

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

2012**Open to Public Inspection**

A For the 2012 calendar year, or tax year beginning January 1 , 2012, and ending December 31 , 20 12	
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization Rights and Resources Institute, Inc. Doing Business As Rights and Resources Group Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1238 Wisconsin Ave NW Suite 300 City, town or post office, state, and ZIP code Washington, DC 20007 D Employer identification number 20-3690821 E Telephone number 202-470-3900 G Gross receipts \$
F Name and address of principal officer: Thomas A. White 1238 Wisconsin Ave NW, Suite 300, Washington DC 20007	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
J Website: ▶ www.rightsandresources.org	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	L Year of formation: 2005 M State of legal domicile: DC

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>To support local communities' and Indigenous Peoples' struggles against poverty and marginalization by promoting greater global commitment and action towards policy, market, and legal reforms that secure their rights to own, control and benefit from natural resources, especially land and forests.</u>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	11
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	4
	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	28
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	
b Net unrelated business taxable income from Form 990-T, line 34	7b		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	7,266,273	8,687,116
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	65,945	10,278
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	4,422	3,602
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	7,336,640	8,708,823
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,482,340	3,120,405
	14 Benefits paid to or for members (Part IX, column (A), line 4)	-	-
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	1,633,583	1,980,425
	16a Professional fundraising fees (Part IX, column (A), line 11e)	-	-
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 36,392		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	2,445,703	3,002,771
	18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	7,561,626	8,103,601
19 Revenue less expenses. Subtract line 18 from line 12	-224,986	605,222	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	4,649,911	3,861,203
	22 Net assets or fund balances. Subtract line 21 from line 20	4,521,924	3,172,413
		127,987	688,790

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	SEPT 23, 2013
	THOMAS A. WHITE, PRESIDENT	Date

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶				Firm's EIN ▶
	Firm's address ▶				Phone no.

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2012)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response to any question in this Part III ☒**1** Briefly describe the organization's mission:

RRI's mission is to support local communities' and Indigenous Peoples' struggles against poverty and marginalization by promoting greater global commitment and action towards policy, market, and legal reforms that secure their rights to own, control and benefit from natural resources, especially land and forests.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☒ Yes ☐ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: _____) (Expenses \$ 3,862,339 including grants of \$ 2,896,284) (Revenue \$ 211,778)COUNTRY AND REGIONAL PROGRAMS - See Schedule O**4b** (Code: _____) (Expenses \$ 1,003,311 including grants of \$ 200,924) (Revenue \$ -)STRATEGIC ANALYSIS - See Schedule O**4c** (Code: _____) (Expenses \$ 818,840 including grants of \$ 11,000) (Revenue \$ 75,000)COMMUNICATIONS & OUTREACH - See Schedule O**4d** Other program services (Describe in Schedule O.)(Expenses \$ 1,329,301 including grants of \$ 12,197) (Revenue \$ 115,000)**4e** Total program service expenses **▶** 7,013,791

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 ✓	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2 ✓	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	✓
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	✓
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	✓
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	✓
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	✓
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	✓
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	✓
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10	✓
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a ✓	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	✓
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	✓
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	✓
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e ✓	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	✓
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a ✓	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	✓
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	✓
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	✓
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	✓
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Parts II and IV	15 ✓	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Parts III and IV	16	✓
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	✓
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	✓
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	✓
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	✓
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21 ✓	
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22	✓
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23 ✓	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i>	24a	✓
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	✓
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	✓
26 Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26	✓
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	✓
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a	✓
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b	✓
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c	✓
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29	✓
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	✓
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	✓
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	✓
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	✓
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	✓
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	✓
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	✓
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	✓
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	✓
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38 ✓	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response to any question in this Part V ☐

		Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a 26		
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b -0-		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c ✓		
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 31		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b ✓		
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		✓
b If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		✓
b If "Yes," enter the name of the foreign country: ▶ See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		✓
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		✓
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		✓
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		✓
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		✓
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		✓
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		✓
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the organization make any taxable distributions under section 4966?	9a		
b Did the organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state?	13a		
Note. See the instructions for additional information the organization must report on Schedule O.			
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		✓
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b		

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 1a 11 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b Enter the number of voting members included in line 1a, above, who are independent 1b 4		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2		<input checked="" type="checkbox"/>
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? 3		<input checked="" type="checkbox"/>
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4		<input checked="" type="checkbox"/>
5 Did the organization become aware during the year of a significant diversion of the organization's assets? 5		<input checked="" type="checkbox"/>
6 Did the organization have members or stockholders? 6		<input checked="" type="checkbox"/>
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a		<input checked="" type="checkbox"/>
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7b		<input checked="" type="checkbox"/>
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body? 8a	<input checked="" type="checkbox"/>	
b Each committee with authority to act on behalf of the governing body? 8b	<input checked="" type="checkbox"/>	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O 9		<input checked="" type="checkbox"/>

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates? 10a		<input checked="" type="checkbox"/>
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a	<input checked="" type="checkbox"/>	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13 12a	<input checked="" type="checkbox"/>	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b	<input checked="" type="checkbox"/>	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done 12c	<input checked="" type="checkbox"/>	
13 Did the organization have a written whistleblower policy? 13	<input checked="" type="checkbox"/>	
14 Did the organization have a written document retention and destruction policy? 14	<input checked="" type="checkbox"/>	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official 15a	<input checked="" type="checkbox"/>	
b Other officers or key employees of the organization 15b		<input checked="" type="checkbox"/>
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16a		<input checked="" type="checkbox"/>
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? 16b		

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ►
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☒ Another's website ☐ Upon request ☐ Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ► **James-Christopher Miller, 1238 Wisconsin Ave NW Suite 300, Washington DC 20007, 202-470-3900**

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response to any question in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) John Hudson Chair of the Board	4	✓						0	0	0
(2) Jean Aden Secretary of the Board	1.0	✓						0	0	0
(3) Don G. Roberts Treasurer	1.5	✓						0	0	0
(4) Ghan Shyam Pandey Member, Executive Committee	0.5	✓						0	0	0
(5) Doris Capistrano Member of the Board	0.5	✓						0	0	0
(6) James Murombedzi Member of the Board	0.5	✓						0	0	0
(7) Kyeretwei Opoku Member of the Board	0.5	✓						0	0	0
(8) Ujjwal Pradhan Member of the Board	0.5	✓						0	0	0
(9) Victoria Tauli-Corpuz Member of the Board	0.5	✓						0	0	0
(10) Susan Kandel Member of the Board	0.5	✓						0	0	0
(11) Thomas A. White President and RRI Coordinator	40	✓		✓				163,036	0	24,283
(12) Arvind Khare Executive Director	40			✓				162,272	0	11,359
(13) Augusta Molnar Sr. Director, Country & Regional Programs	40					✓		145,134	0	10,159
(14) James-Christopher Miller Director, Finance & Administration	40			✓				110,205	0	12,309

