

# Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**2022**

Do not enter social security numbers on this form as it may be made public.

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**A** For the **2022** calendar year, or tax year beginning and ending

|  |   |            |   |
|--|---|------------|---|
| <b>B</b> Check if applicable:<br><br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Final return/terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br><b>RIGHTS AND RESOURCES INSTITUTE, INC.</b>                            |            | <b>D</b> Employer identification number<br><b>20-3690821</b>  |
|  | Doing business as <b>RIGHTS AND RESOURCES GROUP</b>   |            | <b>E</b> Telephone number<br><b>202-470-3900</b>  |
|  | Number and street (or P.O. box if mail is not delivered to street address)                              | Room/suite | <b>G</b> Gross receipts \$ <b>35,478,201.</b>   |
|  | <b>2445 M STREET NW</b>   | <b>520</b> | <b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No                        |
|  | City or town, state or province, country, and ZIP or foreign postal code<br><b>WASHINGTON, DC 20037</b> |            | <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No," attach a list. See instructions |
| <b>F</b> Name and address of principal officer: <b>SOLANGE BANDIAKY-BADJI</b><br><b>SAME AS C ABOVE</b>  |   |            | <b>H(c)</b> Group exemption number  |
| <b>I</b> 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   |   |            |   |
| <b>J</b> Website: <b>WWW.RIGHTSANDRESOURCES.ORG</b>  |   |            |   |
| <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other  |   |            | <b>L</b> Year of formation: <b>2005</b> <b>M</b> State of legal domicile: <b>DC</b>   |

**Part I Summary**

|   |  |
|---|--|
| <b>Activities &amp; Governance</b>  | <b>1</b> Briefly describe the organization's mission or most significant activities: <b>RRI'S MISSION IS TO SUPPORT LOCAL COMMUNITIES' AND INDIGENOUS PEOPLES' STRUGGLES AGAINST POVERTY</b> |
|   | <b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.   |
|   | <b>3</b> Number of voting members of the governing body (Part VI, line 1a) <b>3</b> <b>12</b>  |
|   | <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) <b>4</b> <b>11</b>  |
|   | <b>5</b> Total number of individuals employed in calendar year 2022 (Part V, line 2a) <b>5</b> <b>29</b>   |
|   | <b>6</b> Total number of volunteers (estimate if necessary) <b>6</b> <b>0</b>  |
|   | <b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12 <b>7a</b> <b>0.</b>   |
| <b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11 <b>7b</b> <b>0.</b>                     |  |
| <b>Revenue</b>  | <b>8</b> Contributions and grants (Part VIII, line 1h) <b>33,554,659.</b> <b>Prior Year</b> <b>30,103,115.</b> <b>Current Year</b>   |
|   | <b>9</b> Program service revenue (Part VIII, line 2g) <b>86,619.</b> <b>0.</b>   |
|   | <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) <b>9,440.</b> <b>369,967.</b>  |
|   | <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) <b>25,088.</b> <b>5,000.</b>  |
|   | <b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) <b>33,675,806.</b> <b>30,478,082.</b>   |
| <b>Expenses</b>   | <b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3) <b>1,810,014.</b> <b>2,813,142.</b>   |
|   | <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) <b>0.</b> <b>0.</b>  |
|   | <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) <b>3,259,655.</b> <b>3,456,579.</b>  |
|   | <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) <b>0.</b> <b>0.</b>   |
|   | <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) <b>28,230.</b>  |
|   | <b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) <b>2,250,405.</b> <b>2,774,959.</b>   |
| <b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) <b>7,320,074.</b> <b>9,044,680.</b> |  |
| <b>19</b> Revenue less expenses. Subtract line 18 from line 12 <b>26,355,732.</b> <b>21,433,402.</b>                    |  |
| <b>Net Assets or Fund Balances</b>  | <b>20</b> Total assets (Part X, line 16) <b>36,334,536.</b> <b>Beginning of Current Year</b> <b>55,447,194.</b> <b>End of Year</b>   |
|   | <b>21</b> Total liabilities (Part X, line 26) <b>6,258,379.</b> <b>3,978,788.</b>  |
|   | <b>22</b> Net assets or fund balances. Subtract line 21 from line 20 <b>30,076,157.</b> <b>51,468,406.</b>   |

**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.

|                               |  |                      |      |   |      |
|-------------------------------|--|----------------------|------|---|------|
| <b>Sign Here</b>              | Signature of officer<br><b>SOLANGE BANDIAKY-BADJI, PRESIDENT</b> |                      | Date |   |      |
|                               | Type or print name and title                                     |                      |      |   |      |
| <b>Paid Preparer Use Only</b> | Print/Type preparer's name                                       | Preparer's signature | Date | Check if self-employed <input type="checkbox"/> | PTIN |
|                               | Firm's name  | Firm's EIN           |      | Phone no.                                       |      |

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

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

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 [X] No

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

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 \$ 2,698,777. including grants of \$ 1,125,623.) (Revenue \$ ) "IN AFRICA, THE HISTORIC SIGNING OF A NEW LAW TO PROTECT THE RIGHTS OF THE INDIGENOUS PYGMY PEOPLES IN THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC) MARKED A HARD-WON VICTORY FOR OUR AFRICA COALITION THAT'S BEEN A DECADE IN MAKING. WE ALSO WELCOMED THE ADVANCEMENT OF THE COMMUNITY LAND ACT IN KENYA; A COMMITMENT FROM THE LIBERIAN GOVERNMENT TO REVIEW OIL PALM CONCESSIONS THAT HAVE WREAKED HAVOC ON COMMUNITIES; AND A LANDMARK COURT VICTORY FOR THE OGIEK OF MT. ELGON, KENYA.

"IN LATIN AMERICA, RRI SUPPORTED A GROUNDBREAKING INITIATIVE WITH GRASSROOTS AFRO-DESCENDANT PEOPLES' ORGANIZATIONS TO GENERATE A FIRST OF ITS KIND MAP OF AFRO-DESCENDANT TERRITORIES IN THE REGION. ACROSS THE REGION, WE HELPED WOMEN'S ORGANIZATIONS DEVELOP INNOVATIVE

4b (Code: ) (Expenses \$ 2,504,845. including grants of \$ 990,569.) (Revenue \$ ) STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT

"AMONG NEW RRI ANALYSES, WE COMPLETED FOUNDATIONAL DATA COLLECTION AND PEER REVIEW FOR OUR LAND AREA STUDY TRACKING THE STATUS OF RECOGNIZED INDIGENOUS, LOCAL COMMUNITY, AND AFRO-DESCENDANT PEOPLES' TENURE RIGHTS ACROSS ALL RURAL LANDS; THE GENDER AND DEPTH OF RIGHTS DATABASE TRACKING LEGISLATIVE ADVANCES AND ROLLBACKS FOR COMMUNITY WOMEN'S SPECIFIC TENURE RIGHTS SINCE 2016; AND OUR GLOBAL BASELINE ON CARBON STORAGE IN COLLECTIVELY HELD LANDS. IN ADDITION, WE LAUNCHED AN ONLINE TENURE TOOL TO GIVE ACTIVISTS, RESEARCHERS, POLICYMAKERS, AND THE PUBLIC EASY ACCESS TO RRI'S DATA ON FOREST TENURE RIGHTS. CHECK IT OUT HERE: HTTPS://RIGHTSANDRESOURCES.ORG/RRI-TENURE-TOOL/. READ OUR 2022

4c (Code: ) (Expenses \$ 1,463,280. including grants of \$ 38,607.) (Revenue \$ ) "GIVEN THE SHARED CHALLENGES OF INDIGENOUS MOVEMENTS GLOBALLY, WE EXPANDED OUR CONNECTIONS TO INDIGENOUS GROUPS IN NORTH AMERICA. THE FIRST OF THESE COLLABORATIONS WAS A NORTH-SOUTH DIALOGUE ON INDIGENOUS LEADERSHIP IN CONSERVATION HELD IN DECEMBER 2022, WHICH BROUGHT TOGETHER HUNDREDS OF INDIGENOUS AND LOCAL COMMUNITY LEADERS TO BUILD AN INTERNATIONAL SOLIDARITY MOVEMENT AND DISCUSS LESSONS FROM COMMON STRUGGLES AGAINST DISPOSSESSION AND FORTRESS CONSERVATION.

