

Return of Organization Exempt From Income Tax

2010

Open to Public Inspection

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

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

Department of the Treasury
Internal Revenue Service

A For the 2010 calendar year, or tax year beginning **2010**, and ending **2010**

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization **Rights and Resources Institute, Inc**
 Doing Business As **Rights and Resources Group**
 Number and street (or P.O. box if mail is not delivered to street address) **1238 Wisconsin Ave NW** Room/suite **Suite 300**
 City or town, state or country, and ZIP + 4 **Washington, DC 20007-3249**

D Employer identification number **20-3690821**
E Telephone number **202-470-3900**
G Gross receipts \$ **6,394,459**

F Name and address of principal officer: **Thomas A. White**
1238 Wisconsin Ave NW Suite 300, Washington DC 20007

H(a) Is this a group return for affiliates? Yes No
H(b) Are all affiliates included? Yes No
 If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ **www.rightsandresources.org**

K Form of organization: Corporation Trust Association Other ▶
L Year of formation: **2005** **M** State of legal domicile: **DC**

Part I Summary

1 Briefly describe the organization's mission or most significant activities: To promote greater global action on pro-poor forest policy and market reforms to increase household and community ownership, control, and benefits from forests and trees through our global coalition of international, regional, and community organizations engaged in conservation, research and development			
2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
Activities & Governance	3 Number of voting members of the governing body (Part VI, line 1a)	3	9
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	4
	5 Total number of individuals employed in calendar year 2010 (Part V, line 2a)	5	24
	6 Total number of volunteers (estimate if necessary)	6	0
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	3,216,548	6,303,295
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	356,339	83,221
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,807	7,943
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0	0
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,576,695	6,394,459
	14 Benefits paid to or for members (Part IX, column (A), line 4)	1,523,473	2,733,573
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	1,345,253	1,498,991
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 5,251	0	0
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	1,112,428	1,877,888	
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	3,981,154	6,110,451	
19 Revenue less expenses. Subtract line 18 from line 12	(404,459)	284,007	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	2,152,977	3,782,674
	22 Net assets or fund balances. Subtract line 21 from line 20	2,096,477	3,445,701
		52,965	336,973

Part II Signature Block

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

Sign Here Signature of officer: *Thomas A. White* Date: **May 10, 2011**
 Type or print name and title: **THOMAS A. WHITE**

Paid Preparer Use Only

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

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 to any question in this Part III

- 1 Briefly describe the organization's mission:
 To support local communities' and indigenous peoples' struggles against poverty and marginalization by promoting greater global commitment and action towards policy, market and legal reforms that secure their rights to own, control and benefit from natural resources, especially land and forests.
- 2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
 If "Yes," describe these new services on Schedule O.
- 3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
 If "Yes," describe these changes on Schedule O.
- 4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 3,207,289 including grants of \$ 2,423,769) (Revenue \$ 0)
 COUNTRY INITIATIVES
 See Schedule O

4b (Code:) (Expenses \$ 1,122,494 including grants of \$ 272,724) (Revenue \$ 2,786)
 STRATEGIC ANALYSIS
 See Schedule O

4c (Code:) (Expenses \$ 808,936 including grants of \$ 12,080) (Revenue \$ 6,299)
 COMMUNICATIONS AND COORDINATION (Formerly Global Campaign)
 See Schedule O

4d Other program services. (Describe in Schedule O.)
 (Expenses \$ 427,162 including grants of \$ 25,000) (Revenue \$ 74,136)

4e Total program service expenses ► 5,565,881

Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	✓	
2	Is the organization required to complete Schedule B, Schedule of Contributors? (see instructions)	✓	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		✓
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		✓
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III		✓
6	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		✓
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		✓
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		✓
9	Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		✓
10	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V		✓
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	✓	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		✓
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		✓
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	✓	
e	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	✓	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X		✓
12 a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII	✓	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional		✓
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E		✓
14 a	Did the organization maintain an office, employees, or agents outside of the United States?		✓
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Parts I and IV		✓
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Parts II and IV	✓	
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Parts III and IV		✓
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)		✓
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		✓
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		✓
20 a	Did the organization operate one or more hospitals? If "Yes," complete Schedule H		✓
b	If "Yes" to line 20a, did the organization attach its audited financial statements to this return? Note. Some Form 990 filers that operate one or more hospitals must attach audited financial statements (see instructions)		

Part IV Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V

Table with columns for question number, question text, and Yes/No checkboxes. Includes questions 1a through 14b regarding Form 1096, Form W-2G, Form W-3, Form 990-T, Form 8886-T, Form 8282, Form 8899, Form 1098-C, Form 990, Form 1041, and Form 720.