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Jeffrey Hatcher Director, Global Programs	40					✓		106,984	0	11,513
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total								687,630	0	73,503
c Total from continuation sheets to Part VII, Section A								0	0	0
d Total (add lines 1b and 1c)								687,630	0	73,503

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶ 5**

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? *If "Yes," complete Schedule J for such individual*
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*

	Yes	No
3		✓
4	✓	
5		✓

Section B. Independent Contractors

- 1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Burness Communications, 7910 Woodmont Ave, Ste 700 Bethesda, MD 20814	Media Outreach	197,586
The Munden Project, 1000 N West St Ste, 1200, Wilmington DE 19801	Research Publication	162,293

- 2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶ 2**

Part VIII Statement of RevenueCheck if Schedule O contains a response to any question in this Part VIII. ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	7,386,116			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	1,301,500			
	g	Noncash contributions included in lines 1a-1f: \$					
	h	Total. Add lines 1a-1f ▶			8,687,116		
Program Service Revenue				Business Code			
	2a	Service Contracts	900099	10,278			
	b						
	c						
	d						
	e						
	f	All other program service revenue .					
	g	Total. Add lines 2a-2f ▶					
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶			3,602		3,602
	4	Income from investment of tax-exempt bond proceeds ▶					
	5	Royalties ▶					
		(i) Real	(ii) Personal				
	6a	Gross rents					
	b	Less: rental expenses					
	c	Rental income or (loss)					
	d	Net rental income or (loss) ▶					
	7a	(i) Securities	(ii) Other				
	b	Less: cost or other basis and sales expenses					
	c	Gain or (loss)					
	d	Net gain or (loss) ▶					
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18 a					
	b	Less: direct expenses b					
	c	Net income or (loss) from fundraising events . ▶					
	9a	Gross income from gaming activities. See Part IV, line 19 a					
	b	Less: direct expenses b					
	c	Net income or (loss) from gaming activities . . ▶					
	10a	Gross sales of inventory, less returns and allowances a					
	b	Less: cost of goods sold b					
c	Net income or (loss) from sales of inventory . . ▶						
Miscellaneous Revenue				Business Code			
11a	Rebate Income	900099	7,827			7,827	
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d ▶			7,827			
12	Total revenue. See instructions. ▶			8,708,823			

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response to any question in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	210,167	210,167		
2 Grants and other assistance to individuals in the United States. See Part IV, line 22	-	-		
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	2,910,238	2,910,238		
4 Benefits paid to or for members	-	-		
5 Compensation of current officers, directors, trustees, and key employees	811,110	604,868	188,753	17,489
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	-	-	-	-
7 Other salaries and wages	938,295	610,726	325,228	2,341
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	74,068	48,559	25,254	255
9 Other employee benefits	37,127	24,340	12,659	128
10 Payroll taxes	119,825	82,981	35,543	1,302
11 Fees for services (non-employees):				
a Management	-	-	-	-
b Legal	9,941	-	9,941	-
c Accounting	78,504	-	78,504	-
d Lobbying	-	-	-	-
e Professional fundraising services. See Part IV, line 17	-			-
f Investment management fees	-	-	-	-
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	79,197	7,866	71,331	-
12 Advertising and promotion	-	-	-	-
13 Office expenses	84,909	16,760	67,079	1,070
14 Information technology	55,440	11,565	43,875	-
15 Royalties	-	-	-	-
16 Occupancy	185,929	128,759	55,150	2,020
17 Travel	270,606	257,939	4,831	7,835
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	2,096	2,096	-	-
19 Conferences, conventions, and meetings	938,393	927,249	8,246	2,897
20 Interest	431	-	431	-
21 Payments to affiliates	-	-	-	-
22 Depreciation, depletion, and amortization	97,092	67,237	28,800	1,055
23 Insurance	18,425	-	18,425	-
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <u>Technical Program Consultants</u>	627,372	627,372	-	-
b <u>Publications and Other Media</u>	473,656	473,435	221	-
c <u>Recruitment Expense</u>	38,343	-	38,343	-
d <u>Bank Fees & EFT Charges</u>	14,274	1,993	12,281	-
e All other expenses	28,163	(359)	28,523	-
25 Total functional expenses. Add lines 1 through 24e	8,103,601	7,013,791	1,053,418	36,392
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response to any question in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	136,102	1	175,314
	2 Savings and temporary cash investments	3,261,567	2	2,578,215
	3 Pledges and grants receivable, net	630,620	3	662,707
	4 Accounts receivable, net	148,215	4	5,814
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	-	5	-
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L	-	6	-
	7 Notes and loans receivable, net	-	7	-
	8 Inventories for sale or use	-	8	-
	9 Prepaid expenses and deferred charges	141,478	9	142,278
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 457,733		
	b Less: accumulated depreciation	10b 182,500	10c	275,233
	11 Investments—publicly traded securities	-	11	-
	12 Investments—other securities. See Part IV, line 11	-	12	-
	13 Investments—program-related. See Part IV, line 11	-	13	-
	14 Intangible assets	-	14	-
	15 Other assets. See Part IV, line 11	9,767	15	21,641
	16 Total assets. Add lines 1 through 15 (must equal line 34)	4,649,911	16	3,861,203
Liabilities	17 Accounts payable and accrued expenses	829,101	17	671,325
	18 Grants payable		18	
	19 Deferred revenue	3,703,023	19	2,509,333
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	(10,200)	25	(8,245)
	26 Total liabilities. Add lines 17 through 25	4,521,924	26	3,172,413
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	67,130	27	562,290
	28 Temporarily restricted net assets	60,857	28	126,500
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	127,987	33	688,790
	34 Total liabilities and net assets/fund balances	4,649,911	34	3,861,203

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response to any question in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	8,708,823
2	Total expenses (must equal Part IX, column (A), line 25)	2	8,103,601
3	Revenue less expenses. Subtract line 2 from line 1	3	605,222
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	127,987
5	Net unrealized gains (losses) on investments	5	-
6	Donated services and use of facilities	6	-
7	Investment expenses	7	-
8	Prior period adjustments	8	-
9	Other changes in net assets or fund balances (explain in Schedule O)	9	(44,419)
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	688,790

Part XII Financial Statements and ReportingCheck if Schedule O contains a response to any question in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	✓	
b Were the organization's financial statements audited by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	✓	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	✓	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . .		✓
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h.
- a ☐ Type I b ☐ Type II c ☐ Type III—Functionally integrated d ☐ Type III—Non-functionally integrated
- e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

- (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
- (ii) A family member of a person described in (i) above?
- (iii) A 35% controlled entity of a person described in (i) or (ii) above?