"RRI'S COMMUNICATIONS TEAM ORGANIZED A MEDIA SITE VISIT FOR NATIONAL AND INTERNATIONAL JOURNALISTS TO REPORT ON KENYA'S OGIEK INDIGENOUS PEOPLE OF THE MOUNT ELGON FOREST. THE COMMUNITY, WHICH HAS BEEN WIDELY DISPOSSESSED OF ITS CUSTOMARY LANDS AND HAS RECEIVED RRI'S SUPPORT IN

4d Other program services (Describe on Schedule O.) (Expenses \$ 1,091,114. including grants of \$ 658,343.) (Revenue \$ )

4e Total program service expenses 7,758,016.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

**Part IV Checklist of Required Schedules** (continued)

|   | Yes | No |
|---|-----|----|
| <b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....  |     | X  |
| <b>23</b> 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> .....  | X   |    |
| <b>24a</b> 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 25a</i> .....  |     | X  |
| <b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....  |     |    |
| <b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....   |     |    |
| <b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....  |     |    |
| <b>25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> 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> .....  |     | X  |
| <b>b</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> .....   |     | X  |
| <b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> .....   |     | X  |
| <b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> ..... |     | X  |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):  |     |    |
| <b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> .....  |     | X  |
| <b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....   |     | X  |
| <b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> .....  |     | X  |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....   |     | X  |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....   |     | X  |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....   |     | X  |
| <b>32</b> 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> .....   |     | X  |
| <b>33</b> 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> .....   |     | X  |
| <b>34</b> 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> .....   |     | X  |
| <b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....  |     | X  |
| <b>b</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> .....   |     |    |
| <b>36 Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....   |     | X  |
| <b>37</b> 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> .....  |     | X  |
| <b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? .....  | X   |    |

**Note:** All Form 990 filers are required to complete Schedule O

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

|   | Yes | No |
|---|-----|----|
| <b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....  |     |    |
| <b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....  |     |    |
| <b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? ..... |     |    |

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No columns. Includes questions 2a through 17 regarding employee counts, tax returns, foreign accounts, and charitable contributions.

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 on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (12); 1b Enter the number of voting members included on line 1a, above, who are independent (11); 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? (X); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 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? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 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 on Schedule O (X).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (X); 10b 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?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe on 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 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 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 (X); b Other officers or key employees of the organization (X); If "Yes" to line 15a or 15b, describe the process on 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? (X); 16b 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?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed NY
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, 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. [X] Own website [ ] Another's website [ ] Upon request [ ] Other (explain on Schedule O)
19 Describe on 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, address, and telephone number of the person who possesses the organization's books and records
THE ORGANIZATION - 202-470-3900
2445 M STREET NW #520, WASHINGTON, DC 20037

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line 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 the 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, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) 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.
- See the instructions for the order in which to list the persons above.

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

| (A)<br>Name and title                              | (B)<br>Average hours per week (list any hours for related organizations below line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |          | (D)<br>Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F)<br>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) SOLANGE BANDIAKY-BADJI<br>PRESIDENT            | 40.00   | X   |                       | X       |              |                              | 189,091. | 0.  | 38,904.  |   |
| (2) ALAN LANDIS<br>CHIEF OPERATING OFFICER         | 40.00   |   |                       | X       |              |                              | 177,992. | 0.  | 43,131.  |   |
| (3) CAROLE CARLSON<br>DIRECTOR, FINANCE & ADMI     | 40.00   |   |                       |         | X            |                              | 152,858. | 0.  | 11,548.  |   |
| (4) OMAIRA BOLANOS<br>DIR., LATIN AM. & GENDER J   | 40.00   |   |                       |         |              | X                            | 135,421. | 0.  | 39,404.  |   |
| (5) ALAIN FRECHETTE<br>DIRECTOR, STRATEGIC ANALYS  | 40.00   |   |                       |         |              | X                            | 139,246. | 0.  | 8,042.   |   |
| (6) BRYSON OGDEN<br>DIRECTOR, RIGHTS & LIVELIHOODS | 40.00   |   |                       |         |              | X                            | 118,486. | 0.  | 21,839.  |   |
| (7) PATRICK KIPALU<br>DIRECTOR, AFRICA PROGRAM     | 40.00   |   |                       |         |              | X                            | 119,663. | 0.  | 20,344.  |   |
| (8) SANDRA LEON<br>SENIOR MANAGER, PROGRAMS        | 40.00   |   |                       |         |              | X                            | 110,643. | 0.  | 26,376.  |   |
| (9) THOMAS A WHITE<br>PRESIDENT                    | 40.00   | X   |                       | X       |              |                              | 44,915.  | 0.  | 9,481.   |   |
| (10) GUSTAVO SANCHEZ VALLE<br>DIRECTOR             | 1.00  | X   |                       |         |              |                              | 0.       | 0.  | 0.   |   |
| (11) NIGHISTY GHEZAE<br>DIRECTOR                   | 1.00  | X   |                       |         |              |                              | 0.       | 0.  | 0.   |   |
| (12) MINA SUSANA SETRA<br>DIRECTOR                 | 1.00  | X   |                       |         |              |                              | 0.       | 0.  | 0.   |   |
| (13) TAPANI OKSANEN<br>SECRETARY                   | 1.00  | X   |                       | X       |              |                              | 0.       | 0.  | 0.   |   |
| (14) HUMBERTO CAMPODONICO<br>TREASURER             | 5.00  | X   |                       | X       |              |                              | 0.       | 0.  | 0.   |   |
| (15) MARGARET SMITH<br>CHAIR                       | 1.00  | X   |                       | X       |              |                              | 0.       | 0.  | 0.   |   |
| (16) CHRISTOPHER JOCHNICK<br>DIRECTOR              | 1.00  | X   |                       |         |              |                              | 0.       | 0.  | 0.   |   |
| (17) ANNE LARSEN<br>DIRECTOR                       | 1.00  | X   |                       |         |              |                              | 0.       | 0.  | 0.   |   |



**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

|   |   |   |   | (A)           | (B)                                | (C)                        | (D)  |  |
|---|---|---|---|---------------|------------------------------------|----------------------------|--|--|
|   |   |   |   | Total revenue | Related or exempt function revenue | Unrelated business revenue | Revenue excluded from tax under sections 512 - 514 |  |
| <b>Contributions, Gifts, Grants and Other Similar Amounts</b>           | <b>1 a</b> Federated campaigns .....  | <b>1a</b>   |   |               |                                    |                            |  |  |
|   | <b>b</b> Membership dues .....  | <b>1b</b>   |   |               |                                    |                            |  |  |
|   | <b>c</b> Fundraising events .....   | <b>1c</b>   |   |               |                                    |                            |  |  |
|   | <b>d</b> Related organizations .....  | <b>1d</b>   |   |               |                                    |                            |  |  |
|   | <b>e</b> Government grants (contributions) .....  | <b>1e</b>   | 5,670,049.  |               |                                    |                            |  |  |
|   | <b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...   | <b>1f</b>   | 24,433,066.   |               |                                    |                            |  |  |
|   | <b>g</b> Noncash contributions included in lines 1a-1f .....  | <b>1g</b>   | \$  |               |                                    |                            |  |  |
|   | <b>h Total.</b> Add lines 1a-1f .....   |   |   | 30,103,115.   |                                    |                            |  |  |
| <b>Program Service Revenue</b>  | <b>2 a</b> _____  | <b>Business Code</b>  |   |               |                                    |                            |  |  |
|   | <b>b</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>c</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>d</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>e</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>f</b> All other program service revenue .....  |   |   |               |                                    |                            |  |  |
|   | <b>g Total.</b> Add lines 2a-2f .....   |   |   |               |                                    |                            |  |  |
| <b>Other Revenue</b>  | <b>3</b> Investment income (including dividends, interest, and other similar amounts) .....   |   |   | 166,954.      |                                    |                            | 166,954.   |  |
|   | <b>4</b> Income from investment of tax-exempt bond proceeds .....   |   |   |               |                                    |                            |  |  |
|   | <b>5</b> Royalties .....  |   |   |               |                                    |                            |  |  |
|   | <b>6 a</b> Gross rents .....  | <b>6a</b>   | (i) Real  | (ii) Personal |                                    |                            |  |  |
|   |   |   | <b>b</b> Less: rental expenses ...                          | <b>6b</b>     |                                    |                            |  |  |
|   |   |   | <b>c</b> Rental income or (loss) .....                      | <b>6c</b>     |                                    |                            |  |  |
|   | <b>d</b> Net rental income or (loss) .....  |   |   |               |                                    |                            |  |  |
|   | <b>7 a</b> Gross amount from sales of assets other than inventory .....   | <b>7a</b>   | (i) Securities  | (ii) Other    |                                    |                            |  |  |
|   |   |   | <b>b</b> Less: cost or other basis and sales expenses ..... | <b>7b</b>     | 5,000,119.                         |                            |  |  |
|   |   |   | <b>c</b> Gain or (loss) .....                               | <b>7c</b>     | 203,013.                           |                            |  |  |
|   | <b>d</b> Net gain or (loss) .....   |   |   | 203,013.      |                                    |                            | 203,013.   |  |
|   | <b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 ..... | <b>8a</b>   |   |               |                                    |                            |  |  |
|   |   |   | <b>b</b> Less: direct expenses .....                        | <b>8b</b>     |                                    |                            |  |  |
|   |   |   | <b>c</b> Net income or (loss) from fundraising events ..... |               |                                    |                            |  |  |
|   | <b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....  | <b>9a</b>   |   |               |                                    |                            |  |  |
| <b>b</b> Less: direct expenses .....                                    |   |   | <b>9b</b>   |               |                                    |                            |  |  |
| <b>c</b> Net income or (loss) from gaming activities .....              |   |   |   |               |                                    |                            |  |  |
| <b>10 a</b> Gross sales of inventory, less returns and allowances ..... | <b>10a</b>  |   |   |               |                                    |                            |  |  |
|   |   | <b>b</b> Less: cost of goods sold .....                     | <b>10b</b>  |               |                                    |                            |  |  |
|   |   | <b>c</b> Net income or (loss) from sales of inventory ..... |   |               |                                    |                            |  |  |
| <b>Miscellaneous Revenue</b>  | <b>11 a</b> OTHER REVENUE .....   | <b>Business Code</b>  |   | 900099        | 5,000.                             |                            | 5,000.   |  |
|   | <b>b</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>c</b> _____  |   |   |               |                                    |                            |  |  |
|   | <b>d</b> All other revenue .....  |   |   |               |                                    |                            |  |  |
|   | <b>e Total.</b> Add lines 11a-11d .....   |   |   |               | 5,000.                             |                            |  |  |
| <b>12 Total revenue.</b> See instructions .....                         |   |   |   | 30,478,082.   | 0.                                 | 0.                         | 374,967.   |  |