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1b	Enter the number of voting members included in line 1a, above, who are independent		
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?		✓
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		✓
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		✓
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		✓
6	Does the organization have members or stockholders?		✓
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?		✓
7b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?		✓
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	a The governing body?	✓	
8b	b Each committee with authority to act on behalf of the governing body?	✓	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.		✓

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

		Yes	No
10a	Does the organization have local chapters, branches, or affiliates?		✓
10b	b If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?		
11a	Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?	✓	
	b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Does the organization have a written conflict of interest policy? If "No," go to line 13	✓	
12b	b Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	✓	
12c	c Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done.	✓	
13	Does the organization have a written whistleblower policy?	✓	
14	Does the organization have a written document retention and destruction policy?	✓	
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?		
15a	a The organization's CEO, Executive Director, or top management official	✓	
15b	b Other officers or key employees of the organization		✓
	If "Yes" to line 15a or 15b, describe the process in Schedule O. (See instructions.)		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		✓
16b	b If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken 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 ►
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
 Own website Another's website Upon request
- 19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public.
- 20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ► James Christopher Miller, Director of Finance & Administration, Rights and Resources Group,
1238 Wisconsin Ave NW Suite 300, Washington DC 20007, 1-202-470-3900

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

Check if Schedule O contains a response to any question in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

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

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

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

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) John Hudson Chair of the Board	1.5	✓					0	0	0	
(2) Kyeretwie Opoku Secretary of the Board	0.5	✓					0	0	0	
(3) Don Roberts Treasurer of the Board	0.5	✓					1,000	0	0	
(4) Ghan Shyam Pandey Executive Committee Member of the Board	0.5	✓					0	0	0	
(5) Doris Capistrano Member of the Board	2.5	✓					10,200	0	0	
(6) Alberto Chinchilla Member of the Board	0.5	✓					0	0	0	
(7) Yam Malla Member of the Board	0.5	✓					0	0	0	
(8) Victoria Tauli-Corpuz Member of the Board	0.5	✓					0	0	0	
(9) Thomas A. White President and RRI Coordinator	40	✓		✓			155,212	0	23,540	
(10) Arvind Khare Executive Director	40			✓			131,426	0	9,200	
(11) Augusta Molnar Senior Director, Country & Regional Programs	40					✓	131,200	0	9,184	
(12) Deborah Barry Senior Director, Coalition Development	40					✓	126,357	0	8,845	
(13) James-Christopher Miller Director, Finance & Administration	40			✓			85,426	0	10,507	
(14)										
(15)										
(16)										

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

(A) Name and title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
(26)										
(27)										
(28)										
1b Sub-total							702,097	0	61,276	
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							702,097	0	61,276	

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization **4**

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		✓
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	✓	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		✓

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization.

(A) Name and business address	(B) Description of services	(C) Compensation
Kevin Murray Strategic Consulting, 630 South Street, Boston MA 02131	Monitoring & Evaluation	126,883
Burness Communications	Media Outreach	108,649

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

Part VIII Statement of Revenue

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	5,172,405				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,130,890				
	g Noncash contributions included in lines 1a-1f: \$						
	h Total. Add lines 1a-1f ▶		6,303,295				
Program Service Revenue	2a Service Contracts	Business Code 900099	74,438	74,438	0	0	
	b Other Program Revenue	900099	8,783	8,783	0	0	
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f ▶		83,221				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) ▶		7,943	7,943			
	4 Income from investment of tax-exempt bond proceeds ▶						
	5 Royalties ▶						
	6a Gross Rents	(i) Real	(ii) Personal				
		b Less: rental expenses					
		c Rental income or (loss)					
	d Net rental income or (loss) ▶						
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		b Less: cost or other basis and sales expenses					
		c Gain or (loss)					
		d Net gain or (loss) ▶					
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18 a						
		b Less: direct expenses b					
		c Net income or (loss) from fundraising events . . ▶					
	9a Gross income from gaming activities. See Part IV, line 19 a						
b Less: direct expenses b							
c Net income or (loss) from gaming activities . . ▶							
10a Gross sales of inventory, less returns and allowances a							
	b Less: cost of goods sold b						
	c Net income or (loss) from sales of inventory . . ▶						
Miscellaneous Revenue		Business Code					
11a							
b							
c							
d All other revenue							
e Total. Add lines 11a-11d ▶							
12 Total revenue. See instructions. ▶			6,394,459	91,164	0	0	

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) but are not required to complete columns (B), (C), and (D).