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

h Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–9 above or IRC section (see instructions))	(iv) Is the organization in col. (i) listed in your governing document?		(v) Did you notify the organization in col. (i) of your support?		(vi) Is the organization in col. (i) organized in the U.S.?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
Total									

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	3,204,013	3,216,548	6,303,295	7,266,273	8,687,678	28,677,807
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf	-	-	-	-	-	-
3 The value of services or facilities furnished by a governmental unit to the organization without charge	-	-	-	-	-	-
4 Total. Add lines 1 through 3	3,204,013	3,216,548	6,303,295	7,266,273	8,687,678	28,677,807
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1,027,746
6 Public support. Subtract line 5 from line 4.						27,650,061

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
7 Amounts from line 4	3,204,013	3,216,548	6,303,295	7,266,273	8,687,678	28,677,807
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,046	3,807	7,943	4,422	3,602	20,820
9 Net income from unrelated business activities, whether or not the business is regularly carried on	-	-	-	-	-	-
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)	99,579	356,339	83,221	98,661	(13,401)	624,399
11 Total support. Add lines 7 through 10						29,323,026
12 Gross receipts from related activities, etc. (see instructions)					12	-
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f))	14	94.29 %
15 Public support percentage from 2011 Schedule A, Part II, line 14	15	89.21 %
16a 33⅓% support test—2012. If the organization did not check the box on line 13, and line 14 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>	
b 33⅓% support test—2011. If the organization did not check a box on line 13 or 16a, and line 15 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
17a 10%-facts-and-circumstances test—2012. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>	

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2011 Schedule A, Part III, line 17	18	%

- 19a 33¹/₃% support tests—2012.** If the organization did not check the box on line 14, and line 15 is more than 33¹/₃%, and line 17 is not more than 33¹/₃%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ☐
- b 33¹/₃% support tests—2011.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33¹/₃%, and line 18 is not more than 33¹/₃%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ☐
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. ☐

Part IV **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

Part II Line 10 includes contract revenue for services provided to other non-profit organizations or governments at their request.

Schedule of Contributors

OMB No. 1545-0047

2012

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

Name of the organization

Employer identification number

Rights and Resources Institute, Inc.

20-3690821

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note. Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II.

Special Rules

- ☒ For a section 501(c)(3) organization filing Form 990 or 990-EZ that met the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of **(1)** \$5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- ☐ For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year ▶ \$ _____

Caution. An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2 of its Form 990; or check the box on line H of its Form 990-EZ or on Part I, line 2 of its Form 990-PF, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization <u>Rights and Resources Institute, Inc.</u>	Employer identification number <u>20-3690821</u>
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Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>	<u>Department for International Development</u> <u>1 Palace Street</u> <u>London SW1E 5HE, United Kingdom</u>	\$ <u>1,731,230</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
<u>2</u>	<u>Norwegian Agency for Development Cooperation</u> <u>Ruseløkkveien 26</u> <u>0251 Oslo, Norway</u>	\$ <u>2,603,016</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
<u>3</u>	<u>Ford Foundation</u> <u>320 East 43rd Street</u> <u>New York, NY 10017-4801</u>	\$ <u>1,201,500</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
<u>4</u>	<u>Ministry for Foreign Affairs of Finland</u> <u>Kanavakatu 3</u> <u>00160 Helsinki, Finland</u>	\$ <u>657,031</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
<u>5</u>	<u>Swedish International Development Cooperation Agency</u> <u>Valhallavägen 199</u> <u>105 25 Stockholm, Sweden</u>	\$ <u>1,853,991</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
<u>6</u>	<u>Swiss Agency for Development and Cooperation</u> <u>Freiburgstrasse 130</u> <u>3003 Berne, Switzerland</u>	\$ <u>398,849</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)

Name of organization Rights and Resources Institute, Inc.	Employer identification number 20-3690821
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Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----
-----	----- ----- ----- -----	\$ -----	-----

Name of organization Rights and Resources Institute, Inc.	Employer identification number 20-3690821
---	---

Part III **Exclusively religious, charitable, etc., individual contributions to section 501(c)(7), (8), or (10) organizations that total more than \$1,000 for the year.** Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ► \$ _____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

----- ----- -----	----- ----- -----
-------------------------	-------------------------

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

----- ----- -----	----- ----- -----
-------------------------	-------------------------

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

----- ----- -----	----- ----- -----
-------------------------	-------------------------

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
-----	----- ----- -----	----- ----- -----	----- ----- -----

(e) Transfer of gift

Transferee's name, address, and ZIP + 4

Relationship of transferor to transferee

----- ----- -----	----- ----- -----
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SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990. ► See separate instructions.

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (e.g., recreation or education) ☐ Preservation of an historically important land area

☐ Protection of natural habitat ☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenues included in Form 990, Part VIII, line 1 ► \$

(ii) Assets included in Form 990, Part X ► \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenues included in Form 990, Part VIII, line 1 ► \$

b Assets included in Form 990, Part X ► \$

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a** ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other _____
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

- | | |
|---|---|
| c | Beginning balance |
| d | Additions during the year |
| e | Distributions during the year |
| f | Ending balance |

	Amount
1c	
1d	
1e	
1f	

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- a Board designated or quasi-endowment ▶ _____ %
- b Permanent endowment ▶ _____ %
- c Temporarily restricted endowment ▶ _____ %

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations
- (ii) related organizations

	Yes	No
3a(i)		
3a(ii)		
3b		

- b** If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

- Part VI** **Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

Description of property		(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a	Land	-	-		-
b	Buildings	-	-	-	-
c	Leasehold improvements	-	273,363	81,374	191,989
d	Equipment	-	148,152	90,788	57,364
e	Other	-	36,218	10,338	25,879

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)	275,233
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Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other -----		
(A) -----		
(B) -----		
(C) -----		
(D) -----		
(E) -----		
(F) -----		
(G) -----		
(H) -----		
(I) -----		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ►		

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) ►		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) 401(k) Forfeiture Account	2,164
(2) Retainer Deposits	3,500
(3) Rent and Utility Deposits	7,142
(4) Employee advances for business travel	8,836
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ►	21,641

Part X Other Liabilities. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes	-	
(2) Deferred Rent	(8,245)	
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
(11)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►	(8,245)	

2. FIN 48 (ASC 740) Footnote. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	8,664,404
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains on investments	2a	-
b	Donated services and use of facilities	2b	-
c	Recoveries of prior year grants	2c	-
d	Other (Describe in Part XIII.)	2d	(44,419)
e	Add lines 2a through 2d	2e	(44,419)
3	Subtract line 2e from line 1	3	8,708,823
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	-
b	Other (Describe in Part XIII.)	4b	-
c	Add lines 4a and 4b	4c	-
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	8,708,823

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	8,103,601
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	-
b	Prior year adjustments	2b	-
c	Other losses	2c	-
d	Other (Describe in Part XIII.)	2d	-
e	Add lines 2a through 2d	2e	-
3	Subtract line 2e from line 1	3	8,103,601
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	-
b	Other (Describe in Part XIII.)	4b	-
c	Add lines 4a and 4b	4c	-
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	8,103,601

Part XIII Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part XI 2d - Write off of uncollectable revenue recognized in prior fiscal year.

