal dweller. The idea is to capture the narrative behind the self-stated right to occupy or use the property. What is the story told by the claimant that describes their relationship/entitlement to the property? Can his/her neighbors and wider social connections corroborate this story-claim? Are there elements to flag in relation to this claim?

## D. Peculiarity of Setting

As climate and conflict-related displacement becomes increasingly cyclical and affects more populations, tools and technologies for identifying and documenting pre-displacement occupancy and tenure status must be agile enough to adapt to such contexts. There is a growing need to shift toward documenting tenure status before displacement occurs by geolocating and recording claims (self-stated tenure status) and the individuals and communities tied to them. This shift requires investing in innovative interventions that can quickly gather and organize readily available data- which is often informal, unstructured and unconventional- to provide a snapshot of who lived where and what their perceived rights were.

Solutions to displacement—whether creating the conditions for people to remain (prevention), facilitating return, local integration, or resettlement — all require strengthening land and property rights/tenure. Conventional property registration processes, while thorough and legally meticulous, face challenges in adapting quickly to crisis situations. Developing a flexible and adaptable approach to recording and verifying land claims at scale before people are displaced has the potential to transform responses to displacement.

The tool’s design is thus undefined: we invite respondents to this CfIP to propose ideas, features and solutions. LandLedger should not be just an application. Reliable software is key, but we should be cognizant of the limitations of digital tools. Our goal is to re-imagine an ecosystem: the way humanitarian agencies rely on Government for occupancy/tenure data when identifying beneficiaries, the methods of data collection, the tools for validation, and more.

Our proposed features for the robust toolkit are:

* **Flexible Evidence Recording/Intake:** Capture unconventional forms of evidence for land rights such as audio/video testimonials and photos with a mechanism for user-uploaded documents (e.g., ownership certificates, rental agreements) or social validation (e.g., testimonials from neighbors, tribal leaders). We would like the tool to support multimedia uploads, like video/audio testimonials, as evidence to back claims.
* **Claimant Identification**: Identify who resides at or claims the property.
* **Validation and Verification**: Utilize AI and advanced technology to organize unstructured data and cross-referencing multiple data sources, detect inconsistencies and corroborate evidence from the stories people tell about their claim, documents, social validation, and multimedia inputs.
* **Geospatial Link**: Connect claims to simple geospatial points (not necessarily precise boundaries), identifying the property by location on a map.
* **Dashboard and Reporting**: Create a dynamic dashboard that provides profiles of communities, including land tenure information, and generate plot or unit-based reports to support service delivery and aid provision
* **Mobile Access:** Community members should have access to their records through a mobile app to maintain and update information.

## E. Objectives

*(1) Facilitate more efficient, accurate occupancy and tenure due diligence and verification processes for humanitarian/displacement response by offering pre-displacement, up-to-date information tenure status of each property in the target area*

*(2) Support communities and households in utilizing accessible and available information, however informal, to document their connection to the property and receive assistance.*

*(3)Provide a link in the security of tenure value chain, as a prima facie record of one's connection to the property, be it as an owner/claimant, tenant or mere occupant.*

LandLedger envisions a streamlined, adaptable platform that is ***“more than an address book, less than a land registry.”*** The goal of this project is to develop a process and a tool for recording people’s connection to their land and property – who lived where, claims and occupancy status, and the history tied to each property- before displacement occurs. This database should serve as a resource for actors providing displacement and disaster management solutions, offering a starting point to identify people’s pre-displacement tenure status and track occupancy.

The purpose of the tool is to collect, analyse and display household-level data on who lives where, the self-declared nature of their tenure (i.e. do they claim to own the house/land, are they tenants, informal occupants) and the stories that they tell to validate or qualify their claim (this house belonged to my grandfather; we built it on empty land, we pay rent to so-and-so). A successful platform build will help solve the complex problem of tabulating unstructured data related to informal land claim information and contextualizing it

LandLedger will serve as a comprehensive content and case management tool for collecting, corroborating, and presenting land claim data for vulnerable communities. In our vision, this pre-displacement occupancy information would build a database of property profiles and include AI-powered cross-referencing capabilities to assess claims, identify discrepancies, and flag disputes, making it easier for humanitarian agencies to know who is connected to which property/land plot and the nature of such connection. While the location component should be accurate enough to identify a specific house or shelter, it does not need to include precise boundary measurements; a point on a map may suffice.