<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21	2,575,413	2,575,413		
2	Grants and other assistance to individuals in the U.S. See Part IV, line 22	0	0		
3	Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16	158,160	158,160		
4	Benefits paid to or for members	0	0		
5	Compensation of current officers, directors, trustees, and key employees	719,012	626,688	88,910	3,414
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0	0	0	0
7	Other salaries and wages	585,327	473,619	110,881	827
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	47,244	38,329	8,857	58
9	Other employee benefits	56,977	47,304	9,461	212
10	Payroll taxes	90,430	72,095	18,014	321
11	Fees for services (non-employees):				
a	Management	0	0	0	0
b	Legal	4,272	0	4,272	0
c	Accounting	62,064	0	62,064	0
d	Lobbying	0	0	0	0
e	Professional fundraising services. See Part IV, line 17	0			0
f	Investment management fees	0	0	0	0
g	Other	243,036	199,428	43,609	0
12	Advertising and promotion	0	0	0	0
13	Office expenses	73,055	15,152	57,903	0
14	Information technology	34,182	6,822	27,360	0
15	Royalties	0	0	0	0
16	Occupancy	103,189	86,477	16,377	335
17	Travel	299,841	292,382	7,459	0
18	Payments of travel or entertainment expenses for any federal, state, or local public officials	0	0	0	0
19	Conferences, conventions, and meetings	541,789	514,627	27,162	0
20	Interest	39	0	39	0
21	Payments to affiliates	0	0	0	0
22	Depreciation, depletion, and amortization	25,653	21,499	4,071	83
23	Insurance	11,012	0	11,012	0
24	Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24f. If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O.)				
a	Technical Program Consultants	353,554	353,021	533	0
b	Publications	81,937	79,490	2,448	0
c	Bad Debt Expense	27,677	0	27,677	0
d	Bank & EFT Fees	8,028	340	7,688	0
e	Training	3,968	0	3,968	0
f	All other expenses	4591	0	4591	0
25	Total functional expenses. Add lines 1 through 24f	6,110,451	5,560,844	544,356	5,251
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

		(A)		(B)
		Beginning of year		End of year
Assets	1 Cash—non-interest-bearing	6,289	1	282,883
	2 Savings and temporary cash investments	1,119,397	2	2,827,317
	3 Pledges and grants receivable, net	700,784	3	64,240
	4 Accounts receivable, net	8,587	4	7,387
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	0	5	0
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions)	0	6	0
	7 Notes and loans receivable, net	2,495	7	3,695
	8 Inventories for sale or use	0	8	0
	9 Prepaid expenses and deferred charges	16,691	9	34,554
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 166,410		
	b Less: accumulated depreciation	10b 49,397	10c	117,014
	11 Investments—publicly traded securities	0	11	0
	12 Investments—other securities. See Part IV, line 11	0	12	0
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets	0	14	0
	15 Other assets. See Part IV, line 11	249,384	15	445,584
16 Total assets. Add lines 1 through 15 (must equal line 34)	2,152,977	16	3,782,674	
Liabilities	17 Accounts payable and accrued expenses	160,734	17	447,352
	18 Grants payable	184,508	18	311,065
	19 Deferred revenue	1,715,404	19	2,649,925
	20 Tax-exempt bond liabilities	0	20	0
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	0	21	0
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties	0	23	0
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
25 Other liabilities. Complete Part X of Schedule D	35,831	25	37,358	
26 Total liabilities. Add lines 17 through 25	2,096,477	26	3,445,701	
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	52,965	27	295,698
	28 Temporarily restricted net assets	0	28	41,275
	29 Permanently restricted net assets	0	29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	52,965	33	336,973	
34 Total liabilities and net assets/fund balances	2,152,977	34	3,782,674	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	6,394,459
2	Total expenses (must equal Part IX, column (A), line 25)	2	6,110,451
3	Revenue less expenses. Subtract line 2 from line 1	3	281,128
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	52,965
5	Other changes in net assets or fund balances (explain in Schedule O)	5	0
6	Net assets or fund balances at end of year. Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	336,973

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

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

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2010

Open to Public Inspection

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

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

Department of the Treasury
Internal Revenue Service

Name of the organization

Rights and Resources Institute, Inc

Employer identification number

20-3690821

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

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

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E.)
- 3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8 A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 10 An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11e through 11h.
 - a Type I b Type II c Type III—Functionally integrated d Type III—Other
- e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?
 - (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
 - (ii) A family member of a person described in (i) above?
 - (iii) A 35% controlled entity of a person described in (i) or (ii) above?

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

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

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

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) 2010	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1,412,255	1,448,537	3,204,013	3,216,548	6,303,295	15,584,648
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	1,412,255	1,448,537	3,204,013	3,216,548	6,303,295	15,584,648
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1,713,307
6 Public support. Subtract line 5 from line 4.						13,871,341

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) 2010	(f) Total
7 Amounts from line 4	1,412,255	1,448,537	3,204,013	3,216,548	6,303,295	15,584,648
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources			1,046	3,807	7,943	12,796
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)	137,408	31,130	99,579	356,339	83,221	707,677
11 Total support. Add lines 7 through 10						16,305,121
12 Gross receipts from related activities, etc. (see instructions)					12	16,305,121
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input checked="" type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2010 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2009 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2010. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 33 1/3% support test—2009. 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 stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2009. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

Schedule of Contributors

2010

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

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

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

- 501(c)(3) (enter number) organization
- 4947(a)(1) nonexempt charitable trust not treated as a private foundation
- 527 political organization