Part XIII Supplemental Information (continued)

[illegible]

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

► Complete if the organization answered "Yes" to Form 990,
Part IV, line 14b, 15, or 16.

► Attach to Form 990. ► See separate instructions.

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ **Yes** ☐ **No**

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(1) East Asia & the Pacific	0	0	Grants to recipients		771,962
(2) Central America & Caribbean	0	0	Grants to recipients		237,676
(3) Sub-Saharan Africa	0	0	Grants to recipients		1,065,523
(4) South Asia	0	0	Grants to recipients		241,349
(5) South America	0	0	Grants to recipients		552,288
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total	0	0			2,868,798
b Total from continuation sheets to Part I	0	0			0
c Totals (add lines 3a and 3b)	0	0			2,868,798

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			Central America	Community alliance	28,000	EFT			
(2)			Central America	Forest management	32,290	EFT			
(3)			Central America	Exchanging experie	34,500	EFT			
(4)			Central America	Supporting organiz	54,609	EFT			
(5)			Central America	Regional analysis	88,000	EFT			
(6)			South America	Lands registration	948	EFT			
(7)			South America	Territorial demand	30,022	EFT			
(8)			East Asia	Conflict analysis	28,000	EFT			
(9)			East Asia	Securing rights	48,954	EFT			
(10)			SS Africa	Legislative advoca	35,000	EFT			
(11)			SS Africa	Participatory mapp	20,429	EFT			
(12)			SS Africa	Regional dialogues	23,962	EFT			
(13)			SS Africa	Advocacy and right	10,706	EFT			
(14)			South America	Territorial rights	48,872	EFT			
(15)			South America	Natural resources	36,855	EFT			
(16)			South America	Collective rights	25,241	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **49**

3 Enter total number of other organizations or entities **0**

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☐ No

- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☐ No

- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations. (see Instructions for Form 5471)* ☐ Yes ☐ No

- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* ☐ Yes ☐ No

- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect To Certain Foreign Partnerships. (see Instructions for Form 8865)* ☐ Yes ☐ No

- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713)* ☐ Yes ☐ No

Part V **Supplemental Information**

Complete this part to provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

All recipients of grant funds must demonstrate eligibility as either a non-profit organization or equivalent, or a collective and cooperative

community-based organization prior to award. Recipients must maintain records of all expenses of the equivalent of US\$25 or more.

Recipients submit detailed financial reports, narrative reports, and specific deliverables, which are reviewed by RRG.

Recipients must submit copies of their annual organizational audit and management letter, plus a specific audit letter summarizing

the revenue and expenses on the grant. Some activities each year are selected for review by RRI's Independent External Monitor

or monitoring and evaluation of progress toward RRI's goals. Additional financial or programmatic review may be conducted at RRG's

discretion or at the discretion of the donors to RRI.

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			SS Africa	Regional learning	54,863	EFT			
(2)			SS Africa	Forest tenure	25,000	EFT			
(3)			East Asia	Engaging leaders	1,200	EFT			
(4)			East Asia	Social mobilizatio	23,800	EFT			
(5)			East Asia	Governments CSOs	26,923	EFT			
(6)			East Asia	Conflict resolutio	10,000	EFT			
(7)			East Asia	Technical support	8,979	EFT			
(8)			East Asia	Social mobilizatio	65,600	EFT			
(9)			South America	Regional support	38,536	EFT			
(10)			East Asia	Transmigration	10,700	EFT			
(11)			SS Africa	Community support	16,000	EFT			
(12)			SS Africa	Human rights	31,500	EFT			
(13)			SS Africa	Palm Oil accountab	35,000	EFT			
(14)			SS Africa	Community roundtab	23,868	EFT			
(15)			SS Africa	Spatial Rights	20,000	EFT			
(16)			SS Africa	Secure rights	20,000	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ **see main page, schedule F**

3 Enter total number of other organizations or entities ▶ **see main page, schedule F**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			SS Africa	Rights advocacy	30,770	EFT			
(2)			SS Africa	Strengthen communi	20,000	EFT			
(3)			SS Africa	CSO rights	20,000	EFT			
(4)			SS Africa	Community rights	50,000	EFT			
(5)			SS Africa	Engagement with co	14,994	EFT			
(6)			SS Africa	Monitoring	80,000	EFT			
(7)			SS Africa	Challenging expans	51,123	EFT			
(8)			SS Africa	Women's participat	49,975	EFT			
(9)			SS Africa	Gender studies	25,155	EFT			
(10)			SS Africa	Stakeholder input	32,000	EFT			
(11)			SS Africa	CSO inputs	28,000	EFT			
(12)			SS Africa	Ensuring visibilit	18,000	EFT			
(13)			SS Africa	Agricultural rotat	7,200	EFT			
(14)			SS Africa	Site visits	5,000	EFT			
(15)			SS Africa	Facilitation	37,943	EFT			
(16)			SS Africa	Tenure reforms	11,000	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ **see main page, schedule F**

3 Enter total number of other organizations or entities ▶ **see main page, schedule F**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			East Asia	Forest tenure	16,461	EFT			
(2)			East Asia	Governance and ter	4,105	EFT			
(3)			East Asia	Tenure reform	6,657	EFT			
(4)			East Asia	Coordination and c	4,548	EFT			
(5)			East Asia	Civil society and	31,947	EFT			
(6)			East Asia	Policy advocacy	23,800	EFT			
(7)			South America	Indigenous strengt	27,016	EFT			
(8)			South America	Civil society enga	85,016	EFT			
(9)			South America	Advocacy campagins	35,000	EFT			
(10)			SS Africa	Local conventions	1,883	EFT			
(11)			SS Africa	Transferring autho	10,000	EFT			
(12)			SS Africa	Global review of	3,700	EFT			
(13)			East Asia	Tenure reform	16,000	EFT			
(14)			East Asia	Learning	10,000	EFT			
(15)			East Asia	Coordination	10,000	EFT			
(16)			SS Africa	Facilitation	86,925	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ **see main page, schedule F**