LandLedger will transform unstructured land claim information into actionable insights, empowering communities to build stronger claims and enabling humanitarian organizations to expedite due diligence with deep, localized knowledge. This solution will provide a complete package—digital tools, standard operating procedures (SOPs), setup guides for communities, and clear guidance for humanitarian actors—ensuring effective support in crisis situations.

# 2. Scope of Services, Expected Outputs and Target Completion

## A. Activities

### Develop LandLedger Tool and Process Package

* Introducing innovative approaches and technologies for collecting, consolidating, validating, and connecting unstructured or informal data.
* Providing technical expertise and guidance on humanitarian data and AI/LLM principles.
* Iterative troubleshooting and QAing for the platform as it may be used
* Development of user personas and customized workplans for different/localized application

### Iterate and Implement Philippines Pilot

The LandLedger project will pilot in the Philippines, requiring a partner who can adapt and refine the platform based on user feedback and local needs. The platform must remain flexible, intuitive, and capable of scaling to different contexts. While IOM will oversee implementation, partners will collaborate with government, humanitarian, and community stakeholders to effectively integrate LandLedger into existing land rights and climate adaptation initiatives. Areas of support may include:

* Customizing LandLedger to local norms
* Developing community engagement strategies
* Collecting and applying community feedback

## B. Expected Outputs

**Core Outputs**

* Functional platform and methodology that addresses the features listed in Annex 4 meets industry standards for User Experience (UX) Design and humanitarian implementation tools, and leverages the following:
  + **Nimble Technology**: Designed specifically for communities at risk of displacement, with a simplified, streamlined process.
  + **Story-based data collection**: A user-friendly system that captures people's stories about their connection to land, with support for multimedia evidence.
  + **AI-powered pre-validation**: Leveraging AI to analyze claims, detect discrepancies, link corroborative evidence, and provide insights into unstructured information connected to each claim

**Secondary Outputs**

* Iterative design and ongoing changes/guidance based on pilot development and feedback
* Scalability plan and guidance documentation on managing the project’s expected growth, both regionally and thematically (i.e. to more communities and countries, as well as to conflict-contexts)

# 3. Qualifications of the Successful Service Provider at Various Levels

## Firm Specialization

As the needs are to design, develop, and prototype the LandLedger digital platform, this may require significant in-house capabilities of user experience design, software development, and AI/LLM expertise, in addition to a clear understanding of humanitarian technology needs and ethics.

IOM invites prospective partners to submit proposals to address the different points that will help a comprehensive platform and methodology to safeguard and validate land claim documentation for displaced and displacement-risk communities. The development of the platform as a tool is inherently core to the project, but ability to aid in the piloting process and iterate/adjust based on feedback will also be important as the project moves from prototype to functional tool.

Recognizing the interdisciplinary nature of the project’s needs, we encourage experts in land rights & management, humanitarian innovation, software development, geographic and cadastral sciences, user experience design, and case management (among many other applicable disciplines) to explore applicable experience and expertise.

# 4. Institutional Arrangement

## A. Supervisory Arrangement

IOM will manage overall project coordination and reporting to Innovation Norway, working closely with its mission in the Philippines to provide necessary staffing support. The selected partner will be essential in iterating the platform, addressing new findings, and contributing thought leadership on best practices throughout the project’s implementation in the field.

## B. Communication and Reporting

Progress will be communicated on a weekly basis, and reports/presentations may be requested on an ad hoc basis.

## C. Coordination

The Service Provider may be expected to liaise/interact/collaborate with public sector and community partners, potentially including but not limited to humanitarian organizations, DRR government agencies, NGOs, and community members and/or leadership. IOM will facilitate and oversee such meetings and workflows and provide guidance on the nature of their collaboration.

## D. Roles and Responsibilities

Selected partners will play a crucial role in developing and designing the LandLedger tool and package (complementary guidance, standard operating Procedures (SOPs), etc.) contributing their expertise, networks and resources.

**IOM**

* Expertise in Humanitarian Sector
  + Provide specialized knowledge in Housing, Land, and Property (HLP) practices within displacement response, prevention and humanitarian programming and general humanitarian assistance needs and operations in partnership with other UN and implementing agencies.
* Funding
  + Funding for the design, development, and piloting of the LandLedger tool and package.
* Project Management
  + Oversee overall project management and logistics, ensuring timelines and milestones are met.
* Advisory and Guidance
  + Offer continuous advisory support throughout the development process.
  + Provide insights based on field experience to refine tool functionality and usability.
* Monitoring and Evaluation
  + Establish metrics for monitoring the effectiveness of the LandLedger tool during and after the pilot phase.