Form 990-PF

- 501(c)(3) exempt private foundation
- 4947(a)(1) nonexempt charitable trust treated as a private foundation
- 501(c)(3) taxable private foundation

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

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

General Rule

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

Special Rules

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

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

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

Part I Contributors (see instructions)

(a) No.	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
1	Ford Foundation ----- 320 East 43rd Street ----- New York, NY 10017-4801 -----	\$ 1,100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
2	Department for International Development ----- 1 Palace Street ----- London SW1E 5HE, United Kingdom -----	\$ 1,866,318	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
3	Norwegian Agency for Development Cooperation ----- Ruselokkveien 26 ----- NO-0251 Oslo, Norway -----	\$ 1,395,717	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
4	Swedish International Development Cooperation Agency ----- Valhallavagen 199 ----- S-105 25 Stockholm, Sweden -----	\$ 349,476	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
5	Ministry of Foreign Affairs Government of Finland ----- Kanavakatu 3 / P O Box 541 ----- Helsinki, Finland -----	\$ 825,315	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
-----	----- ----- ----- -----	\$ -----	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)

**SCHEDULE D
(Form 990)**

Supplemental Financial Statements

OMB No. 1545-0047

2010

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

▶ Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11, or 12.
▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization

Employer identification number

Rights and Resources Institute, Inc.

20-3690821

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

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? Yes No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? Yes No

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

- 1 Purpose(s) of conservation easements held by the organization (check all that apply).
 Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area
 Protection of natural habitat Preservation of a certified historic structure
 Preservation of open space
- 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.
- | | Held at the End of the Tax Year |
|--|---------------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register | 2d |
- 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶
- 4 Number of states where property subject to conservation easement is located ▶
- 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No
- 6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶
- 7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$
- 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No
- 9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

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

- 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items.
- b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
- (i) Revenues included in Form 990, Part VIII, line 1 ▶ \$
- (ii) Assets included in Form 990, Part X ▶ \$
- 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:
- a Revenues included in Form 990, Part VIII, line 1 ▶ \$
- b Assets included in Form 990, Part X ▶ \$

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 are a significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV.
- 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" to 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 XIV and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21? Yes No
- b If "Yes," explain the arrangement in Part XIV.

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

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

- 2 Provide the estimated percentage of the year end balance held as:
- a Board designated or quasi-endowment > _____ %
 - b Permanent endowment > _____ %
 - c Term endowment > _____ %
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|---|--------|----|
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
| b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4 Describe in Part XIV the intended uses of the organization's endowment funds.

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

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		53,363	22,589	30,774
d Equipment		93,358	21,969	71,389
e Other		19,689	4,839	14,850
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				117,014

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

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

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

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

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

(a) Description	(b) Book value
(1) Unearned Grant Advances to Local Partners	435,907
(2) Refundable Retainer Deposit, HR Outsourcing Consultants	3,500
(3) Rent Security Deposit	6,177
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	445,584

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

1. (a) Description of liability	(b) Amount	
(1) Federal income taxes	0	
(2) Deferred Rent	37,358	
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
(11)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	37,358	

2. FIN 48 (ASC 740) Footnote. In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740).

Part XI Reconciliation of Change in Net Assets from Form 990 to Audited Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	6,394,459
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	6,110,451
3	Excess or (deficit) for the year. Subtract line 2 from line 1	3	284,007
4	Net unrealized gains (losses) on investments	4	0
5	Donated services and use of facilities	5	6,553
6	Investment expenses	6	0
7	Prior period adjustments	7	0
8	Other (Describe in Part XIV.)	8	0
9	Total adjustments (net). Add lines 4 through 8	9	6,553
10	Excess or (deficit) for the year per audited financial statements. Combine lines 3 and 9	10	290,560

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

1	Total revenue, gains, and other support per audited financial statements	1	6,401,012
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains on investments	2a	0
b	Donated services and use of facilities	2b	6,553
c	Recoveries of prior year grants	2c	0
d	Other (Describe in Part XIV.)	2d	0
e	Add lines 2a through 2d	2e	6,553
3	Subtract line 2e from line 1	3	6,394,459
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV.)	4b	0
c	Add lines 4a and 4b	4c	0
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	6,394,459

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

1	Total expenses and losses per audited financial statements	1	6,117,003
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	6,553
b	Prior year adjustments	2b	0
c	Other losses	2c	0
d	Other (Describe in Part XIV.)	2d	0
e	Add lines 2a through 2d	2e	6,553
3	Subtract line 2e from line 1	3	6,110,451
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV.)	4b	0
c	Add lines 4a and 4b	4c	0
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	6,110,451

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, line 8; Part XII, lines 2d and 4b; and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

**SCHEDULE F
(Form 990)**

Statement of Activities Outside the United States

OMB No. 1545-0047

2010

Open to Public Inspection

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

▶ Attach to Form 990. ▶ See separate instructions.