3 Enter total number of other organizations or entities ▶ **see main page, schedule F**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			East Asia	Community perspect	18,700	EFT			
(2)			East Asia	Forest management	5,806	EFT			
(3)			South America	National platforms	38,850	EFT			
(4)			South America	Gender equality	34,996	EFT			
(5)			East Asia	Tenure reform	30,034	EFT			
(6)			East Asia	Collective rights	62,093	EFT			
(7)			East Asia	Forest regulations	4,970	EFT			
(8)			East Asia	Legal reforms in C	16,000	EFT			
(9)			East Asia	Research dissemina	7,000	EFT			
(10)			East Asia	Policy reform	24,000	EFT			
(11)			East Asia	Research dissemina	8,000	EFT			
(12)			East Asia	Investigation of l	30,000	EFT			
(13)			East Asia	Community rights	15,000	EFT			
(14)			Central America	Capacity building	49,741	EFT			
(15)			East Asia	Livelihood analysi	2,849	EFT			
(16)			East Asia	Conflict analysis	10,000	EFT			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ [see main page, schedule F](#)

3 Enter total number of other organizations or entities ▶ [see main page, schedule F](#)

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			SS Africa	Planning meeting	3,123 EFT				
(2)			East Asia	Networks	29,888 EFT				
(3)			East Asia	Networks	22,328 EFT				
(4)			East Asia	Facilitation	73,716 EFT				
(5)			East Asia	Policy reform	39,631 EFT				
(6)			East Asia	Tenure reform	34,205 EFT				
(7)			East Asia	Assessing impact	10,000 EFT				
(8)			East Asia	Policy briefs	8,196 EFT				
(9)			SS Africa	Women's rights	27,935 EFT				
(10)			SS Africa	Gender workshop	87,248 EFT				
(11)			East Asia	Policy advocacy	60,000 EFT				
(12)			SS Africa	Coordination	39,971 EFT				
(13)			SS Africa	Social impact	20,755 EFT				
(14)			East Asia	Gender workshop	30,000 EFT				
(15)			South America	REDD Safeguards	9,900 EFT				
(16)			SS Africa	Strategy planning	18,276 EFT				

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ **see main page, schedule F**

3 Enter total number of other organizations or entities ▶ **see main page, schedule F**

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			SS Africa	Gender workshop	110,464	EFT			
(2)			SS Africa	Women's rights	29,081	EFT			
(3)			SS Africa	Regional dialogue	5,505	EFT			
(4)			SS Africa	Regional dialogue	46,176	EFT			
(5)			SS Africa	Translation	208	EFT			
(6)			SS Africa	Research	7,000	EFT			
(7)			East Asia	Coordination	4,000	EFT			
(8)			East Asia	Forest management	40,000	EFT			
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶ [see main page, schedule F](#)

3 Enter total number of other organizations or entities ▶ [see main page, schedule F](#)

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service
Name of the organization

Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

OMB No. 1545-0047

2012

Open to Public
Inspection

Name of the organization

Employer identification number

Rights and Resources Institute, Inc.

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Yes No

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) Landesa - 1424 Fourth Ave.Suite Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$40,000				Legal and policy refor
(2) Landesa - 1424 Fourth Ave.Suite Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$15,000				Women's rights
(3) Landesa - 1424 Fourth Ave.Suite Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$30,000				Investigation of acqui
(4) Landesa - 1424 Fourth Ave.Suite Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$4,970				Forest regulations
(5) Maliasili Initiatives - PO Box 293 Underhill, VT 05489	27-3183146	501(c)3	\$15,000				Community land rights
(6) IFRI - 440 Church Street, Ann Arbor MI 48104, USA	38-6006309	501(c)3	\$105,197				Tracking methodology
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2	Enter total number of section 501(c)(3) and government organizations listed in the line 1 table	3
3	Enter total number of other organizations listed in the line 1 table	0

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50055P

Schedule I (Form 990) (2012)

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

	(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1						
2						
3						
4						
5						
6						
7						

Part IV **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

All US recipients of grant funds must demonstrate eligibility as 501(c)(3) prior to award. Recipients must maintain records of all expenses, including documentation for all expenses of

US\$25 or more. Recipients submit detailed financial reports, narrative reports, and specific deliverables, which are reviewed by RRG. Recipients must submit copies of their annual

organizational audit and management letter, plus a specific audit letter summarizing the revenue and expenses on the grant. Some activities each year are selected for review by

RRG's Independent External Monitor for monitoring and evaluation of progress toward RRG's goals. Additional financial or programmatic review may be conducted at RRG's discretion

or at the discretion of the donors to RRG.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service
Name of the organization

Compensation Information
For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
▶ **Complete if the organization answered "Yes" to Form 990,
Part IV, line 23.**
▶ **Attach to Form 990.** ▶ **See separate instructions.**

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <div><input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account</div> <div><input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)</div>		
b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. <div><input type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Form 990 of other organizations</div> <div><input type="checkbox"/> Written employment contract <input type="checkbox"/> Compensation survey or study <input type="checkbox"/> Approval by the board or compensation committee</div>		
4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: a Receive a severance payment or change-of-control payment? b Participate in, or receive payment from, a supplemental nonqualified retirement plan? c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.	4a 4b 4c	 ✓ ✓ ✓
Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5–9.		
5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: a The organization? b Any related organization? If "Yes" to line 5a or 5b, describe in Part III.	5a 5b	 ✓ ✓
6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? b Any related organization? If "Yes" to line 6a or 6b, describe in Part III.	6a 6b	 ✓ ✓
7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	✓
8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	✓
9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation				(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation reported as deferred in prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation					
1 Thomas A. White, President	(i) 156,699	(ii) 3,061	(iii) 276		11,413	13,891	188,339	-
2 Arvind Khare, Executive Director	(i) 158,717	(ii) 2,799	(iii) 757		11,359	516	174,147	-
3 Augusta Molnar, Senior Director Country & Regional Progr	(i) 144,459	(ii) -	(iii) 675		10,159	569	166,144	-
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								

Part III **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

Heading, Line C:

Rights and Resources Institute, Inc. (herein, RRG) also does business as the "Rights and Resources Initiative", the coalition (herein, RRI)
of RRG and 14 Partner organizations (2012), in RRG's role as Secretariat of the coalition.