**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 or note to any line in this Part IX  X

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.  | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21  | 43,617.               | 43,617.                         |  |                             |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22   |                       |                                 |  |                             |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16  | 2,769,525.            | 2,769,525.                      |  |                             |
| 4 Benefits paid to or for members   |                       |                                 |  |                             |
| 5 Compensation of current officers, directors, trustees, and key employees  | 1,454,429.            | 1,089,807.                      | 350,583.                               | 14,039.                     |
| 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  | 1,564,212.            | 1,319,603.                      | 243,510.                               | 1,099.                      |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)  | 76,687.               | 59,074.                         | 16,844.                                | 769.                        |
| 9 Other employee benefits   | 148,652.              | 114,510.                        | 32,651.                                | 1,491.                      |
| 10 Payroll taxes  | 212,599.              | 163,769.                        | 46,697.                                | 2,133.                      |
| 11 Fees for services (nonemployees):  |                       |                                 |  |                             |
| a Management  | 8,500.                |                                 |  | 8,500.                      |
| b Legal   |                       |                                 |  |                             |
| c Accounting  | 10,405.               |                                 | 10,405.                                |                             |
| 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 Sch O.)  | 1,180,790.            | 1,148,759.                      | 32,031.                                |                             |
| 12 Advertising and promotion  |                       |                                 |  |                             |
| 13 Office expenses  | 115,826.              | 21,706.                         | 94,020.                                | 100.                        |
| 14 Information technology   |                       |                                 |  |                             |
| 15 Royalties  |                       |                                 |  |                             |
| 16 Occupancy  | 217,930.              |                                 | 217,930.                               |                             |
| 17 Travel   | 613,470.              | 607,982.                        | 5,488.                                 |                             |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials   |                       |                                 |  |                             |
| 19 Conferences, conventions, and meetings   | 169,132.              | 158,777.                        | 10,355.                                |                             |
| 20 Interest   |                       |                                 |  |                             |
| 21 Payments to affiliates   |                       |                                 |  |                             |
| 22 Depreciation, depletion, and amortization  | 77,856.               |                                 | 77,856.                                |                             |
| 23 Insurance  |                       |                                 |  |                             |
| 24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)                                    |                       |                                 |  |                             |
| a PUBLICATIONS AND OTHER  | 207,683.              | 207,593.                        | 90.                                    |                             |
| b MISCELLANEOUS   | 90,818.               | 11,495.                         | 79,224.                                | 99.                         |
| c CONSULTANT EXPENSES   | 44,143.               | 41,799.                         | 2,344.                                 |                             |
| d LOSS ON FOREIGN EXCHANG   | 38,406.               |                                 | 38,406.                                |                             |
| e All other expenses  |                       |                                 |  |                             |
| 25 Total functional expenses. Add lines 1 through 24e   | 9,044,680.            | 7,758,016.                      | 1,258,434.                             | 28,230.                     |
| 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 Sheet**

Check if Schedule O contains a response or note to any line in this Part X

|   |  | (A)<br>Beginning of year |             | (B)<br>End of year  |
|---|--|--------------------------|-------------|---------------------|
| <b>Assets</b>   | <b>1</b> Cash - non-interest-bearing .....   | 3,765,154.               | <b>1</b>    | 736,183.            |
|   | <b>2</b> Savings and temporary cash investments .....  | 9,355,980.               | <b>2</b>    | 31,078,410.         |
|   | <b>3</b> Pledges and grants receivable, net .....  |                          | <b>3</b>    |                     |
|   | <b>4</b> Accounts receivable, net .....  | 22,723,957.              | <b>4</b>    | 21,999,376.         |
|   | <b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons ..... |                          | <b>5</b>    |                     |
|   | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....   |                          | <b>6</b>    |                     |
|   | <b>7</b> Notes and loans receivable, net .....   |                          | <b>7</b>    |                     |
|   | <b>8</b> Inventories for sale or use .....   |                          | <b>8</b>    |                     |
|   | <b>9</b> Prepaid expenses and deferred charges .....   | 26,414.                  | <b>9</b>    | 70,600.             |
|   | <b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....   | <b>10a</b> 933,982.      |             |                     |
|   | <b>b</b> Less: accumulated depreciation .....  | <b>10b</b> 741,084.      | 237,636.    | <b>10c</b> 192,898. |
|   | <b>11</b> Investments - publicly traded securities .....   |                          | <b>11</b>   |                     |
|   | <b>12</b> Investments - other securities. See Part IV, line 11 .....   |                          | <b>12</b>   |                     |
|   | <b>13</b> Investments - program-related. See Part IV, line 11 .....  |                          | <b>13</b>   |                     |
|   | <b>14</b> Intangible assets .....  |                          | <b>14</b>   |                     |
|   | <b>15</b> Other assets. See Part IV, line 11 .....   | 225,395.                 | <b>15</b>   | 1,369,727.          |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) ..... | 36,334,536.  | <b>16</b>                | 55,447,194. |                     |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses .....  | 721,803.                 | <b>17</b>   | 857,274.            |
|   | <b>18</b> Grants payable .....   | 5,000.                   | <b>18</b>   |                     |
|   | <b>19</b> Deferred revenue .....   | 5,221,565.               | <b>19</b>   | 1,980,944.          |
|   | <b>20</b> Tax-exempt bond liabilities .....  |                          | <b>20</b>   |                     |
|   | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....  |                          | <b>21</b>   |                     |
|   | <b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....     |                          | <b>22</b>   |                     |
|   | <b>23</b> Secured mortgages and notes payable to unrelated third parties .....   |                          | <b>23</b>   |                     |
|   | <b>24</b> Unsecured notes and loans payable to unrelated third parties .....   |                          | <b>24</b>   |                     |
|   | <b>25</b> 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 .....  | 310,011.                 | <b>25</b>   | 1,140,570.          |
|   | <b>26 Total liabilities.</b> Add lines 17 through 25 .....   | 6,258,379.               | <b>26</b>   | 3,978,788.          |
| <b>Net Assets or Fund Balances</b>  | <b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>  |                          |             |                     |
|   | <b>27</b> Net assets without donor restrictions .....  | 3,367,126.               | <b>27</b>   | 20,850,798.         |
|   | <b>28</b> Net assets with donor restrictions .....   | 26,709,031.              | <b>28</b>   | 30,617,608.         |
|   | <b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>   |                          |             |                     |
|   | <b>29</b> Capital stock or trust principal, or current funds .....   |                          | <b>29</b>   |                     |
|   | <b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....   |                          | <b>30</b>   |                     |
|   | <b>31</b> Retained earnings, endowment, accumulated income, or other funds .....   |                          | <b>31</b>   |                     |
|   | <b>32</b> Total net assets or fund balances .....  | 30,076,157.              | <b>32</b>   | 51,468,406.         |
| <b>33</b> Total liabilities and net assets/fund balances .....            | 36,334,536.  | <b>33</b>                | 55,447,194. |                     |