Department of the Treasury
Internal Revenue Service

Name of the organization
Rights and Resources Institute, Inc.

Employer identification number
20-3590821

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

1 For grantmakers. Does the organization maintain records to substantiate the amount of 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 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States.

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total					
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)					

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraised, other)
(1)			Central America	Analyses	14,900	EFT			
(2)			Central America	Analyses	10,000	EFT			
(3)			Central America	Analyses	30,000	EFT			
(4)			South America	IP Land Reg	48750	EFT			
(5)			SS Africa	Analyses	44,801	EFT			
(6)			SS Africa	Comm. Rights	66,793	EFT			
(7)			SS Africa	WomensRights	19,531	EFT			
(8)			SS Africa	ClimateChang	10,000	EFT			
(9)			SS Africa	ForestMgmt	50,205	EFT			
(10)			SS Africa	CivilSociety	5,333	EFT			
(11)			SS Africa	Alt. Comm.	43,500	EFT			
(12)			South America	Policy Analy	35,000	EFT			
(13)			South America	Governance	35,000	EFT			
(14)			Central America	TenureRights	24,150	EFT			
(15)			Central America	TenureRights	16,835	EFT			
(16)			South America	ForestReform	35,000	EFT			

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

3 Enter total number of other organizations or entities

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)		SS Africa	Analyses	24,555	EFT			
(2)		SS Africa	Analyses	15,305	EFT			
(3)		SS Africa	Coordination	21,111	EFT			
(4)		SS Africa	Analyses	5,000	EFT			
(5)		SS Africa	ForestReform	15,000	EFT			
(6)		SS Africa	Facilitation	100,000	EFT			
(7)		SS Africa	Planning	46,821	EFT			
(8)		SS Africa	REDDDialog	94,070	EFT			
(9)		SS Africa	Forest Mgmt	14,534	EFT			
(10)		SS Africa	WomensRights	18,342	EFT			
(11)		South Asia	Network	25,000	EFT			
(12)		South Asia	Comm.Groups	10,000	EFT			
(13)		South Asia	Dialogue	1,500	EFT			
(14)		South Asia	RightsReform	21,000	EFT			
(15)		South Asia	MediaCampaig	10,000	EFT			
(16)		South Asia	Mobilization	90,000	EFT			

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

3 Enter total number of other organizations or entities

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			South Asia	ForestPlan	49,800	EFT			
(2)			South Asia	RightsDialog	57,500	EFT			
(3)			East Asia	CustomRights	20,000	EFT			
(4)			East Asia	Palm Oil	10,000	EFT			
(5)			East Asia	Mediation	15,000	EFT			
(6)			East Asia	Networking	56,500	EFT			
(7)			East Asia	LegPluralism	60,000	EFT			
(8)			SS Africa	GovtREDD	50,000	EFT			
(9)			East Asia	Legal Reform	15,000	EFT			
(10)			East Asia	Land Rights	10,000	EFT			
(11)			East Asia	LegalSupport	20,000	EFT			
(12)			East Asia	LandAnalysis	85,765	EFT			
(13)			SS Africa	Seminar	500	EFT			
(14)			SS Africa	LocalConv	60,000	EFT			
(15)			South America	Training	60,000	EFT			
(16)			South America	REDDTraining	80,000	EFT			

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

3 Enter total number of other organizations or entities

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (cost, FMV, appraisal, other)
(1)			South America	Governance	100,000	EFT			
(2)			East Asia	Information	35,000	EFT			
(3)			SS Africa	Conventions	25,000	EFT			
(4)			East Asia	PolicyReform	45,000	EFT			
(5)			SS Africa	PropRights	35,173	EFT			
(6)			SS Africa	PropRights	18,894	EFT			
(7)			South America	Analyses	36,000	EFT			
(8)			SS Africa	Analyses	26,000	EFT			
(9)			SS Africa	Tenure	17,000	EFT			
(10)			SS Africa	Mobilization	17,000	EFT			
(11)			SS Africa	Tenure	25,000	EFT			
(12)			SS Africa	Pastoralism	30,000	EFT			
(13)			SS Africa	Dialogue	30,000	EFT			
(14)			Central America	Governance	15,000	EFT			
(15)			Central America	Tenure	45,100	EFT			
(16)			Central America	Coordination	678	EFT			

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

3 Enter total number of other organizations or entities

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)		East Asia	Analyses	48,723	EFT			
(2)		East Asia	Tenure	81,075	EFT			
(3)		Central America	Climate	50,000	EFT			
(4)		Central America	CommOrgs	20,000	EFT			
(5)		East Asia	Facilitation	105,000	EFT			
(6)		East Asia	RightsClimat	15,000	EFT			
(7)		East Asia	Movements	10,750	EFT			
(8)		East Asia	Community	20,000	EFT			
(9)		SS Africa	Analyses	50,000	EFT			
(10)		SS Africa	CommRights	43,000	EFT			
(11)		SS Africa	CommRights	36,878	EFT			
(12)		South Asia	Workshop	8,475	EFT			
(13)		East Asia	Assessment	10,000	EFT			
(14)		East Asia	CommVoices	15,950	EFT			
(15)		SS Africa	RightsReform	50,000	EFT			
(16)		South America	IP Consult	25,614	EFT			