**Selected Partner(s)**

* Tool Design & Development
  + Lead the design and technical development of the LandLedger tool, ensuring it meets project objectives
  + Incorporate innovative features that leverage AI and LLM technologies for data collection and validation.
  + Develop complementary user manuals and support materials to facilitate ongoing use and updates of the tool.
* Consistent Consultation
  + Maintain regular communication with the IOM LandLedger Team for updates, challenges, and progress reports.
  + Engage in collaborative problem-solving to address any issues that arise during development and testing.
* Iteration and Pilot Implementation Support
  + Collect and analyze user feedback during the pilot to inform necessary adjustments and improvements to the tool.
  + Collaborate with IOM to iterate on design and functionality based on real-world usage and needs.

*Note: The partnership(s) emphasizes equitable sharing of resources and knowledge. Each partner is encouraged to contribute according to their capacity and roles and responsibilities listed in the final agreement.*

# 5. Duration of the work

Pilot development is set to begin in March 2025, with project implementation completed for review by October 2025.

# 6. Location of Work

The pilot will be taking place in the Legazpi region of Albay, Philippines.

The Albay province is a hot spot for natural hazards: it is at high risk of tsunamis, cyclones, floods, landslides, volcanic eruptions and lahars. The region has disaster resilience planning and land tenure programming, but the sheer breadth of disasters over the last century, insufficient resources to address them, and a population that faces poverty and displacement issues as a result has left a significant need for more integrated and innovative solutions. The Philippines has also been recently chosen to be one of the four countries in UNOCHA’s [Enhancing Resilient Community Flagship Initiative (ERC FI)](https://reliefweb.int/report/philippines/philippines-enhancing-resilient-communities-flagship-initiative-newsletter-july-2024). This program looks to champion community-driven participatory action by recognizing, supporting, and scaling community practices around resilience and anticipatory action.

There are a variety of Disaster Risk Reduction initiatives, but these do not often collect comprehensive land tenure information and there is a need to identify if there is a correlation between insecure tenure and disaster risk vulnerability. Based on both local needs and national-level interest in seeking innovative ways to address such complexities of disaster-risk housing tenure issues, the IOM Philippines country mission identified Albay as an ideal location to test the efficacy and benefits of a platform like LandLedger.

There may be some fieldwork involved on part of the Service Provider to do user research for technical need and development, as elaborated elsewhere in this document.

# 7. Scope of Proposal Price and Schedule of Payments

The maximum budget available from IOM is approximately $300,000 USD. Proposals do not need to use the full amount, and we recognize that the cost of solutions may vary widely. Partners should outline the financial contributions, resources, expertise and capacity they can bring to support the innovation process, as described in this document.

The contract price is a fixed-output based price regardless of extension of the specific duration. The cost of software updates, troubleshooting and maintenance packages that may extend beyond the project's timeframe must be included as part of the financial proposal. The maximum budget covers professional fees and is inclusive of travel, living allowances, taxes, or any other peripheral budgetary needs.

Milestone activities for payment may include:

* Design consultation workshop
* MVP Developed: Completion of an early prototype or minimum viable product (MVP) for basic property data collection and story recording. User Acceptance Testing (UAT): Completion of user acceptance testing with stakeholders, including adjustments based on feedback.
* Pilot-ready prototype (Iteration of prototype based on UAT)
* Pilot Launch: Successful deployment of the app in the pilot community, monitoring and initial feedback collection.
* Final Adjustments Post-Pilot: Completion of bug fixes, adjustments, and any additional features based on pilot feedback.
* Final Delivery and Handover: Handover of all source code, documentation, user manuals, and training materials. Final approval from client stakeholders.
* Maintenance & Support Period: Beginning of the agreed post-launch maintenance and support phase.

# 8. Timeline

The timeline to form the partnership(s) consists of the following steps. Further clarification will made during the Pre-proposal Conference.

|  |  |
| --- | --- |
| **Below is the estimated procurement timeline.** |  |
| CflP Procurement Timeline | Schedule |
| CflP Advertisement; Issuance to Suppliers | 28 Nov 2024 |
| Pre-Proposal Conference (Online) | 9 Dec 2024 |
| Submission of Proposals | 10 January 2024 |
| Demonstration of Proposals by Shortlisted Suppliers | 17 Jan 2025 |
| Proposal Evaluation and IOM Internal Approvals | Jan 2025 |
| Issuance of Notice of Award to winning Suppliers and Regret Letters to non-winning Suppliers | 31 Jan 2025 |
| Ideation Workshop | 4 Feb 2025 |
| Partnership Agreement Preparation and Signing | 11 Feb 2025 |
| Kick off Meeting and Pilot Implementation | 17 Feb 2025 |

# Annex A: IOM Research & Technical Documentation

This Annex is meant to serve as a resource to better understand the research and development done for the LandLedger project thus far, in the hope that it can better direct what a functional platform in a real-life setting may look like and account for.

