

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

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

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

A For the 2011 calendar year, or tax year beginning 2011, and ending 20

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

D Employer identification number: 20-3690821

E Telephone number: 202-470-3900

G Gross receipts \$: 7,336,640

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)

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

H(c) Group exemption number ▶

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>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</u>		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	<u>3</u>	<u>10</u>
	4 Number of independent voting members of the governing body (Part VI, line 1b)	<u>4</u>	<u>4</u>
	5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)	<u>5</u>	<u>29</u>
	6 Total number of volunteers (estimate if necessary)	<u>6</u>	<u>0</u>
	7a Total unrelated business revenue from Part VIII, column (C), line 12	<u>7a</u>	<u>0</u>
7b Net unrelated business taxable income from Form 990-T, line 34	<u>7b</u>	<u>0</u>	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year <u>6,303,205</u>	Current Year <u>7,266,273</u>
	9 Program service revenue (Part VIII, line 2g)	<u>83,211</u>	<u>65,945</u>
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<u>7,943</u>	<u>4,422</u>
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<u>0</u>	<u>0</u>
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<u>6,394,459</u>	<u>7,336,640</u>
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<u>2,733,573</u>	<u>3,482,340</u>
	14 Benefits paid to or for members (Part IX, column (A), line 4)	<u>0</u>	<u>0</u>
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<u>1,498,001</u>	<u>1,633,583</u>
	16a Professional fundraising fees (Part IX, column (A), line 11e)	<u>0</u>	<u>0</u>
	b Total fundraising expenses (Part IX, column (D), line 25) ▶		
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<u>1,877,888</u>	<u>2,445,703</u>
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<u>6,110,451</u>	<u>7,561,626</u>	
19 Revenue less expenses. Subtract line 18 from line 12	<u>284,007</u>	<u>-224,986</u>	
Not Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year <u>3,782,674</u>	End of Year <u>4,649,911</u>
	21 Total liabilities (Part X, line 26)	<u>3,445,701</u>	<u>4,521,924</u>
	22 Net assets or fund balances. Subtract line 21 from line 20	<u>336,973</u>	<u>127,987</u>

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: _____ Date: _____

Type or print name and title: _____

Paid Preparer Use Only

Print/Type preparer's name: _____ Preparer's signature: _____ Date: _____ Check if self-employed PTIN: _____

Firm's name: _____ Firm's EIN: _____

Firm's address: _____ Phone no.: _____

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

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

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations 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 \$ 4,026,590 Including grants of \$ 3,098,620) (Revenue \$ 140,800)

COUNTRY INITIATIVES - See Schedule O

4b (Code:) (Expenses \$ 1,486,976 Including grants of \$ 323,498) (Revenue \$ 0)

THEMATIC PROGRAMS (formerly Strategic Analysis) - See Schedule O

4c (Code:) (Expenses \$ 762,330 Including grants of \$ 45,222) (Revenue \$ 0)

COALITION COORDINATION (formerly part of Communications & Coordination) - See Schedule O

4d Other program services (Describe in Schedule O.)
(Expenses \$ 742,451 Including grants of \$ 17,500) (Revenue \$ 176,230)

4e Total program service expenses 7,018,347

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Did the organization report an amount for other liabilities in Part X, line 26? If "Yes," complete Schedule D, Part X	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14 a Did the organization maintain an office, employees, or agents outside of the United States?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20 a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>

Part IV Checklist of Required Schedules (continued)