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

3 Enter total number of other organizations or entities

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Check this box if no one recipient received more than \$5,000 Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			SS Africa	Comm Mapping	49,687	EFT			
(2)			East Asia	IP COP16	46,500	EFT			
(3)			South America	FCPF Prep	37,400	EFT			
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **35**

3 Enter total number of other organizations or entities **35**

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with respect to Certain Foreign Corporations. (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with respect to Certain Foreign Partnerships. (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713)* Yes No

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

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

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

OMB No. 1545-0047

2010

**Open to Public
Inspection**

Employer identification number

20 3690821

Rights and Resources Institute, Inc

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? 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 Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) EcoAgriculture Partners - 730 11th St NW Suite 301 Wash, DC	20-2349392	501(c)3	38,000				REDD Publications
(2) Forest Trends - 1050 Potomac St NW Washington, DC	52-2135531	501(c)3	40,080				REDD Analysis
(3) Rural Development Institute 1411 4th Ave Suite 910 Seattle, WA	91-1158970	501(c)3	50,000				Land Dispute Resol
(4) Univ of Texas Austin - LLILAS Austin, TX	74-6000203	501(c)3	30,000				Forest Reform Conf
(5) Forest Trends - 1050 Potomac St NW Washington, DC	52-2135531	501(c)3	30,080				IP Capacity Bldg
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

- 2 Enter total number of section 501(c)(3) and government organizations 4
- 3 Enter total number of other organizations 4

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

Cat. No. 50055P

Schedule I (Form 990) (2010)

**SCHEDULE J
(Form 990)**

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.
▶ Attach to Form 990. ▶ See separate instructions.

OMB No. 1545-0047

2010

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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 in 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 (e.g., 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 officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

3 Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply.

- | | |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee | <input checked="" 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 in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- | | | |
|--|-----------|---|
| a Receive a severance payment or change-of-control payment from the organization or a related organization? | 4a | ✓ |
| b Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | ✓ |
| c Participate in, or receive payment from, an equity-based compensation arrangement? | 4c | ✓ |
- 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) and 501(c)(4) organizations must complete lines 5–9.

5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- | | | |
|--|-----------|---|
| a The organization? | 5a | ✓ |
| b Any related organization? | 5b | ✓ |
- If "Yes" to line 5a or 5b, describe in Part III.

6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- | | | |
|--|-----------|---|
| a The organization? | 6a | ✓ |
| b Any related organization? | 6b | ✓ |
- If "Yes" to line 6a or 6b, describe in Part III.

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

8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

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

	Yes	No
1a		
1b		
2		
3		
4a		✓
4b		✓
4c		✓
5a		✓
5b		✓
6a		✓
6b		✓
7		✓
8		✓
9		

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

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

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

	(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1	Thomas A. White	155,212	0	0	0	24,524	179,736	
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								

SCHEDULE O
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

2010

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

▶ Attach to Form 990 or 990-EZ.

Name of the organization

Rights and Resources Institute, Inc

Employer identification number

20 3690821

Heading, Line C:

Rights and Resources Institute, Inc. (RRG) also does business as the "Rights and Resources Initiative", the coalition of RRG and 13 Partner organizations, in RRG's role as secretariat of the coalition.

Part III - Line 4a : COUNTRY INITIATIVES

Africa:

Regional dialogue on Forests, Governance and Climate Change in Addis Ababa fostered new links with the Land Policy Initiative (LPI), UN Economic Commission for Africa (UNECA), high-level members of governments and parliaments in Africa. RRI generated critical inputs for consideration by the Africa Development Forum (ADF) on the tenure and rights dimension of climate change adaptation and mitigation. The African Women's Network for Community Management of Forests (REFACOF) is better defined and positioned to advocate for equitable tenure reforms and recognition of women's rights.

Cameroon - Consultations and awareness raising activities with local communities, indigenous peoples, and women in the different ecological regions were conducted. Legal analyses were carried out assessing local communities' collective rights. Participatory community rights mapping was done in forest management units, protected areas, mining zones, and state forest reserves. A gender analysis of women, tenure rights in forests and land laws and policy, with policy recommendations, was finished.

Liberia - Acceptance of legal framework designed to approve operations for pitsawyers. Commitment to implementation of 2006 Forest Law, its regulations, and a new Community Rights Law established a mandate for communities to be involved in the forest sector and in its political and administrative processes. Women's groups organized and starting to advocate for recognition of their tenure rights.

Mali - Government sectors and parliamentarians are engaged for effective transfer of power and legal recognition of local conventions, with the National Council of Peasants Organizations now playing a key facilitating role. Women's networks have deepened their knowledge of their tenure rights to land and forestry.