**Research to Date**

To explore the possibilities and try to envisage what LandLedger could be, the team engaged in extensive consultations with a wide range of experts. This included brainstorming sessions with humanitarian actors, development practitioners, academics, and private sector representatives at key events such as the World Bank Land Conference in Washington D.C., the LANDac Conference in Utrecht, Netherlands and the HLP in Crisis conference at Howard University in D.C.

A comprehensive Needs Assessment was also carried out in field locations in Colombia, Afghanistan and the Philippines to learn from the gaps and challenges in a range of displacement-response activities and their connection to property tenure, ranging from shelter construction to disaster preparedness to large-scale land formalization and restitution efforts. This in addition to numerous consultations with leading specialists in property recordation to ensure the platform addresses critical needs in the field.

More information on this research and its associated reports and assessments can be found at [www.landledger.org](https://www.landledger.org/).

**Proposed Features**

* **Flexible Evidence Recording**: Capture unconventional forms of evidence for land rights such as video testimonials and photos.
* **Claimant Identification**: Identify who resides at or claims the property.
* **User Documentation Intake**: There should be an option to add user-uploaded documents (e.g., ownership certificates, rental agreements) or social validation (e.g., testimonials from neighbors, tribal leaders). We would like for the tool to support multimedia uploads, like video/audio testimonials, as evidence to back claims.
* **Validation and Verification**: Utilize AI and advanced technology to organize unstructured data and cross-referencing multiple data sources, detect inconsistencies and corroborate evidence from the stories people tell about their claim, documents, social validation, and multimedia inputs.
* **Geospatial Link**: Connect claims to simple geospatial points (not necessarily precise boundaries), identifying the property by location on a map.
* **Dashboard and Reporting**: Create a dynamic dashboard that provides profiles of communities, including land tenure information, and generate plot or unit-based reports to support service delivery and aid provision
* **Mobile Access:** Community members should have access to their records through a mobile app to maintain and update information.

**Core Users**

**Humanitarian actors:** Support disaster risk reduction and preparedness actors in understanding community conditions ahead of any disaster occurring: pre-displacement tenure status of the target population, legitimate rights holders and existing claims, community leaders and tenure documentation processes, and existing/recognized risks to housing, land, and property. Major challenges to conducting due diligence processes *following* a disaster are time and resource constraints. LandLedger aims to address this challenge by providing in-depth, current and pre-validated land and property claim information and a snapshot of potential risks long before a crisis arises to uphold the "do no harm" principle if/when it does.

**Claimants:** Have an accessible platform to record unconventional (multi-media testimonies, photos, etc..) land and property rights evidence, access information, engage in locally-led land administration, provide some level of validation and recognition of documents and claims, and receive emergency preparedness or response assistance.

*Note: This may expand eventually to include government entities as the project develops and scales, but the pilot is focusing on community-level integration (i.e. households, community leaders, and embedded humanitarian teams currently supporting their needs)*

**Examples of LandLedger Use Cases**

* **Verification:** Verifying pre-displacement occupancy and tenure to facilitate humanitarian assistance (Shelter construction, repairs, rehabilitation, Water, Sanitation and Hygiene (WASH, etc.) after a disaster/displacement.
* **Corroboration:** Corroborating claims for post-displacement return, or to facilitate compensation and property restitution processes.
* **Dispute Resolution:** Supporting evidence to inform dispute resolution mechanisms in case of secondary occupancy or other ownership disputes.
* **Entry Point:** Support in gathering required information that can be used as an entry point to expanded resource and support requests

**Example Scenario**

In a community living near an active volcano, residents are facing the imminent threat of displacement due to the possibility of an eruption. Despite the danger, they remain tied to the land due to strong economic, social, and cultural connections. The community lacks formal property records, leaving them vulnerable to being unable to reclaim their land and property, receive humanitarian assistance or compensation should destruction and displacement occur. Without documented and verified claims, the community could also face risks of land grabbing or disputes over land ownership.