		Yes	No	
21	Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	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? If "Yes," complete Schedule I, Parts I and III	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? If "Yes," complete Schedule J	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? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25	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? If "Yes," complete Schedule L, Part 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? If "Yes," complete Schedule L, Part 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? If "Yes," complete Schedule L, Part II	26		✓
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III	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? If "Yes," complete Schedule L, Part IV	28a		✓
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	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? If "Yes," complete Schedule L, Part IV	28c		✓
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29		✓
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30		✓
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		✓
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	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? If "Yes," complete Schedule R, Part I	33		✓
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	34		✓
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		✓
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b		✓
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	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? If "Yes," complete Schedule R, Part VI	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 IV 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, description, sub-questions (1a-14b), and Yes/No columns. Includes questions about Form 1099, Form W-2G, backup withholding, Form W-3, foreign accounts, tax shelter transactions, and contributions.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes 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 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
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	Did the organization have members or stockholders?		✓
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		✓
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		✓
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	✓	
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	Did the organization have local chapters, branches, or affiliates?		✓
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	✓	
11b	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	✓	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	✓	
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	✓	
13	Did the organization have a written whistleblower policy?	✓	
14	Did 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	The organization's CEO, Executive Director, or top management official	✓	
15b	Other officers or key employees of the organization		✓
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	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed ▶
- 18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request
- 19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ▶ James C. Miller, Director, RRC, 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 (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) John Hudson Chair of the Board	4	✓					0	0	0	
(2) Jean Aden Secretary of the Board	0.5	✓					0	0	0	
(3) Don G. Roberts Treasurer	1.5	✓					0	0	0	
(4) Ghan Shyam Pandey Member, Executive Committee	0.5	✓					0	0	0	
(5) Doris Capistrano Member of the Board	0.5	✓					0	0	0	
(6) James Murombedzi Member of the Board	0.5	✓					0	0	0	
(7) Kyeretwie Opoku Member of the Board	0.5	✓					0	0	0	
(8) Ujjwal Pradhan Member of the Board	0.5	✓					0	0	0	
(9) Victoria Taull-Cortuz Member of the Board	0.5	✓					0	0	0	
(10) Thomas A. White President and RRI Coordinator	40	✓		✓			157,507	0	27,665	
(11) Arvind Khare Executive Director	40			✓			140,450	0	10,464	
(12) Augusta Molnar Director, Country and Regional Programs	40					✓	131,448	0	9,796	
(13) James Christopher Miller Director, Finance & Administration	40			✓			98,383	0	13,415	
(14) Deborah Barry Director, Strategic Outreach	40					✓	126,378	0	9,457	

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 C)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Jeffrey Hatcher Director, Global Programs	40					<input checked="" type="checkbox"/>		91,584	0	11,300
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total								745,725		82,097
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								745,725		82,097

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

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
Burness Communications, 7910 Woodmont Avenue, Ste 700 Bethesda, MD 20814	Media Outreach	109,017.10
Fisher & Strachan, 11820 Coakley Circle, Rockville, MD 20852	Construction, Renovation	143,999

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

0

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	6,161,273			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	1,105,000			
	g	Noncash contributions included in lines 1a-1f: \$					
	h	Total. Add lines 1a-1f		7,266,273			
Program Service Revenue	2a	Service Contracts	Business Code 900099	54,484	54,484		
	b	Other program revenue	900099	11,461	11,461		
	c						
	d						
	e						
	f	All other program service revenue .					
	g	Total. Add lines 2a-2f		65,945			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		4,422	4,422		
	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	Not 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			
c			Net income or (loss) from fundraising events				
9a	Gross income from gaming activities. See Part IV, line 19	a					
		b	Less: direct expenses				
		c	Net income or (loss) from gaming activities				
10a	Gross sales of inventory, less returns and allowances	a					
		b	Less: cost of goods sold				
		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.			7,336,640	70,367		

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).

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21				
2 Grants and other assistance to individuals in the United States. See Part IV, line 22 . . .	265,676	265,676		
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16 . .	3,216,664	3,216,664		
4 Benefits paid to or for members	0	0		
5 Compensation of current officers, directors, trustees, and key employees	782,401	737,561	32,191	12,649
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . .				
7 Other salaries and wages	636,033	593,584	39,089	3,360
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	62,710	58,885	3,109	716
9 Other employee benefits	53,127	49,886	2,635	606
10 Payroll taxes	99,312	93,631	4,062	1,618
11 Fees for services (non-employees):				
a Management				
b Legal	1,880	0	1,880	0
c Accounting	67,302	0	67,302	0
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other	114,728	7,058	106,470	1,200
12 Advertising and promotion	0	0	0	0
13 Office expenses	99,340	13,178	85,309	853
14 Information technology	58,180	396	57,784	0
15 Royalties	0	0	0	0
16 Occupancy	131,031	123,012	6,499	1,520
17 Travel	346,465	333,543	9,561	3,361
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings . .	767,635	755,133	9,974	2,528
20 Interest	846	0	846	0
21 Payments to affiliates	0	0	0	0
22 Depreciation, depletion, and amortization .	66,668	62,588	3,307	773
23 Insurance	25,724	500	25,224	0
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Technical Program Consultants	441,443	430,443	11,000	0
b Publications and other media	260,677	254,554	6,123	0
c Bad Debt expenses	20,000	20,000	0	0
d Recruitment expenses	20,226	327	19,899	0
e All other expenses	23,558	1,728	21,832	0
25 Total functional expenses. Add lines 1 through 24e	7,561,626	7,018,347	514,095	29,184
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