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Burkina Faso - The "tenure champions" or civil society actors engaged with land or forest tenure issues are mapped and mobilized to coordinate and consolidate advocacy actions for community rights. A gender analysis of forest laws and policies is done with clear recommendations for the recognition of gender and tenure in climate change mitigation and adaptation strategies.

Ghana - Civil society actors are more effectively engaged with REDD processes and the VPA implementation program to advance rights and governance reforms. A strong coalition of networks invited by the Presidential Commission assigned to amend the Ghana Constitution advocated strengthened natural resources tenure and governance.

Asia:

Regional Tenure Conference established connections between national- and local-level stakeholders and opportunity for experience sharing on forest tenure reform and implementation.

Nepal - Recognition of local rights and sustainable natural resource management and national community-based networks in draft Constitution. Limited progress also achieved regarding community rights in REDD, NAPA, and CDM, and in decreasing government support for the conservation agenda in the Protected Area framework that does not respect community rights.

China - Conference on Forest Tenure and Regulatory Reforms acknowledged progress to date, but also highlighted remaining need to engage in reform for full realization of forest tenure, human and property rights through revisions to legal framework, redress mechanisms, and regulatory takings.

Lao PDR - Exchange visit of Lao delegation to China led to increased understanding and learning of forest tenure and rights.

Opportunity exists to develop similar forest tenure reforms within Lao PDR pending additional shared learning opportunities.

Indonesia - Ministry of Forestry recognized need for greater indigenous and community rights through legal reforms. Dialog on palm oil and climate change issues brought together stakeholders from both private sector and civil society.

India - New analysis on effectiveness of implementation of 2006 Forest Rights Act strengthened local and international understanding of statewide reforms and national issues.

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Latin America:

RRI extended its reach across the Amazon basin to leading Indigenous, afro-descendant, and extractivist organizations, initiating a common platform of work in defense of tenure gains in the region; and laid groundwork for better understanding of territorial governance and strategies for recognition of autonomy. REDD learning processes informed key forest-based organizations (including indigenous) and provided analysis for opportunities and diminished divisions among groups.

Bolivia - Lowland indigenous organizations bolstered negotiation capacity, opened space for and participated in governmental decision-making related to territorial rights, representation and natural resource management. Collaborators repositioned advocacy efforts to improve pathways of support to indigenous and campesino organizations to help claim and defend collective rights.

Guatemala - A critical mass of civil society and grassroots organizations was established and legitimized that allowed for initial modifications of the National Registry of Cadastral Information (RIC) proposal for communal lands.

Part III - Line 4b : STRATEGIC ANALYSIS

Global decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that tenure, participation, safeguards, and governance play in achieving REDD+ goals, especially key governments (Norway, United States REDD+ strategy, eg), partnerships (REDD+ Partnership), funds (UNREDD, CBFF, and FCPF), and new allies.

National forest authority leaders demonstrated increased understanding of the need to address forest tenure to achieve national development and climate goals as lessons from RRI global events (MegaFlorestais, RRI Global Climate dialogues) linked to RRI regional activities (RRI Regional Climate dialogues in Addis Ababa, San Salvador, and Kathmandu).

Direct technical support in Liberia, Nepal, and the Democratic Republic of Congo provided governments and civil society with new analyses of information bases guiding development of REDD programs and implementation of laws that provide opportunities for securing community tenure rights.

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RRI continued and expanded monitoring of global forest tenure dynamics to include statutory analysis of the bundle of rights in 15 countries with community tenure regimes. RRI's data is increasingly cited points of reference for leading research and analysis on forest governance and climate change.

Catalyzed new, forward-looking thinking on issues critical to addressing forest-climate linkages improved the understanding of the larger context in which REDD is unfolding, and provided a more realistic view of REDD implementation through analyses of the limits of the opportunity cost approach, REDD+ and agriculture, identifying drivers of deforestation and the conditions for restoring degraded lands.

Part III - Line 4c : COMMUNICATIONS AND COORDINATION

Presented tenure rights perspective to conservation, climate, UN, community-level, government representatives, leaders of forest agencies, and various other policy-engaged audiences. New narratives and analyses translated to/from several key languages including English, Spanish, French, Indonesian, Chinese, and Portuguese. RRI strategic analysis output have been recognized and covered as insightful and credible by Associated Press, Agence France-Presse, Reuters, BBC, The Economist, The Guardian, Mongabay.com, Helsingin Sanomat, BBC Brazil, Chatham House, and Voice of America. Frequently updated English, French, and Spanish RRI websites and news products continue to establish RRI as hub for knowledge on forest tenure and policy reform.