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

|           |  |           |             |
|-----------|--|-----------|-------------|
| <b>1</b>  | Total revenue (must equal Part VIII, column (A), line 12)  | <b>1</b>  | 30,478,082. |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)   | <b>2</b>  | 9,044,680.  |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1   | <b>3</b>  | 21,433,402. |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                      | <b>4</b>  | 30,076,157. |
| <b>5</b>  | Net unrealized gains (losses) on investments   | <b>5</b>  |             |
| <b>6</b>  | Donated services and use of facilities   | <b>6</b>  |             |
| <b>7</b>  | Investment expenses  | <b>7</b>  |             |
| <b>8</b>  | Prior period adjustments   | <b>8</b>  |             |
| <b>9</b>  | Other changes in net assets or fund balances (explain on Schedule O)   | <b>9</b>  | -41,153.    |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | <b>10</b> | 51,468,406. |

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

|   | Yes | No |
|---|-----|----|
| <b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.  |     |    |
| <b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? _____<br>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:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |     | X  |
| <b>b</b> Were the organization's financial statements audited by an independent accountant? _____<br>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:<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                 | X   |    |
| <b>c</b> 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? _____<br>If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.  | X   |    |
| <b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____   |     | X  |
| <b>b</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 on Schedule O and describe any steps taken to undergo such audits _____   |     |    |

**SCHEDULE A**  
**(Form 990)**

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.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

|   |   |
|---|---|
| <b>Name of the organization</b><br>RIGHTS AND RESOURCES INSTITUTE, INC. | <b>Employer identification number</b><br>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 12, 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 (Form 990).)
- 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 agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  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.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12  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 on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations .....
  - g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-10 above (see instructions)) | (iv) Is the organization listed in your governing document? |    | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|---|---|----|---|---|
|                                    |          |   | Yes   | No |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
|                                    |          |   |   |    |   |   |
| <b>Total</b>                       |          |   |   |    |   |   |

**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) 2018   | (b) 2019   | (c) 2020   | (d) 2021    | (e) 2022    | (f) Total   |
|--|------------|------------|------------|-------------|-------------|-------------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....  | 9,661,992. | 7,130,066. | 6,682,458. | 33,554,659. | 30,103,115. | 87,132,290. |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....   |            |            |            |             |             |             |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....   |            |            |            |             |             |             |
| <b>4 Total.</b> Add lines 1 through 3 .....  | 9,661,992. | 7,130,066. | 6,682,458. | 33,554,659. | 30,103,115. | 87,132,290. |
| <b>5</b> 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) ..... |            |            |            |             |             | 28,055,015. |
| <b>6 Public support.</b> Subtract line 5 from line 4.  |            |            |            |             |             | 59,077,275. |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)   | (a) 2018   | (b) 2019   | (c) 2020   | (d) 2021    | (e) 2022    | (f) Total                |
|---|------------|------------|------------|-------------|-------------|--------------------------|
| <b>7</b> Amounts from line 4 .....  | 9,661,992. | 7,130,066. | 6,682,458. | 33,554,659. | 30,103,115. | 87,132,290.              |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....  | 30,021.    | 31,400.    | 4,648.     | 516.        | 166,954.    | 233,539.                 |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....   |            |            |            |             |             |                          |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....   | 5,880.     | 1,717.     | 6,917.     | 25,088.     | 5,000.      | 44,602.                  |
| <b>11 Total support.</b> Add lines 7 through 10   |            |            |            |             |             | 87,410,431.              |
| <b>12</b> Gross receipts from related activities, etc. (see instructions) .....   |            |            |            |             | 12          | 86,619.                  |
| <b>13 First 5 years.</b> 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 <b>stop here</b> ..... |            |            |            |             |             | <input type="checkbox"/> |

**Section C. Computation of Public Support Percentage**

|   |           |                                     |
|---|-----------|-------------------------------------|
| <b>14</b> Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)) .....   | <b>14</b> | 67.59 %                             |
| <b>15</b> Public support percentage from 2021 Schedule A, Part II, line 14 .....  | <b>15</b> | 61.35 %                             |
| <b>16a 33 1/3% support test - 2022.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....  |           | <input checked="" type="checkbox"/> |
| <b>b 33 1/3% support test - 2021.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....   |           | <input type="checkbox"/>            |
| <b>17a 10% -facts-and-circumstances test - 2022.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....    |           | <input type="checkbox"/>            |
| <b>b 10% -facts-and-circumstances test - 2021.</b> 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 <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ..... |           | <input type="checkbox"/>            |
| <b>18 Private foundation.</b> 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 10 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) 2018 | (b) 2019 | (c) 2020 | (d) 2021 | (e) 2022 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....   |          |          |          |          |          |           |
| <b>2</b> 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 ..... |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....   |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....  |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5 .....   |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....  |          |          |          |          |          |           |
| <b>b</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 .....           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b .....  |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6.)  |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)  | (a) 2018 | (b) 2019 | (c) 2020 | (d) 2021 | (e) 2022 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6 .....   |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources ..... |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....                           |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b .....   |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on .....      |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....                                  |          |          |          |          |          |           |
| <b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)   |          |          |          |          |          |           |

**14 First 5 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**

**Section C. Computation of Public Support Percentage**

|   |           |   |
|---|-----------|---|
| <b>15</b> Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f)) ..... | <b>15</b> | % |
| <b>16</b> Public support percentage from 2021 Schedule A, Part III, line 15 .....                       | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|  |           |   |
|--|-----------|---|
| <b>17</b> Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f)) ..... | <b>17</b> | % |
| <b>18</b> Investment income percentage from 2021 Schedule A, Part III, line 17 .....                         | <b>18</b> | % |

**19a 33 1/3% support tests - 2022.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

**b 33 1/3% support tests - 2021.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, 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 Supporting Organizations**

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| <b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>  |     |    |
| <b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>   |     |    |
| <b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>   |     |    |
| <b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>   |     |    |
| <b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>  |     |    |
| <b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>  |     |    |
| <b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>  |     |    |
| <b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>   |     |    |
| <b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> |     |    |
| <b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?   |     |    |
| <b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?  |     |    |
| <b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| <b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>  |     |    |
| <b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>  |     |    |
| <b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| <b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| <b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| <b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>  |     |    |
| <b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>   |     |    |

**Part IV Supporting Organizations** (continued)

|  | Yes | No |
|--|-----|----|
| <b>11</b> Has the organization accepted a gift or contribution from any of the following persons?  |     |    |
| <b>a</b> A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? |     |    |
| <b>b</b> A family member of a person described on line 11a above?  |     |    |
| <b>c</b> A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.                                     |     |    |
| <b>11a</b>   |     |    |
| <b>11b</b>   |     |    |
| <b>11c</b>   |     |    |

**Section B. Type I Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| <b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. |     |    |
| <b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.   |     |    |
| <b>1</b>   |     |    |
| <b>2</b>   |     |    |

**Section C. Type II Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). |     |    |
| <b>1</b>  |     |    |

**Section D. All Type III Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? |     |    |
| <b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).  |     |    |
| <b>3</b> By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.   |     |    |
| <b>1</b>  |     |    |
| <b>2</b>  |     |    |
| <b>3</b>  |     |    |

**Section E. Type III Functionally Integrated Supporting Organizations**

|  |  |     |    |
|--|--|-----|----|
| <b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).   |  |     |    |
| <b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.   |  |     |    |
| <b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.  |  |     |    |
| <b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).  |  |     |    |
| <b>2</b> Activities Test. Answer lines 2a and 2b below.  |  | Yes | No |
| <b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. |  |     |    |
| <b>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.  |  |     |    |
| <b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.  |  |     |    |
| <b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI.   |  |     |    |
| <b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.   |  |     |    |
| <b>2a</b>  |  |     |    |
| <b>2b</b>  |  |     |    |
| <b>3a</b>  |  |     |    |
| <b>3b</b>  |  |     |    |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions.  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income |  | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------|--|----------------|-----------------------------|
| 1                               | Net short-term capital gain  | 1              |                             |
| 2                               | Recoveries of prior-year distributions   | 2              |                             |
| 3                               | Other gross income (see instructions)  | 3              |                             |
| 4                               | Add lines 1 through 3.   | 4              |                             |
| 5                               | Depreciation and depletion   | 5              |                             |
| 6                               | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6              |                             |
| 7                               | Other expenses (see instructions)  | 7              |                             |
| 8                               | <b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)  | 8              |                             |