		(A)		(B)	
		Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing	282,883	1	136,102
	2	Savings and temporary cash investments	2,827,317	2	3,281,567
	3	Pledges and grants receivable, net	64,240	3	630,620
	4	Accounts receivable, net	7,387	4	148,215
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	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)		6	
	7	Notes and loans receivable, net	3,695	7	
	8	Inventories for sale or use		8	
	9	Prepaid expenses and deferred charges	34,554	9	141,478
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 412,933.94		
	b	Less: accumulated depreciation	10b 90,862.22	117,014	10c 322,072
	11	Investments—publicly traded securities		11	
	12	Investments—other securities. See Part IV, line 11		12	
	13	Investments—program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	445,584	15	9,767
16	Total assets. Add lines 1 through 15 (must equal line 34)	3,782,674	16	4,649,911	
Liabilities	17	Accounts payable and accrued expenses	447,352	17	829,101
	18	Grants payable	311,065	18	
	19	Deferred revenue	2,649,925	19	3,703,023
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	37,358	25	(10,200)
	26	Total liabilities. Add lines 17 through 25	3,445,701	26	4,521,024
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	295,698	27	67,130
	28	Temporarily restricted net assets	41,275	28	60,857
	29	Permanently restricted net assets		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	336,973	33	127,987	
34	Total liabilities and net assets/fund balances	3,782,674	34	4,849,911	

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	7,336,640
2	Total expenses (must equal Part IX, column (A), line 25)	2	7,545,626
3	Revenue less expenses. Subtract line 2 from line 1	3	(208,986)
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	336,973
5	Other changes in net assets or fund balances (explain in Schedule O)	5	
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	127,987

Part XII Financial Statements and Reporting

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

- 1 Accounting method used to prepare the Form 990: Cash Accrual 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?
- b Were the organization's financial statements audited by an independent accountant?
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 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:
 Separate basis Consolidated basis 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?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a	✓	
2b	✓	
2c	✓	
3a		✓
3b		

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047

2011

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)		

(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 III 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) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1,448,537	3,204,013	3,216,548	6,303,295	7,266,273	21,438,666
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	1,448,537	3,204,013	3,216,548	6,303,295	7,266,273	21,438,666
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)						2,387,504
6 Public support. Subtract line 5 from line 4.						19,737,310

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	1,448,537	3,204,013	3,216,548	6,303,295	7,266,273	21,438,666
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources		1,046	3,807	7,943	4,422	17,218
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.)	31,130	99,579	356,339	83,221	98,661	668,930
11 Total support. Add lines 7 through 10						22,124,814
12 Gross receipts from related activities, etc. (see instructions)					12	0
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f))	14	80.21 %
15 Public support percentage from 2010 Schedule A, Part II, line 14	15	89.49 %
16a 33 1/3% support test—2011. 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—2010. 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 checked="" type="checkbox"/>
17a 10%-facts-and-circumstances test—2011. 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—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input checked="" type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2011 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2011 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests—2011. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests—2010. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Schedule of Contributors

2011

▶ Attach to Form 990, Form 990-EZ, or Form 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 | <input checked="" type="checkbox"/> 501(c)(3) (enter number) organization |
| | <input type="checkbox"/> 4947(a)(1) nonexempt charitable trust not treated as a private foundation |
| | <input type="checkbox"/> 527 political organization |
| Form 990-PF | <input type="checkbox"/> 501(c)(3) exempt private foundation |
| | <input type="checkbox"/> 4947(a)(1) nonexempt charitable trust treated as a private foundation |
| | <input type="checkbox"/> 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, total contributions of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.
- For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year ▶ \$

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

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

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Department for International Development 1 Palace Street London SW1E 5HE, United Kingdom	\$ 2,833,174	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
2	Norwegian Agency for Development Cooperation Ruselokkveien 26 NO-0251 Oslo, Norway	\$ 1,799,132	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
3	Ford Foundation 320 East 43rd Street New York NY 10017-4801	\$ 1,080,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
4	Ministry for Foreign Affairs of Finland Kanavakatu 3 FI-00160 Helsinki, Finland	\$ 816,641	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
5	Swedish International Development Cooperation Agency Valhallavägen 199 S-105 25 Stockholm, Sweden	\$ 181,315	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.)