Refined coalition monitoring and evaluation to include 4 major components: (1) Logical framework stating Coalition's overall strategic goals and outcomes across country, regional, and global programs; (2) Systematic self-evaluation by planning teams of work done at program levels (country, regional, and global); (3) Independent monitoring and evaluation of the Coalition's activities on an annual basis by and independent consultant; and (4) Elaboration of impact stories based partly on information generated from Coalition Monitoring and Evaluation system and partly from on-the-ground stories provided by Partners, Collaborating Organizations, and others.

Part III - Line 4d : NETWORKING SUPPORT

MegaFlorestais 2010, hosted by the State Forest Administration of China, built on 5 years of annual meetings by leaders of public forest agencies from the world's largest forested countries with renewed vigor and commitment to the intersections between tenure, governance and the work of forest agencies. The first convening on Global Issues in Governance exposed and connected emerging "next generation" leaders from MegaFlorestais agencies to tenure, governance, and rights issues relevant to their work

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International Tropical Timber Organization Civil Society Advisory Group - New community leadership from Asia and Africa influenced design of the ITTO Thematic Programs and increased funding to communities, advocated gender and community-based enterprise to the ITTO, and garnered support for the Asia regional tenure conference, to be held in Indonesia in 2011 cosponsored by the Ministry of Forestry of Indonesia.

Independent Advisory Group on Forests, Rights, and Climate Change exposed the UNREDD Board to key strategic issues and frameworks related to safeguards, governance, and tenure.

RRI's support and facilitation of a Nepali delegation visit to Mexico exposed national leaders to successful examples of community forestry and strong local governance and prepared them for participation in a World Bank/Government of Mexico seminar on lessons from Mexico's community forestry experiences widening potential options for Nepali forest communities.

The Women's Network for Community Management of Forests (REFACOF) established a network and fostered the mainstreaming of gender in planning programs throughout Africa.

Part VI - Section B - Line 11a/b

This return has been reviewed by RRG's Board of Directors.

The Treasurer of the Board reviewed this return in detail, referencing the organization's audited financial statements for the year.

The Board reviewed the return in summary, with input from the Treasurer, President, Executive Director, and Director of Finance and Administration. Questions about specific items or sections were asked and answered with supplemental detail provided as appropriate.

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

Directors and Officers are required to review the Conflict of Interest Policy annually and to sign annually their commitment to abide by the Policy. The Policy requires that any known or potential conflicts of interest be communicated to the Board as soon as they are known, and the facts and Board decisions concerning the conflict be documented in the minutes of the Board. The Board and Officers assess

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annually whether all Officers and Directors are in compliance with the Policy based on all facts known to the Board and Officers.

Part VI - Section B - Line 15a

The President is the top management official of the organization. An assessment of other non-profit organizations is periodically undertaken based on compensation figures reported on IRS 990 returns and other sources 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. 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 subject to voting by the Board. This full process was last undertaken in January 2010, with a review of the President's performance in January 2011.

Part VI - Section C - Line 19

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

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

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

- * Conflict of Interest Policy

- * Annual Workplan Documents, including strategic priorities

- * Independent Monitor Evaluations

- * Annual Statements of Business and Affairs and Annual Activities

- * Annual Audited Financial Statements

- * IRS 990 Annual Information Return

ADDITIONAL INFORMATION

Rights and Resources Institute, dba Rights and Resources Group serves as the coordinating mechanism for the Rights and Resources Initiative, a strategic coalition of international, regional, and community organizations engaged in development, research, and conservation, working together to encourage greater global commitment and action on pro-poor tenure, policy, and market reforms.

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The RRI coalition is formed by a group of core Partners who conduct work in specific areas of their regional and thematic expertise.

Partners also engage with a wide group of Collaborating organizations who participate in and support RRI activities around the world.

RRI is a strategic coalition that goes beyond the traditional set of international development actors to involve a wide spectrum of organizations, each of which provides a critical perspective in the larger chain of actors necessary to advance change.

The following organizations are RRI Partners, signatories to the RRI Memorandum of Understanding governing their collaboration:

ACICAFOC - Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria Centroamericana

(Coordinating Association of Indigenous and Community Agroforestry in Central America)

San José, Costa Rica

Civic Response

Accra, Ghana

FECOFUN - Federation of Community Forestry Users, Nepal

Kathmandu, Nepal

Forest Peoples Programme

Moreton-in-Marsh, England

Forest Trends

Washington DC, USA

FPCD - Foundation for People and Community Development

Boroko, NCD, Papua New Guinea

ICRAF - World Agroforestry Centre

Nairobi, Kenya

IFRI - International Forestry Resources and Institutions

Ann Arbor, Michigan, USA

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Intercooperation

Berne, Switzerland

PRISMA - Programa Salvadoreño de Investigación sobre Desarrollo y Medio Ambiente

(Salvadoran Research Program on Development and Environment)

San Salvador, El Salvador

RECOFTC - The Center for People and Forests

Bangkok, Thailand

Samdhana Institute

Bogor, Indonesia and Cagayan de Oro City, Philippines

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

Baguio City, Philippines