In this situation, LandLedger serves as a vital disaster preparedness measure, enabling the rapid documentation of land and occupancy data to empower the community **to secure their rights and assist humanitarian organizations and local municipality in preparing for potential evacuation and recovery efforts.**

By implementing LandLedger proactively, the community can engage in spatial mapping, claim collection, and AI analysis to ensure that their land tenure information is accurately recorded and readily accessible. This not only protects individual claims but also equips the community with the tools needed to respond effectively in the face of a disaster, ensuring their resilience during a crisis.

* **Step 1: Spatial Assessment**

Humanitarian organizations and community leaders use LandLedger to conduct a spatial assessment of the area. Each dwelling and land plot is mapped and tied to a geographic location using geolocation technology. The platform flags any discrepancies or overlapping land claims for further investigation and consultation.

* **Step 2: Record Occupancy**

LandLedger is then used to identify and document who lives in each dwelling. The humanitarian team works with local leaders to record the names of individuals or families residing in each property. Where possible, identification documents are captured to ensure proper linkage between occupants and their homes.

* **Step 3: Collect Claims**

Following the occupancy assessment, community consultations take place to document the nature of each household's connection to their property. Residents provide information on ownership, inheritance, rental agreements, or informal claims. Multimedia evidence, such as photos, videos, and scanned documents, can be uploaded to further support these claims.

* **Step 4: AI Analysis**

LandLedger’s AI capabilities analyze the data, identifying any discrepancies, overlapping claims, or inconsistencies. The platform cross-references claims with corroborative information such as property histories and testimonies to ensure accuracy. The system flags potential disputes and provides clarity on the rights and responsibilities tied to each property.

* **Step 5: Community Land Profile Dashboard**

All collected data—spatial, occupancy, and claim information—is organized into LandLedger’s secure, interactive dashboard. This dashboard provides a real-time, visually accessible overview of the community’s land tenure situation. It includes maps of land plots and dwellings, community profiles, claim details, and multimedia evidence. Approved stakeholders such as community leaders, humanitarian organizations, and, where appropriate, local authorities, can access and update the dashboard as needed. It serves as a verified and up-to-date source of information on the community's land claims and profiles.

* **Step 6: Community Handover**

Once the spatial assessment, claims collection, and verification processes are complete, an accessible mobile application is handed over to the community. Community mobilisers are trained to use Land Ledger and assist individuals and households in maintaining and updating their profiles, allowing them to take ownership of the data moving forward. The platform’s intuitive interface enables community representatives to continue adding new claims and households in updating their profiles as circumstances change (changes in their ownership, tenancy status, use rights, boundaries or any other relevant information). In appropriate contexts, the municipality can also use the data to better plan for future displacement risks or support restitution processes.

* **Step 7: Preparedness and Prepositioning**

With claims and documentation pre-validated and securely stored in the dashboard, humanitarians, local municipalities, and disaster risk agencies can begin to prepare for potential displacement. By having a clear understanding of the community’s demographics, land claims, and vulnerabilities, they can preposition resources, plan evacuation routes, and establish communication channels. This proactive approach allows them to develop targeted assistance strategies and coordinate emergency response efforts effectively.

**Use of AI & LLM technology**

Artificial intelligence (AI) and Large Language Model (LLM) technology has expanded tremendously in recent years. Previous iterations of tenure management and safeguarding platforms faltered in part because of the need to manually validate unstructured data and inability to quickly process the large amounts of documentation inherent to such processes. Our team recognizes that despite recent developments, AI and LLM have their own limitations, while at the same time believing that having software-based validation and connection does away with some issues of human bias. Part of the interest in using such technology stems from being able to better connect more pieces of data that can then help humanitarians analyze the authenticity of someone's narrative and land claim, thus simplifying and speeding up the process.

*Note: Recognizing that there is more than one way to achieve this, this Call for Innovative Partnership is open to different ideas, configurations, and solutions for the scope and functionality of the tool. The guiding principles should be simplicity, user-friendliness, ease of deployment/adoption and scalability.*

*Some elements of the LandLedger package may be out of scope for your organisation. When responding to the upcoming call for proposals, we encourage the organisation to either partner with a company that can deliver the out-of-scope components or address how these components will be managed.*

**Note on Preliminary Conversations**

We engaged in preliminary discussions with private sector and non-profit organizations to define the scope of work for this project. These interactions were intended solely for scoping and information-gathering purposes, and no proprietary information, project-specific insights, or preferential treatment was given to any party. Consequently, such interactions should not be construed as conferring any advantage to participants in those discussions. All potential bidders will be evaluated equitably according to the criteria set forth in this CfIP.