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

Part III Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

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

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

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

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Note. Terms in bold are defined in the *Glossary of the Instructions for Form 990*.

Purpose of Schedule

Schedule B (Form 990, 990-EZ, or 990-PF) is used to provide information on contributions the organization reported on:

- Form 990-PF, Return of Private Foundation, Part I, line 1;
- Form 990, Return of Organization Exempt from Income Tax, Part VIII, *Statement of Revenue*, line 1; or
- Form 990-EZ, Short Form Return of Organization Exempt from Income Tax, Part I, line 1.

Who Must File

Every organization must complete and attach Schedule B to their Form 990, 990-EZ, or 990-PF, unless it certifies that it does not meet the filing requirements of this schedule by taking the following action:

- Answering "No" on Form 990, Part IV, *Checklist of Required Schedules*, line 2, or
- Checking the box on
 - Form 990-EZ, line H, or
 - Form 990-PF, Part I, *Analysis of Revenue and Expenses*, line 2.

See the separate instructions for these lines on those forms.

If an organization is not required to file Form 990, 990-EZ, or 990-PF but chooses to do so, it must file a complete return and provide all of the information requested, including the required schedules.

Accounting Method

When completing Schedule B (Form 990, 990-EZ, or 990-PF), the organization must use the same accounting method it checked on Form 990, Part XII, *Financial Statements and Reporting*, line 1; Form 990-EZ, line G; or Form 990-PF, line J.

Public Inspection

- Schedule B is open to public inspection for an organization that files Form 990-PF.
- Schedule B is open to public inspection for a section 527 political organization that files Form 990 or 990-EZ.

- For all other organizations that file Form 990 or 990-EZ, the names and addresses of contributors are not required to be made available for public inspection. All other information, including the amount of contributions, the description of noncash contributions, and any other information, is required to be made available for public inspection unless it clearly identifies the contributor.

If an organization files a copy of Form 990 or 990-EZ, and attachments, with any state, it should not include its Schedule B (Form 990, 990-EZ, or 990-PF) in the attachments for the state, unless a schedule of contributors is specifically required by the state. States that do not require the information might inadvertently make the schedule available for public inspection along with the rest of the Form 990 or 990-EZ.

See the instructions for Form 990, 990-EZ, or 990-PF for information on telephone assistance and the public inspection rules for these forms and their attachments.

Contributors to be Listed on Part I

A *contributor* (person) includes individuals, fiduciaries, partnerships, corporations, associations, trusts, and exempt organizations. In addition, section 509(a)(2), 170(b)(1)(A)(iv), and 170(b)(1)(A)(v) organizations must also report governmental units as contributors.

Contributions

Contributions reportable in Schedule B (Form 990, 990-EZ, or 990-PF) are contributions, grants, bequests, devises, and gifts of money or property, whether or not for charitable purposes. For example, political contributions to section 527 political organizations are included. Contributions do not include fees for the performance of services. See the instructions for Form 990, Part VIII, line 1, for a fuller discussion of what constitutes contributions.

General Rule

Unless the organization is covered by one of the *Special Rules* below, it must list in Part I every contributor who, during the year, gave the organization directly or indirectly, money, securities, or any other type of property that total \$5,000 or more for the organization's tax year. In determining the total amount, separate and independent gifts of less than \$1,000 can be disregarded.

Special Rules

Section 501(c)(3) organizations that file Form 990 or 990-EZ. For an organization described in section 501(c)(3) that meets the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), and not just the 10% support test (whether or not the organization is otherwise described in section 170(b)(1)(A)), list in Part I only those contributors whose contribution of \$5,000 or more during the tax year is greater than 2% of the amount reported on Form 990, Part VIII, line 1h, or Form 990-EZ, line 1.