| Section B - Minimum Asset Amount |   | (A) Prior Year | (B) Current Year (optional) |
|----------------------------------|---|----------------|-----------------------------|
| 1                                | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): |                |                             |
| a                                | Average monthly value of securities   | 1a             |                             |
| b                                | Average monthly cash balances   | 1b             |                             |
| c                                | Fair market value of other non-exempt-use assets  | 1c             |                             |
| d                                | <b>Total</b> (add lines 1a, 1b, and 1c)   | 1d             |                             |
| e                                | <b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):   |                |                             |
| 2                                | Acquisition indebtedness applicable to non-exempt-use assets  | 2              |                             |
| 3                                | Subtract line 2 from line 1d.   | 3              |                             |
| 4                                | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).                                  | 4              |                             |
| 5                                | Net value of non-exempt-use assets (subtract line 4 from line 3)  | 5              |                             |
| 6                                | Multiply line 5 by 0.035.   | 6              |                             |
| 7                                | Recoveries of prior-year distributions  | 7              |                             |
| 8                                | <b>Minimum Asset Amount</b> (add line 7 to line 6)  | 8              |                             |

| Section C - Distributable Amount |   |   | Current Year |
|----------------------------------|---|---|--------------|
| 1                                | Adjusted net income for prior year (from Section A, line 8, column A)   | 1 |              |
| 2                                | Enter 0.85 of line 1.   | 2 |              |
| 3                                | Minimum asset amount for prior year (from Section B, line 8, column A)  | 3 |              |
| 4                                | Enter greater of line 2 or line 3.  | 4 |              |
| 5                                | Income tax imposed in prior year  | 5 |              |
| 6                                | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).   | 6 |              |
| 7                                | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). |   |              |

**Part V** Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions |  | Current Year |
|---------------------------|--|--------------|
| 1                         | Amounts paid to supported organizations to accomplish exempt purposes  | 1            |
| 2                         | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity      | 2            |
| 3                         | Administrative expenses paid to accomplish exempt purposes of supported organizations  | 3            |
| 4                         | Amounts paid to acquire exempt-use assets  | 4            |
| 5                         | Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)   | 5            |
| 6                         | Other distributions (describe in Part VI). See instructions.   | 6            |
| 7                         | <b>Total annual distributions.</b> Add lines 1 through 6.  | 7            |
| 8                         | Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. | 8            |
| 9                         | Distributable amount for 2022 from Section C, line 6   | 9            |
| 10                        | Line 8 amount divided by line 9 amount   | 10           |

| Section E - Distribution Allocations (see instructions) | (i)<br>Excess Distributions   | (ii)<br>Underdistributions<br>Pre-2022 | (iii)<br>Distributable<br>Amount for 2022 |
|---|---|--|---|
| 1   | Distributable amount for 2022 from Section C, line 6  |  |   |
| 2   | Underdistributions, if any, for years prior to 2022 (reasonable cause required - explain in Part VI). See instructions.   |  |   |
| 3   | Excess distributions carryover, if any, to 2022   |  |   |
| a   | From 2017   |  |   |
| b   | From 2018   |  |   |
| c   | From 2019   |  |   |
| d   | From 2020   |  |   |
| e   | From 2021   |  |   |
| f   | <b>Total</b> of lines 3a through 3e   |  |   |
| g   | Applied to underdistributions of prior years  |  |   |
| h   | Applied to 2022 distributable amount  |  |   |
| i   | Carryover from 2017 not applied (see instructions)  |  |   |
| j   | Remainder. Subtract lines 3g, 3h, and 3i from line 3f.  |  |   |
| 4   | Distributions for 2022 from Section D, line 7: \$   |  |   |
| a   | Applied to underdistributions of prior years  |  |   |
| b   | Applied to 2022 distributable amount  |  |   |
| c   | Remainder. Subtract lines 4a and 4b from line 4.  |  |   |
| 5   | Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions. |  |   |
| 6   | Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.                        |  |   |
| 7   | <b>Excess distributions carryover to 2023.</b> Add lines 3j and 4c.   |  |   |
| 8   | Breakdown of line 7:  |  |   |
| a   | Excess from 2018  |  |   |
| b   | Excess from 2019  |  |   |
| c   | Excess from 2020  |  |   |
| d   | Excess from 2021  |  |   |
| e   | Excess from 2022  |  |   |

**Part VI**

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Multiple horizontal lines for supplemental information.

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

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

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization: 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" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor property and grant fund usage.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, total number and acreage, number of easements on historic structures, and monitoring expenses.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include reporting requirements for art and historical treasures, and amounts required to be reported.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make 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 program
  - 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

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 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
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- |  | Amount    |
|--|-----------|
| <b>c</b> Beginning balance             | <b>1c</b> |
| <b>d</b> Additions during the year     | <b>1d</b> |
| <b>e</b> Distributions during the year | <b>1e</b> |
| <b>f</b> Ending balance                | <b>1f</b> |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

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

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment \_\_\_\_\_ %
  - b** Permanent endowment \_\_\_\_\_ %
  - c** Term endowment \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes           | No |
|---|---------------|----|
| <b>(i)</b> Unrelated organizations  | <b>3a(i)</b>  |    |
| <b>(ii)</b> Related organizations   | <b>3a(ii)</b> |    |
| <b>b</b> If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | <b>3b</b>     |    |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. 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 |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| <b>1a</b> Land   |                                      |                                 |                              |                |
| <b>b</b> Buildings   |                                      |                                 |                              |                |
| <b>c</b> Leasehold improvements  |                                      | 384,381.                        | 289,093.                     | 95,288.        |
| <b>d</b> Equipment   |                                      | 361,947.                        | 281,060.                     | 80,887.        |
| <b>e</b> Other   |                                      | 187,654.                        | 170,931.                     | 16,723.        |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 |                              | 192,898.       |

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. 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)   |                |   |
| <b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) |                |   |

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

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

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description   | (b) Book value |
|---|----------------|
| (1)   |                |
| (2)   |                |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) |                |

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability   | (b) Book value |
|---|----------------|
| (1) Federal income taxes  |                |
| (2) LEASE LIABILITY   | 1,140,570.     |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) |                |

2. Liability for uncertain tax positions. 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 FASB 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.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|          |  |           |             |
|----------|--|-----------|-------------|
| <b>1</b> | Total revenue, gains, and other support per audited financial statements                       | <b>1</b>  | 30,398,523. |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part VIII, line 12:                            |           |             |
| <b>a</b> | Net unrealized gains (losses) on investments   | <b>2a</b> |             |
| <b>b</b> | Donated services and use of facilities   | <b>2b</b> |             |
| <b>c</b> | Recoveries of prior year grants  | <b>2c</b> |             |
| <b>d</b> | Other (Describe in Part XIII.)   | <b>2d</b> | -79,559.    |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b>  | <b>2e</b> | -79,559.    |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b>   | <b>3</b>  | 30,478,082. |
| <b>4</b> | Amounts included on Form 990, Part VIII, line 12, but not on line 1:                           |           |             |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b                               | <b>4a</b> |             |
| <b>b</b> | Other (Describe in Part XIII.)   | <b>4b</b> |             |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b>  | <b>4c</b> | 0.          |
| <b>5</b> | Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) | <b>5</b>  | 30,478,082. |

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

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|          |   |           |            |
|----------|---|-----------|------------|
| <b>1</b> | Total expenses and losses per audited financial statements                                      | <b>1</b>  | 9,006,274. |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part IX, line 25:                               |           |            |
| <b>a</b> | Donated services and use of facilities  | <b>2a</b> |            |
| <b>b</b> | Prior year adjustments  | <b>2b</b> |            |
| <b>c</b> | Other losses  | <b>2c</b> |            |
| <b>d</b> | Other (Describe in Part XIII.)  | <b>2d</b> |            |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b>   | <b>2e</b> | 0.         |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b>  | <b>3</b>  | 9,006,274. |
| <b>4</b> | Amounts included on Form 990, Part IX, line 25, but not on line 1:                              |           |            |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b                                | <b>4a</b> |            |
| <b>b</b> | Other (Describe in Part XIII.)  | <b>4b</b> | 38,406.    |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b>   | <b>4c</b> | 38,406.    |
| <b>5</b> | Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) | <b>5</b>  | 9,044,680. |

**Part XIII Supplemental Information.**

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, LINE 2D - OTHER ADJUSTMENTS:**

|                                       |          |
|---------------------------------------|----------|
| LOSS ON FOREIGN EXCHANGE              | -38,406. |
| UNREALIZED GAIN ON SECURITIES         | -41,153. |
| TOTAL TO SCHEDULE D, PART XI, LINE 2D | -79,559. |

**PART XII, LINE 4B - OTHER ADJUSTMENTS:**

|                          |         |
|--------------------------|---------|
| LOSS ON FOREIGN EXCHANGE | 38,406. |
|--------------------------|---------|