Part III -Line 2:

In 2012, RRI conducted initial work on activities that form the basis of a new program in 2013, Strategic Initiatives. These include scoping
for the establishment of an International Forest Tenure Facility, and preparations for an international conference on scaling-up strategies
to secure community land and resources rights. In 2012, this initial work was considered part of the Strategic Analysis program, described
below.

Part III - Line 4 : MAJOR ACHIEVEMENTS

1. RRI influenced at least five countries to make substantial progress in reforms. RRI is now fully engaged in DRC and Peru. It is carrying out
a DRC tenure baseline study with multiple collaborators, which has been declared by the government as a key part of its reform process.
RRI took change agents in the Lao PDR National Assembly to see the impact of community rights in Mexico and engaged its provincial
and central leaders in an international exchange of experience. It engaged in REDD and FLEGT VPA (four African countries) through
African Community Rights (ACRN) and RECOFTC networks, and in Peru supported a national campaign for territorial rights and
prevented expansion of petroleum in high-conservation-value, indigenous territories. RRI support prevented serious rollback in community
rights in Nepal, forcing government to withdraw regressive proposals. A major conference in India draw national attention to the negative
impacts of internal land grabs on tribal rights, social cohesion and the environment.

2. RRI's assessment of the global status of forest tenure and poverty, released at Rio+20, was broadly adopted internationally as a
measure of progress towards global forest, environmental, and economic goals, cited by international organizations and governments
and laying groundwork for collaboration with Oxfam, ILC, and Helvetas on a planned global summit concerning recognition of community
land rights. In parallel, RECOFTC completed a regional study of rethinking regulations and helped to compile a training brief based on
US success with the implementation of voluntary forest regulations relevant to tropical country forest reforms. For the first time, RRI
convened a legal reference group of Partners and Collaborators to share lessons and legal tactics for reform.

Name of the organization

Employer identification number

Rights and Resources Institute, Inc.**20-3690821**

3. RRI completed development of a consulted Framework Proposal II (FP2) successfully raising new resources for its implementation,

and advanced in the design of its New Directions, including steps in the design and promotion of a new, independent "tenure facility".

It secured \$24 million of the projected \$60 million budget for five years, added a new supporter (BMZ/GIZ-Germany), and initiated new

strategies to understand and influence the agriculture, infrastructure, and extractive sectors. RRI has initiated a serious exploration of

strategic alliances with individuals, organizations and networks committed to the broader agenda of community land tenure reform and

and a concomitant examination of the hazy interface between forest tenure reform and broader land reform issues, including the

conservation sector and convening private, civil society and public actors in a November dialogue.

4. RRI began to implement stronger modes of program delivery and strategic planning for FP2, fully staffing its Finance and Administration

team, gaining new efficiencies in the strengthened Global Programs team, and implementing a new Communications and Outreach

strategy with visible impact on Partners and Collaborators, governments and media. RRI started implementation of recommendations from

an April 2012 Bangkok Partner's meeting to rethink and renew for the new framework, integrating RRI Collaborators in both regional

and global planning activities in recognition of the increasing leadership provided by those organizations to RRI's country-level

interventions. It created a new window for Partners to advance New Directions, establishing the "tenure facility" as a new Strategic Initiative

in the work program, and continuing the search to find needed senior staff to round out the Country and Regional Program.

Part III - Line 4a : COUNTRY AND REGIONAL PROGRAMS

Africa:

• Liberia: Pit-sawing was legally recognized; a progressive Land Policy was developed with civil society and community input; unfavorable

unfavorable regulations to the Community Rights Law (CRL) were addressed and amendments are set to be reviewed by FDA; RSPO

responded to pressure to respect communities' rights by catalyzing Sime Darby to grant some compensation to communities and

committing to higher standards; government and Golden Veroleum review their standards, while community women are increasingly

mobilized to participate in forest governance, government policy platforms, and their forest committees (CFDCs).

• Cameroon: The Ministry of Economy, Planning and Regional Planning accepted RRI's draft articles to institutionalize participatory mapping

as an instrument for asserting community rights. Key proposals from RRI coalition integrated into draft Forest Law. RRI initiated engagement

on land reform, catalyzing an inter-ministerial platform to harmonize sectorial policy. About 30,000 ha. of forestlands were declassified

from forest concessions and placed under community/customary management due to the Coalition's work.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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Employer identification number

20-3690821

...continued (2)

• DRC: In the DR Congo, RRI now has a significant opportunity to influence the land reform process and contribute robust analytical support. The RRI Tenure Baseline Study is becoming a point of reference for actors working on land reform in the DRC. The Congolese Government has designated the Baseline Study as one of the official inputs to the DRC's first-ever Land Reform Road Map.

• Burkina Faso: TENFOREST has been able to occupy an important political space between central and local governments and communities, providing much needed services and guidelines to government staff responsible for interaction with villagers and local governments, focusing attention on the pace of reforms, and building confidence of women leaders and organizations. TENFOREST's methodology to craft gender-sensitive communal-level development plans under decentralization was chosen by the government as the most practical and operational guidance for these plans, and TENFOREST was selected as the official lead to conduct the process.

• Mali: Limited activities within the 2012 plan were contracted following the political crisis. The RRI coalition shifted from advocacy on government legislation to support decentralized NRM rights and action on the ground in local communes. Rural women's network developed advocacy capacity to better recognize women's rights in the Loi d'Orientation Agricole (Agriculture Framework Law) and its implementation. The Coalition devised interim strategies to collaborate with communities to defend against rollback during the continuing crisis.

• Regional: Women engaged in the African Women's Network for Community Management of Forests (REFACOF) consolidated capacity on tenure and gender concepts, REDD and on using human rights mechanisms as advocacy tools (Convention on the Elimination of All Forms of Discrimination Against Women, African Charter on Human and Peoples' Rights). The African Community Rights Network (ACRN) has developed an action plan to increase CSO involvement in tenure reform and better coordinate national advocacy on community rights, assessing drivers of deforestation and engaging actively with regional-level institutions shaping reform agendas.

Asia:

• China: Greater awareness raised on gender dimensions of tenure reform within State Forestry Administration due to noteworthy analysis by Landesa on women's forestland rights. RRI has effectively conveyed research findings and recommendations on second-generation reforms (equal access to rights, due process, and accessible redress mechanisms) to high-level officials to capitalize on growing political sensitivity to corruption and land grabs and political will for deeper policy reforms. Published research on regulatory takings in ecological protection forests and livelihoods in ethnic minority areas clearly demonstrates contradictions between tenure reforms and zoning

Name of the organization

Employer identification number

Rights and Resources Institute, Inc.**20-3690821**

regulations.