Example. A section 501(c)(3) organization, of the type described above, reported \$700,000 in total contributions, gifts, grants, and similar amounts received on Form 990, Part VIII, line 1h. The organization is only required to list in Parts I and II of its Schedule B each person who contributed more than the greater of \$5,000 or 2% of \$700,000 (\$14,000) during the tax year. Thus, a contributor who gave a total of \$11,000 would not be reported in Parts I and II for this section 501(c)(3) organization. Even though the \$11,000 contribution to the organization was greater than \$5,000, it did not exceed \$14,000.

Section 501(c)(7), (8), or (10) organizations. For contributions to these social and recreational clubs, fraternal beneficiary and domestic fraternal societies, orders, or associations that were not for an exclusively religious, charitable, etc., purpose, list in Part I each contributor who contributed \$5,000 or more during the tax year, as described under the *General Rule*, earlier.

For contributions to a section 501(c)(7), (8), or (10) organization received for use exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals (sections 170(c)(4), 2055(a)(3), or 2522(a)(3)), list in Part I each contributor whose aggregate contributions for an exclusively religious, charitable, etc., purpose were more than \$1,000 during the tax year. To determine the more-than-\$1,000 amount, total all of a contributor's gifts for the tax year (regardless of amount). For a noncash contribution, complete Part II.

All section 501(c)(7), (8), or (10) organizations that listed an exclusively religious, charitable, etc., contribution in Part I or II must also complete Part III to provide further information on such contributions of more than \$1,000 during the tax year and show the total amount received from such contributions that were for \$1,000 or less during the tax year.

However, if a section 501(c)(7), (8), or (10) organization did not receive total contributions of more than \$1,000 from a single contributor during the tax year for exclusively religious, charitable, etc., purposes and consequently was not required to complete Parts I through III with respect to these contributions, it need only check the third *Special Rules* box on the front of Schedule B and enter, in the space provided, the total contributions it received during the tax year for an exclusively religious, charitable, etc., purpose.

Specific Instructions



Do not attach substitutes for Schedule B or attachments to Schedule B with information on contributors. Parts I, II, and III of Schedule B may be duplicated as needed to provide adequate space for listing all contributors. Number each page of each part.

Part I. In column (a), identify the first contributor listed as No. 1 and the second contributor as No. 2, etc. Number consecutively. In column (b), enter the contributor's name, address, and ZIP code. Identify a donor as "anonymous" only if the organization does not know the donor's identity. In column (c), enter the amount of total contributions for the tax year for the contributor listed.

In column (d), check the type of contribution. Check all that apply for the contributor listed. If a *cash contribution* came directly from a contributor (other than through payroll deduction), check the "Person" box. A cash contribution includes contributions paid by cash, credit card, check, money order, electronic fund or wire transfer, and other charges against funds on deposit at a financial institution.

If an employee's cash contribution was forwarded by an employer (indirect contribution), check the "Payroll" box. If an employer withholds contributions from employees' pay and periodically gives them to the organization, report only the employer's name and address and the total amount given unless you know that a particular employee gave enough to be listed separately.

Check the "noncash" box for any contribution of property other than cash during the tax year, and complete Part II of this schedule.

For a section 527 organization that files a Form 8871, Political Organization Notice of Section 527 Status, the names and addresses of contributors that are not reported on Form 8872, Political Organization Report of Contributions and Expenditures, do not need to be reported in Part I if the organization paid the amount specified by section 527(j)(1). In this case, enter "Pd. 527(j)(1)" in column (b) instead of a name, address, and ZIP code; but you must enter the amount of contributions in column (c).

Part II. In column (a), show the number that corresponds to the contributor's number in Part I. In column (b), describe the noncash contribution received by the organization during the tax year. Note the public inspection rules discussed earlier.