**SCHEDULE F  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Statement of Activities Outside the United States**

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

Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

|   |   |
|---|---|
| Name of the organization<br><b>RIGHTS AND RESOURCES INSTITUTE, INC.</b> | Employer identification number<br><b>20-3690821</b> |
|---|---|

**Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on 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 the region | (d) Activities conducted in the region (by type) (such as, 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 the region | (f) Total expenditures for and investments in the region |
|--|-------------------------------------|--|--|--|--|
| CENTRAL AMERICA AND CARIBBEAN                                |                                     |  | GRANTS TO RECIPIENTS   |  | 0.   |
| SOUTH AMERICA  |                                     | 2  | GRANTS TO RECIPIENTS   |  | 963,759.   |
| EAST ASIA AND THE PACIFIC                                    |                                     | 1  | GRANTS TO RECIPIENTS   |  | 291,555.   |
| EUROPE   |                                     | 1  | GRANTS TO RECIPIENTS   |  | 33,000.  |
| SOUTH ASIA   |                                     | 1  | GRANTS TO RECIPIENTS   |  | 315,126.   |
| SUB-SAHARAN AFRICA - ANGOLA, BENIN, BOTSWANA, BURKINA FASO,  |                                     | 2  | GRANTS TO RECIPIENTS   |  | 913,596.   |
| NORTH AMERICA - CANADA AND MEXICO, BUT NOT THE UNITED STATES |                                     | 37   | GRANTS TO RECIPIENTS   |  | 43,617.  |
| <b>3 a</b> Subtotal .....                                    | 0                                   | 44   |  |  | 2,560,653.   |
| <b>b</b> Total from continuation sheets to Part I .....      | 0                                   | 0  |  |  | 0.   |
| <b>c Totals</b> (add lines 3a and 3b) .....                  | 0                                   | 44   |  |  | 2,560,653.   |

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

Schedule F (Form 990) 2022

**Part II** Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on 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<br>(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 noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|-------------------------------|--|--------------------|-------------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|---|
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 73,169.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 72,235.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 71,404.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 49,900.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 46,486.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 44,694.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 40,940.                  | WIRE TRANSFER                   | 0.                               |                                       |   |
|                               |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 39,988.                  | WIRE TRANSFER                   | 0.                               |                                       |   |

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

3 Enter total number of other organizations or entities ..... ▶ \_\_\_\_\_

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |                    |                         |                          |                                 |                                   |  |   |
|--|--|--------------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 32,089.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 25,774.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 23,834.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 21,485.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 20,024.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 20,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 20,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 19,921.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 19,663.                  | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |                    |                         |                          |                                 |                                   |  |   |
|--|--|--------------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 19,345.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 14,996.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 13,500.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT | 12,485.                  | WIRE TRANSFER                   | 0.                                |  |   |

| <b>Part II</b> Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |   |                    |                             |                                 |  |  |   |  |
|---|---|--------------------|-----------------------------|---------------------------------|--|--|---|--|
| <b>1</b><br><b>(a)</b> Name of organization   | <b>(b)</b> IRS code section and EIN (if applicable) | <b>(c)</b> Region  | <b>(d)</b> Purpose of grant | <b>(e)</b> Amount of cash grant | <b>(f)</b> Manner of cash disbursement | <b>(g)</b> Amount of non-cash assistance | <b>(h)</b> Description of non-cash assistance | <b>(i)</b> Method of valuation (book, FMV, appraisal, other) |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 10,082.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 10,050.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 10,030.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 10,020.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 9,950.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 9,162.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 8,700.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 8,640.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 8,596.                          | WIRE TRANSFER                          | 0.                                       |   |  |

| <b>Part II</b> Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |   |                    |                             |                                 |  |  |   |  |
|---|---|--------------------|-----------------------------|---------------------------------|--|--|---|--|
| <b>1</b><br><b>(a)</b> Name of organization   | <b>(b)</b> IRS code section and EIN (if applicable) | <b>(c)</b> Region  | <b>(d)</b> Purpose of grant | <b>(e)</b> Amount of cash grant | <b>(f)</b> Manner of cash disbursement | <b>(g)</b> Amount of non-cash assistance | <b>(h)</b> Description of non-cash assistance | <b>(i)</b> Method of valuation (book, FMV, appraisal, other) |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 8,157.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 6,525.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 6,401.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 5,953.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SUB-SAHARAN AFRICA | COLLABORATIVE AGREEMENT     | 5,663.                          | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SOUTH ASIA         | COLLABORATIVE AGREEMENT     | 68,125.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SOUTH ASIA         | COLLABORATIVE AGREEMENT     | 63,082.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SOUTH ASIA         | COLLABORATIVE AGREEMENT     | 48,436.                         | WIRE TRANSFER                          | 0.                                       |   |  |
|   |   | SOUTH ASIA         | COLLABORATIVE AGREEMENT     | 31,811.                         | WIRE TRANSFER                          | 0.                                       |   |  |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |               |                         |                          |                                 |                                   |  |   |
|--|--|---------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 19,619.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 19,277.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 13,671.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 12,895.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 10,210.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 10,204.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 5,364.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH ASIA    | COLLABORATIVE AGREEMENT | 5,246.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 101,000.                 | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |               |                         |                          |                                 |                                   |  |   |
|--|--|---------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 98,512.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 82,734.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 58,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 53,774.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 53,456.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 52,836.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 49,340.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 40,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 36,558.                  | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |               |                         |                          |                                 |                                   |  |   |
|--|--|---------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 36,501.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 36,491.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 33,167.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 29,823.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 24,539.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 24,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 19,929.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 18,478.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 18,090.                  | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |               |                         |                          |                                 |                                   |  |   |
|--|--|---------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 16,012.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 15,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 13,338.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 11,527.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 9,300.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 7,269.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 6,811.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 6,000.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | SOUTH AMERICA | COLLABORATIVE AGREEMENT | 5,999.                   | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |  |                         |                          |                                 |                                   |  |   |
|--|--|--|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | EUROPE (INCLUDING ICELAND & GREENLAND) | COLLABORATIVE AGREEMENT | 33,000.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 101,441.                 | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 29,374.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 26,833.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 22,078.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 20,158.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 20,075.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 15,180.                  | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC              | COLLABORATIVE AGREEMENT | 11,440.                  | WIRE TRANSFER                   | 0.                                |  |   |

| Part II Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1) |  |                           |                         |                          |                                 |                                   |  |   |
|--|--|---------------------------|-------------------------|--------------------------|---------------------------------|-----------------------------------|--|---|
| 1<br>(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) |
|  |  | EAST ASIA AND THE PACIFIC | COLLABORATIVE AGREEMENT | 9,767.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC | COLLABORATIVE AGREEMENT | 9,756.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC | COLLABORATIVE AGREEMENT | 9,613.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  | EAST ASIA AND THE PACIFIC | COLLABORATIVE AGREEMENT | 9,172.                   | WIRE TRANSFER                   | 0.                                |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |
|  |  |                           |                         |                          |                                 |                                   |  |   |



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 separately 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; don't file with Form 990)* .....  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 separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* .....  Yes  No

**Part V Supplemental Information**

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.

**PART I, LINE 2:**

WE AWARD ASSISTANCE THROUGH COLLABORATIVE AGREEMENTS. PROSPECTIVE GRANTEES SUBMIT CONCEPT NOTES WHICH ARE VETTED FOR ALIGNMENT WITH OUR STRATEGIC PLAN. A DUE DILIGENCE PROCESS IS PERFORMED FOR ALL NEW GRANTEES AND AT LEAST ONCE EVERY FIVE YEARS FOR PAST GRANTEES. CONTRACTS INCLUDE A SCHEDULE OF BOTH PROGRAM AND COMPLIANCE DELIVERABLES, WITH MILESTONES DURING THE CONTRACT TERM. FACILITATORS IN THE REGION, AS WELL AS STAFF, MONITOR PERFORMANCE. FINAL FINANCIAL AND PROGRAM REPORTS MUST BE APPROVED PRIOR TO THE LAST DISBURSEMENT. IN ADDITION, WE OBTAIN EITHER ORGANIZATIONAL OR PROJECT AUDITS FROM EACH GRANTEE.

Multiple horizontal lines for supplemental information input.