• **Indonesia:** Ministry has accepted CSO Roadmap and established a multi-sectoral Working Group on Forest Tenure, inclusive of line ministries, to craft reforms, as well as tenure and conflict functions CSO Roadmap has been disseminated widely and civil society and IP representatives have been officially tasked with gathering inputs to tenure policy and legislation from 10 pilot villages with insecure tenure. Coalition research on implementation of FPIC standards in oil palm industry officially accepted as inputs to RSPO and National Human Rights Commission.

• **Nepal:** Key political parties have established natural resource units in party structure due to FECOFUN's and Collaborators' advocacy for continued prominence of community property rights in national party debates following May 2012 dissolution of Constituent Assembly; Women's institutional participation in CFUGs effectively strengthened with new capacity for broader alliances in the Terai lowlands; Media effectively utilized to amplify CF issues to national level and prevent rollback of existing rights.

• **Laos:** An unprecedented government commitment to process of national land reform and creation of sound legal and policy framework framework in which rights are clearly defined emerged from the international workshop on land and forest tenure reform. Follow up exchange visit by National Assembly to Mexico and continued dialogue has built further momentum and political will for instituting reforms beginning in 2013.

• **India:** Sustained advocacy by RRI Fellow and Collaborators contributed to issuance of Forest Rights Act Amendment Rules 2012 that strengthen collective rights and restrict bureaucratic powers over forest dwelling communities. International conference showcased rigorous research on internal land grab phenomenon (8 case studies, national synthesis/analysis of policies and laws, data-rich map on land conflicts) to inform parliamentary debate on the Land Acquisition Relief and Rehabilitation Bill.

• **Thailand:** Capacity of CF network has been effectively strengthened to engage in constructive advocacy with policy makers at district and national levels and a strong relationship with National Law Reform Commission established to incorporate rights and tenure in forthcoming procedural law.

• **Regional:** Continued advocacy on ensuring human rights in agribusiness and commodity roundtables through national Human Rights Commissions and AIHCR has raised significant awareness on need for sweeping regulatory standards. Strategic analysis on gender and forest tenure in Nepal, Indonesia, China, Philippines and in context of REDD+ was disseminated widely, and indigenous women deepened their knowledge of technical issues of REDD+ and strengthened regional linkages around the climate change debate in a regional workshop. Tenure analysis in S. Asia using RRI methodology has been released to broad audience, and the CF champions' network has strengthened.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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► Attach to Form 990 or 990-EZ.

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Name of the organization

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20-3690821

...continued (3)

Latin America:

• Guatemala: Communities and allied NGOs established a mechanism for civil society monitoring of the implementation of the communal lands registry and cadastre process. Guatemalan government accepted the proposal developed by the National Alliance of Community

Organizations to define the consultation and participation mechanism in the REDD readiness process.

• Peru: The historical analysis developed by Indigenous communities in the Peruvian Amazon documenting pending territorial claims to land and resources was strategically used in national REDD+ negotiations that related to securing tenure rights .

• Colombia: The national REDD+ strategy incorporated critical inputs from Afro-descendants, indigenous and other forest communities in Colombia regarding the need to clarify tenure rights before implementation of REDD+ processes, and the government committed to establish a plan for a participatory process to create SESA monitoring plans.

• Bolivia: Natural resources legislation, including the Law of TIPNIS, incorporated critical inputs from indigenous and campesino organizations. Governmental plans for opening a highway through the TIPNIS were delayed as a result of Indigenous Peoples mobilization and national advocacy strategy.

• Regional: Leading indigenous, Afro-descendant and other forest dweller organizations from Central and South America made a concerted international argument to find mechanisms in favor of regulating voluntary carbon agreements at the 12th Participants Committee Meeting of the FCPF, prompting the governments of Colombia and Peru to prepare draft proposals for discussion with civil society on the regulation of early initiatives in the voluntary carbon market. The Mesoamerican Alliance of Peoples and Forests is recognized as a key regional actor in discussion and negotiations related to Climate change policies.

Part III - Line 4b - STRATEGIC ANALYSIS

• REDD+ program designers and leading decision-makers exposed to the role of supply chains, private project finance in diminishing deforestation and the steps to include and scale up these strategies through REDD programs. Policy makers and practitioners more aware of how REDD goals can be bolstered by better understanding of drivers of deforestation, tenure, restoration, supply chains, and oncoming threats from the infrastructure and extractive sectors.

• RRI Coalition and connected constituencies now aware of the opportunities provided by engagement with private sector actors driving deforestation and how to leverage their influence. Made progress on assessing the financial risks of insecure land tenure the scoping and

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design work of the International Forest Tenure Facility and the accompanying Tenure Summit (both expected to be launched in 2013).

• Global climate and forest decision-makers and investors are now better informed of the risks posed by insecure land tenure to achieving investment and climate goals.

• UNREDD Policy Board and Program accept importance of securing tenure in achieving REDD objectives. Independent Advisory Group on Forests, Rights and Climate Change: RRI is leading the preparation of the UNREDD Land Tenure Issues Policy Paper to be finalized in January 2013.

• Conservation organizations begin to see the shared interests in local land tenure security. Started a closer relationship with The Nature Conservancy (who participated in the 2012 annual meeting of MegaForests and co-organized the Twelfth RRI Dialogue).

• Extractive industry impact on local communities assessed for inclusion in national REDD priorities, in preparation for the Latin America Dialogue that will focus on the role of extractive industries in deforestation and tenure rights abuses (March 2013).

• Legal reference group on securing community forest tenure launched to bring lessons from outside the forest sector. RRI hosted a meeting on Legal Options to Secure Community Property Rights with legal practitioners and civil society participants from Asia, Africa, Europe, North America and South America which produced an analytical paper.

• Positioned RRI Coalition to influence the design and conceptualization of VPAs to ensure that community rights and small-scale producers are protected and strengthened. Increased understanding of the FLEGT processes, RRI mapped out key actors, and compiled information about the progress of various VPA negotiations. Engaged in FLEGT/VPA processes in Africa and in Asia.

• Regulatory barriers to community benefits from forestry now better understood by civil society and governments in SE Asia. With RECOFTC, RRI analyzed the types of regulatory barriers that exclude or deter small holder participation in the formal market and looked at case studies in Asia and Latin America.

Part III - Line 4c : COMMUNICATIONS AND OUTREACH

• Global Media launches increase readership of the Annual Review on the State of Tenure 2012-2013, "What Rights?" and "Respecting Rights, Delivering Development". Components of this expansive media strategy included coordinating and executing three site visits for journalists.