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.  
Attach to Form 990.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Name of the organization **RIGHTS AND RESOURCES INSTITUTE, INC.** Employer identification number **20-3690821**

**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?  **Yes**  **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on 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.

| <b>1 (a)</b> Name and address of organization or government           | <b>(b)</b> EIN | <b>(c)</b> IRC section (if applicable) | <b>(d)</b> Amount of cash grant | <b>(e)</b> Amount of noncash assistance | <b>(f)</b> Method of valuation (book, FMV, appraisal, other) | <b>(g)</b> Description of noncash assistance | <b>(h)</b> Purpose of grant or assistance |
|---|----------------|--|---------------------------------|---|--|--|---|
| CENTER FOR NATIVE HEALTH<br>25 WATER TOWER LANE<br>WHITTIER, NC 28789 | 26-4183908     | 3                                      | 42,117.                         | 0.                                      |  |  | RESEARCH                                  |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |
|   |                |  |                                 |   |  |  |   |

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

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

Schedule I (Form 990) 2022

**Part III** Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on 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 noncash assistance |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|---------------------------------------|
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |

**Part IV** Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

**PART I, LINE 2:**

GRANTEES ARE SELECTED FOR A PARTICULAR PROJECT FOLLOWING OUR PROCUREMENT POLICY OF SOLICITING THREE BIDS FOR GRANTS OF \$10,000 OR MORE, OR BY DOCUMENTING THE REASON FOR A SOLE-SOURCE SELECTION. AN AGREEMENT IS DRAWN UP TO MEMORIALIZE THE TERMS OF THE GRANT, WHICH SPECIFIES THE DELIVERABLES. THE AGREEMENT IS SIGNED BY BOTH PARTIES. RRG STAFF REVIEWS THE SUBMITTED DELIVERABLES AND FINANCIAL REPORT AND APPROVE OR RETURN FOR CLARIFICATION, IF NECESSARY. ONCE APPROVED, A FINAL REIMBURSEMENT OF FUNDS IS MADE.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees  
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
Attach to Form 990.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

Name of the organization

**RIGHTS AND RESOURCES INSTITUTE, INC.**

Employer identification number

**20-3690821**

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**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 .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the 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.

- |   |   |
|---|---|
| <input type="checkbox"/> Compensation committee                     | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant        | <input type="checkbox"/> Compensation survey or study                               |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on 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.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on 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" on line 5a or 5b, describe in Part III.

**6** For persons listed on 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" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on 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 .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

|           | Yes | No       |
|-----------|-----|----------|
| <b>1b</b> |     |          |
| <b>2</b>  |     |          |
| <b>4a</b> |     | <b>X</b> |
| <b>4b</b> |     | <b>X</b> |
| <b>4c</b> |     | <b>X</b> |
| <b>5a</b> |     | <b>X</b> |
| <b>5b</b> |     | <b>X</b> |
| <b>6a</b> |     | <b>X</b> |
| <b>6b</b> |     | <b>X</b> |
| <b>7</b>  |     | <b>X</b> |
| <b>8</b>  |     | <b>X</b> |
| <b>9</b>  |     |          |

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

Schedule J (Form 990) 2022

**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 on 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 aren't 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 and/or 1099-NEC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|--|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|  |      | (i) Base compensation  | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| (1) SOLANGE BANDIAKY-BADJI<br>PRESIDENT          | (i)  | 189,091.   | 0.                                  | 0.                                  | 11,390.  | 27,514.                 | 227,995.                        | 0.  |
|  | (ii) | 0.   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
| (2) ALAN LANDIS<br>CHIEF OPERATING OFFICER       | (i)  | 177,992.   | 0.                                  | 0.                                  | 13,440.  | 29,691.                 | 221,123.                        | 0.  |
|  | (ii) | 0.   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
| (3) CAROLE CARLSON<br>DIRECTOR, FINANCE & ADMI   | (i)  | 152,858.   | 0.                                  | 0.                                  | 36,141.  | 0.                      | 188,999.                        | 0.  |
|  | (ii) | 0.   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
| (4) OMAIRA BOLANOS<br>DIR., LATIN AM. & GENDER J | (i)  | 135,421.   | 0.                                  | 0.                                  | 10,239.  | 29,165.                 | 174,825.                        | 0.  |
|  | (ii) | 0.   | 0.                                  | 0.                                  | 0.   | 0.                      | 0.                              | 0.  |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |
|  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|  | (ii) |  |                                     |                                     |  |                         |                                 |   |



**SCHEDULE O  
(Form 990)**

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 Form 990-EZ.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

|   |   |
|---|---|
| Name of the organization<br><b>RIGHTS AND RESOURCES INSTITUTE, INC.</b> | Employer identification number<br><b>20-3690821</b> |
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FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:  
 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.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:  
 RESOURCES, ESPECIALLY LAND AND FORESTS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:  
 STRATEGIES FOR TERRITORIAL DEFENSE AND ECONOMIC RECOVERY. FOR EXAMPLE,  
 SEE THE COORDINATION OF WOMEN TERRITORIAL LEADERS OF MESOAMERICA 'S  
 PROTOCOL FOR COMMUNITY RESPONSE TO HEALTH CRISES BASED ON TRADITIONAL  
 KNOWLEDGE. RRI-SUPPORTED NETWORKS ALSO IMPROVED GENDER EQUITY IN THEIR  
 RANKS. AMPB (MEXICO) ELECTED ITS FIRST WOMAN VICE PRESIDENT, WHILE  
 AIDSESEP IN PERU AND ONIC IN COLOMBIA BOTH ACHIEVED GENDER PARITY IN  
 THEIR GOVERNANCE.

"IN ASIA, OUR COALITION SUPPORTED SOCIAL MOVEMENTS AND STRENGTHENED  
 COMMUNITIES' CAPACITY IN LEGAL ADVOCACY, DEMYSTIFYING COMPLEX  
 GOVERNMENT PROCESSES, AND MONITORING RIGHTS VIOLATIONS. IN FEBRUARY, 20  
 INDIGENOUS AND LOCAL COMMUNITY ORGANIZATIONS ACROSS SOUTH AND SOUTHEAST  
 ASIA CAME TOGETHER TO PRODUCE THE FIRST EVER COMPREHENSIVE ANALYSIS ON  
 RECONCILING GLOBAL CONSERVATION GOALS WITH COMMUNITY LAND RIGHTS IN  
 ASIA. READ THE REPORT:

[HTTPS://RIGHTSANDRESOURCES.ORG/PUBLICATION/ASIA-CONSERVATION-REPORT/](https://rightsandresources.org/publication/asia-conservation-report/).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2022

232211 10-28-22

Name of the organization

RIGHTS AND RESOURCES INSTITUTE, INC.

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RRI'S TENURE COALITION IN INDONESIA PROVIDED A CRITICAL SPACE IN INDONESIA FOR COORDINATING VARIOUS POLITICAL AGENDAS LINKED TO TENURE, HELPING MEMBERS PREPARE FOR ADVOCACY AROUND THE UPCOMING 2024 NATIONAL ELECTIONS. IN NEPAL, COALITION MEMBERS SUCCESSFULLY ADVOCATED FOR A NEW POLITICAL STRUCTURE THAT EMPOWERS PROVINCIAL AND LOCAL GOVERNMENTS TO ENACT LAWS THAT CAN FREE COMMUNITY FORESTRY FROM THE FOREST BUREAUCRACY'S CONTROL.

"FOR OUR GENDER JUSTICE PROGRAM, THIS WAS A YEAR OF ACTION. WE LAUNCHED A CALL TO ACTION FOR GENDER-INCLUSIVE FINANCE, A COLLECTIVE EFFORT FROM 41 INDIGENOUS, LOCAL COMMUNITY AND AFRO-DESCENDANT WOMEN'S ORGANIZATIONS FROM ASIA, AFRICA AND LATIN AMERICA. THE CALL URGED THE INTERNATIONAL DONOR COMMUNITY TO INCREASE CLIMATE AND CONSERVATION FUNDING FOR INDIGENOUS, AFRO-DESCENDANT, AND LOCAL COMMUNITY WOMEN. FOLLOWING THIS CALL, RRI AND THE SIGNATORIES LAUNCHED THE WOMEN IN GLOBAL SOUTH ALLIANCE FOR TENURE AND CLIMATE, A NEW NETWORK OF WOMEN'S ORGANIZATIONS IN THE GLOBAL SOUTH THAT WILL ADVOCATE FOR THE CALL'S RECOMMENDATIONS. READ THE CALL TO ACTION HERE:

[HTTPS://RIGHTSANDRESOURCES.ORG/BLOG/CALL-TO-ACTION-GENDER-INCLUSIVE-CLI](https://rightsandresources.org/blog/call-to-action-gender-inclusive-cli)

"WE LAUNCHED THE LAND RIGHTS STANDARD AT COP27 IN COLLABORATION WITH THE GLOBAL LANDSCAPE FORUM. THIS LAUNCH BEGAN OUR OUTREACH TO CLIMATE AND CONSERVATION ORGANIZATIONS TO SECURE THEIR BUY-IN, PARTICULARLY ENGAGING WITH THE WWF, THE WILDLIFE CONSERVATION SOCIETY, IUCN, AND THE FOREST STEWARDSHIP COUNCIL. READ ABOUT THE STANDARD HERE:

[HTTPS://RIGHTSANDRESOURCES.ORG/LAND-RIGHTS-STANDARD/](https://rightsandresources.org/land-rights-standard/)

REGIONAL PROGRAMS

Name of the organization

RIGHTS AND RESOURCES INSTITUTE, INC.