• Numerous country and regional level activities supported, such as the launch of the Laos Declaration; production and promotion of the suite of analysis on Gender and Community Forestry in Africa and Asia; promotion and English language media launch of community land titling campaign in Peru; hosting the second in a series of Effective Advocacy Sessions in Burkina Faso; media engagement around the India and China conferences.

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- RRI's targeted outreach capacity increased: Built new, integrated media contact database for journalists for use in targeted country and regional level media outreach. Implemented new design templates for RRI email campaigns and increased the number of targeted outreach around media launches of major publications, and other existing communications by almost 25% in 2012.
- RRI website now translated into 65 languages (through auto-translation) and launching fully integrated web content management systems in French and Spanish.
- Media and Messaging trainings contribute to local representatives stories featuring in global press. 22 indigenous and community leaders leaders trained in English, French, Spanish and Portuguese during Rio+20 and of 9 members of the country and regional team program staff; organized 6 site visits in China, Brazil, India and Liberia.

Part III - Line 4d : NETWORKING SUPPORT

- The 2012 annual meeting of MegaFlorestais gathered 21 leaders of public agencies representing more than 60% of the world's forest in Santa Fe, New Mexico, USA in October and discussed "Forest governance in the 21st Century: How to achieve resilient forest communities , landscapes and agencies".
- The third convening of the Global Issues in Governing Natural Resources seminar exposed emerging "next generation" leaders from 11 MegaFlorestais agencies to tenure reforms options, market changes, community forestry, Indigenous Peoples' rights, and leadership challenges in Whistler, British Columbia, Canada in June.
- Forest agency officers and civil society representatives of 7 countries currently looking into or designing a new tenure reform exposed to Montana's approach to forest regulations in Western Montana, USA in July.

Part III - Line 4d (continued) : COALITION COORDINATION

- Logical Framework for RRI Framework Proposal 2 developed.
- Streamlined Monitoring, Evaluation, and Learning system developed for Framework Proposal 2.
- Partners and Collaborators participated in 2013 planning meetings including further development of RRI New Directions for the Framework Proposal 2 period.

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• Partners and RRG assessed the modalities of working together under RRI MoU, and revised the RRI Institutional and Business Arrangements.

Part VI - Section B - Line 11 a/b

This return has been submitted for the review of RRG's Board of Directors. The Treasurer of the Board reviewed this return in detail, referencing the organization's audited financial statements for the year. The Board reviewed the return in summary, with input from the Treasurer, President, Executive Director, and Director of Finance and Administration. Questions about specific items or sections were asked and answered with supplemental detail provided as appropriate.

Part VI - Section B - Line 12 a/b/c

Directors and Officers are required to review the Conflict of Interest Policy annually and to sign annually their commitment to abide by the Policy. The Policy requires that any known or potential conflicts of interest be communicated to the Board as soon as they are known, and the facts and Board decisions concerning the conflict be documented in the minutes of the Board. The Board and Officers assess at least annually whether all Officers and Directors are in compliance with the Policy based on all facts known to the Board and Officers. An audit of the Policy and its implementation was undertaken in late 2011 by an independent consultant, and recommendations for improvements and ensuring rigorous adherence to the policy and comprehensive documentation of this adherence were implemented in 2012.

Part VI - Section B - Line 15a

The President is the top management official of the organization. An assessment of other non-profit organizations is periodically undertaken based on compensation figures reported on IRS 990 returns from comparable organizations and other sources of compensation information at the request of the Board. Assessed organizations are selected to most closely resemble RRG in terms of budget, number of employees, complexity of programs, role, expertise, and geographic location. In a session closed to the President, the Board reviews the assessment, the performance of the President, and may consider other relevant factors in determining whether a salary adjustment is warranted, which is then subject to voting by the Board. This Process was last undertaken in January 2013.

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Part VI - Section C - Line 19

RRG posts the following institutional documents on its website, available to the general public. Additional documents are also posted
to demonstrate RRG's commitment to best practices in transparency and accountability.

* RRI Institutional and Business Arrangements: documents the mission, goals, modus operandi, program areas, products, business
strategy, institutional arrangements, and the responsibilities of RRG, the RRI Partner organizations, RRI Collaborating organizations,
RRI Fellows, and RRG's Board of Directors.

* RRI Memorandum of Understanding - documents the means of collaboration between RRG and the RRI Partner organizations

* Conflict of Interest Policy

* Annual Workplan Documents, including strategic priorities

* Independent Monitor Evaluations

* Annual Statements of Business and Affairs and Annual Activities

* Annual Audited Financial Statements

* IRS 990 Annual Information Return

ADDITIONAL INFORMATION

Rights and Resources Institute, dba Rights and Resources Group serves as the coordinating mechanism for the Rights and Resources
Initiative, a strategic coalition of international, regional, and community organizations engaged in development, research, and
conservation, working together to encourage greater global commitment and action on pro-poor tenure, policy, and market reforms.
The RRI coalition is formed by a group of core Partners who conduct work in specific areas of their regional and thematic expertise.
Partners also engage with a wide group of Collaborating organizations who participate in and support RRI activities around the world.
RRI is a strategic coalition the goes beyond the traditional set of international development actors to involve a wide spectrum of
organizations, each of which provides a critical perspective in the larger chain of actors necessary to advance change.

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As of December 31, 2012, the following organizations were RRI Partners, signatories to the RRI Memorandum of Understanding

governing their collaboration:

ACICAFOC - Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria Centroamericana**(Coordinating Association of Indigenous and Community Agroforestry in Central America)****San José, Costa Rica****CED - Center for Environment and Development****Yaoundé, Cameroon****Civic Response****Accra, Ghana****FECOFUN - Federation of Community Forestry Users, Nepal****Kathmandu, Nepal****Forest Peoples Programme****Moreton-in-Marsh, England****Forest Trends****Washington DC, USA****FPCD - Foundation for People and Community Development****Boroko, NCD, Papua New Guinea****note: FPCD withdrew from the RRI Memorandum of Understanding in 2013 and now has collaborating organization status****HELVETAS Swiss Intercooperation****Berne, Switzerland****ICRAF - World Agroforestry Centre****Nairobi, Kenya****IFRI - International Forestry Resources and Institutions****Ann Arbor, Michigan, USA****PRISMA - Programa Salvadoreño de Investigación sobre Desarrollo y Medio Ambiente****(Salvadoran Research Program on Development and Environment)****San Salvador, El Salvador**

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RECOFTC - The Center for People and Forests

Bangkok, Thailand

Samdhana Institute

Bogor, Indonesia and Cagayan de Oro City, Philippines

Tebtebba - Indigenous Peoples' International Centre for Policy Research and Education

Baguio City, Philippines

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