Employer identification number

20-3690821

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

ANALYSES HERE:

[HTTPS://RIGHTSANDRESOURCES.ORG/PUBLICATION-CATEGORY/RRI-ANALYSES-PUBLIC](https://rightsandresources.org/publication-category/rri-analyses-public)

"RRI'S EVENTS THIS YEAR CREATED NEW OPPORTUNITIES TO BUILD AND STRENGTHEN OUR ALLIANCES. OUR SEPTEMBER DIALOGUE ON DELIVERING THE COP26 FOREST TENURE PLEDGE FOR INDIGENOUS PEOPLES AND LOCAL COMMUNITIES, WAS ATTENDED BY OVER 800 PARTICIPANTS AND DELIVERED IN SEVEN LANGUAGES, BECOMING ONE OF RRI'S LARGEST EVER CONVENINGS OF INDIGENOUS, LOCAL COMMUNITY AND AFRO-DESCENDANT RIGHTSHOLDERS. READ ABOUT IT HERE:

[HTTPS://RIGHTSANDRESOURCES.ORG/DELIVERING-THE-COP26-FOREST-TENURE-PLEDGD](https://rightsandresources.org/delivering-the-cop26-forest-tenure-pledg)

"OUR PATH TO SCALE AND TRANSFORMATION GROUP CONTINUED TO PROMOTE HIGHER AMBITION TOWARDS ITS TARGETS OF RAISING US\$10 BILLION AND RECOGNIZING 400 MM HECTARES OF FORESTLANDS FOR COMMUNITIES BY 2030. IT ALSO PIVOTED TO FACILITATE THESE COMMITMENTS' IMPLEMENTATION, PARTICULARLY BY PROMOTING INNOVATIVE "FIT FOR FUNDING" APPROACHES FOR DONORS, RELEASING NEW ANALYSES TO INFORM DONOR SUPPORT FOR INDIGENOUS, LOCAL COMMUNITY AND AFRO-DESCENDANT ORGANIZATIONS AND ORGANIZING A VIRTUAL DISCUSSION BETWEEN RIGHTSHOLDERS AND DONORS OF THE COP26 PLEDGE. READ THE PATH TO SCALE ANALYSIS ON FUNDING WITH PURPOSE:

[HTTPS://RIGHTSANDRESOURCES.ORG/PUBLICATION/FUNDING-WITH-PURPOSE/](https://rightsandresources.org/publication/funding-with-purpose/)

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

ITS LAND RIGHTS ADVOCACY, SHARED ITS SUCCESS STORIES OF TRADITIONAL CONSERVATION ACROSS ITS REMAINING LANDS. IN ADDITION TO MEDIA STORIES,

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THE VISIT ALSO RESULTED IN A VIDEO PRODUCED BY RRI TO HIGHLIGHT THE  
 OGIEK STRUGGLE, VIEWED OVER 20,000 TIMES ON YOUTUBE SO FAR. VIDEO:  
[HTTPS://WWW.YOUTUBE.COM/WATCH?V=NG\\_LJKWNY1E](https://www.youtube.com/watch?v=NG_LJKWNY1E)

COALITION AND COMMUNICATIONS PROGRAMS

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

ORRI LAUNCHED A NEW FUNDING MECHANISM, COMMUNITY LAND RIGHTS AND  
 CONSERVATION FINANCE INITIATIVE (CLARIFI). CO-CREATED IN PARTNERSHIP  
 WITH CAMPAIGN FOR NATURE AND INDIGENOUS AND COMMUNITY RIGHTSHOLDERS,  
 CLARIFI WILL CONTRIBUTE TO RAISING UP TO USD 10 BILLION BY 2030 TO FUND  
 LARGE-SCALE PROJECTS THAT SUPPORT LEGAL RECOGNITION OF INDIGENOUS,  
 AFRO-DESCENDANT, AND LOCAL COMMUNITY LAND RIGHTS, CONSERVATION, AND  
 SUSTAINABLE MANAGEMENT OF THEIR TERRITORIES. THE MECHANISM SECURED  
 SUBSTANTIAL NEW PUBLIC AND PRIVATE FUNDING BY THE END OF 2022 TO  
 SUPPORT 9 PILOT PROJECTS IN THE AMAZON BASIN, EAST AFRICA, AND  
 INDONESIA. IT ALSO RECEIVED WIDE MEDIA COVERAGE, FEATURING IN THOMSON  
 REUTERS FOUNDATION NEWS, AGENCIA EFE SPAIN, DEVEX, MONGABAY, INSIDE  
 PHILANTHROPY, AND UXOLO AMONG OTHERS.

KNOWLEDGE TOOLS IN 2022:

- 22 PUBLICATIONS IN 8 LANGUAGES, DOWNLOADED OVER 20,000 TIMES.
- 58,000 READERS FOR RRI'S "LAND WRITES" BLOG.
- 20,000 VIEWS FOR VIDEOS PRODUCED TO HIGHLIGHT THE COALITION'S WORK  
AND ACHIEVEMENTS.
- 183,000 WEBSITE VISITORS.
- 136 MENTIONS IN INTERNATIONAL MEDIA.

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FOR MORE ON OUR IMPACT IN 2022, CHECK OUT OUR ANNUAL REPORT AT

[HTTPS://2022REPORT.RIGHTSANDRESOURCES.ORG/](https://2022report.rightsandresources.org/)

EXPENSES \$ 1,091,114. INCLUDING GRANTS OF \$ 658,343. REVENUE \$ 0.

FORM 990, PART VI, SECTION B, LINE 11B:

THIS RETURN WAS SUBMITTED FOR THE REVIEW OF THE BOARD OF DIRECTORS PRIOR TO FILING. THE TREASURER OF THE BOARD REVIEWED THE RETURN IN DETAIL, REFERENCING THE ORGANIZATION'S AUDITED FINANCIAL STATEMENTS FOR THE CORRESPONDING YEAR. THE BOARD REVIEWED THE RETURN IN SUMMARY WITH INPUT FROM THE TREASURER, PRESIDENT AND DIRECTOR OF FINANCE AND ADMINISTRATION. QUESTIONS ABOUT SPECIFIC ITEMS OR SECTIONS WERE ANSWERED WITH SUPPLEMENTAL DETAIL PROVIDED AS APPROPRIATE.

FORM 990, PART VI, SECTION B, LINE 12C:

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 MEETINGS 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.

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FORM 990, PART VI, SECTION B, LINE 15:

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 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.

FORM 990, PART VI, SECTION C, LINE 19:

RRG POSTS ITS AUDITED FINANCIAL STATEMENTS ON ITS WEBSITE, AVAILABLE TO THE GENERAL PUBLIC. ADDITIONAL DOCUMENTS ARE ALSO POSTED TO DEMONSTRATE RRG'S COMMITMENT TO TRANSPARENCY AND ACCOUNTABILITY.

FORM 990, PART IX, LINE 11G, OTHER FEES:

TRANSLATION CONSULTANTS:

|                                 |         |
|---------------------------------|---------|
| PROGRAM SERVICE EXPENSES        | 63,080. |
| MANAGEMENT AND GENERAL EXPENSES | 3,381.  |
| FUNDRAISING EXPENSES            | 0.      |
| TOTAL EXPENSES                  | 66,461. |

AUDITORS:

|                                 |         |
|---------------------------------|---------|
| PROGRAM SERVICE EXPENSES        | 0.      |
| MANAGEMENT AND GENERAL EXPENSES | 25,691. |

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FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 25,691.

PROGRAM CONSULTANTS:

PROGRAM SERVICE EXPENSES 1,052,716.

MANAGEMENT AND GENERAL EXPENSES 0.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 1,052,716.

RECRUITMENT:

PROGRAM SERVICE EXPENSES 0.

MANAGEMENT AND GENERAL EXPENSES 2,959.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 2,959.

CONFERENCE PLANNING CONSULTANTS:

PROGRAM SERVICE EXPENSES 32,963.

MANAGEMENT AND GENERAL EXPENSES 0.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 32,963.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 1,180,790.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

UNREALIZED LOSS ON SECURITIES -41,153.

FORM 990 PT XII LINE 2C

THE TREASURER, ACTING AS CHAIR OF THE AUDIT COMMITTEE, REVIEWS FORM 990

IN CONJUNCTION WITH THE AUDITED FINANCIAL STATEMENTS. ALL MEMBERS OF