In columns (c) and (d), report property with readily determinable market value (for example, marked quotations for securities) by listing its fair market value (FMV). If the organization immediately sells securities contributed to the organization (including through a broker or agent), the contribution still must be reported as a gift of property (rather than cash) in the amount of the net proceeds plus the broker's fees and expenses. See the instructions to Form 990, Part VIII, line 1g, which provide an example to illustrate this point. If the property is not immediately sold, measure market value of marketable securities registered and listed on a recognized securities exchange by the average of the highest and lowest quoted selling prices (or the average between the *bona fide* bid and asked prices) on the contribution date. See Regulations section 20.2031-2 to determine the value of contributed stocks and bonds. When FMV cannot be readily determined, use an appraised or estimated value. To determine the amount of a noncash contribution subject to an outstanding debt, subtract the debt from the property's FMV. Enter the date the property was received by the organization, but only if the donor has fully given up use and enjoyment of the property at that time.

The organization must report the value of any qualified conservation contributions and contributions of conservation easements listed in Part II consistently with how it reports revenue from such contributions in its books, records, and financial statements and in Form 990, Part VIII, Statement of Revenue.

For more information on noncash contributions, see the instructions for Schedule M (Form 990), Noncash Contributions.

If the organization received a partially completed Form 8283, Noncash Charitable Contributions, from a donor, complete it and return it so the donor can get a charitable contribution deduction. Keep a copy for your records.

Original (first) and successor donee (recipient) organizations must file Form 8282, Donee Information Return, if they sell, exchange, consume, or otherwise dispose of (with or without consideration) charitable deduction property (property other than money or certain publicly traded securities) within 3 years after the date the original donee received the property.

Part III. Section 501(c)(7), (8), or (10) organizations that received contributions for use exclusively for religious, charitable, etc., purposes during the tax year must complete Parts I through III for each person whose gifts totaled more than \$1,000 during the tax year. Show also, in the heading of Part III, the total of gifts to these organizations that were \$1,000 or less for the tax year and were for exclusively religious, charitable, etc., purposes. Complete this information only on the first Part III page if you use duplicate copies of Part III.

If an amount is set aside for an exclusively religious, charitable, etc., purpose, show in column (d) how the amount is held (for example, whether it is commingled with amounts held for other purposes). If the organization transferred the gift to another organization, show the name and address of the transferee organization in column (e) and explain the relationship between the two organizations.

**SCHEDULE D
(Form 990)**

Supplemental Financial Statements

OMB No. 1545-0047

2011

Department of the Treasury
Internal Revenue Service

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

Open to Public Inspection

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

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).
 Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area
 Protection of natural habitat Preservation of a certified historic structure
 Preservation of open space

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

	Hold 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), to not 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 current year end balance (line 1g, column (a)) held as:

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

The percentages in lines 2a, 2b, and 2c should equal 100%.

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

	Yes	No
(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 property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		269,468	26,667	242,781
d Equipment		36,218	8,338	27,880
e Other		107,248	55,837	51,411
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				322,072

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 Advance to Local Partners	77,102
(2) Refundable Retainer Deposit, HR Outsourcing Consultants	3,500
(3) Rent Security Deposit	6,177
(4) Deferred rent	10,200
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

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

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

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	7,336,640
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	7,561,626
3	Excess or (deficit) for the year. Subtract line 2 from line 1	3	(224,986)
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	16,000
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV.)	8	
9	Total adjustments (net). Add lines 4 through 8	9	
10	Excess or (deficit) for the year per audited financial statements. Combine lines 3 and 9	10	(208,986)

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	7,352,640
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	16,000
c	Recoveries of prior year grants	2c	0
d	Other (Describe in Part XIV.)	2d	0
e	Add lines 2a through 2d	2e	16,000
3	Subtract line 2e from line 1	3	7,336,640
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	7,336,640

Part XIII		Reconciliation of Expenses per Audited Financial Statements With Expenses per Return	
1	Total expenses and losses per audited financial statements	1	7,561,626
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	7,561,626
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	7,561,626

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

2011

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

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

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization

Rights and Resources Institute, Inc.

Employer identification number

20-3690821

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

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
(1)					
(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, appraisal, other)
(1)			Central America	Training Program	\$22,400	EFT			
(2)			Central America	Tenure Analysis	\$7,603	EFT			
(3)			Central America	Tenure Analysis	\$36,073	EFT			
(4)			Central America	Tenure Models	\$29,151	EFT			
(5)			Central America	CSO Networks	\$6,500	EFT			
(6)			Central America	Community Rights	\$30,000	EFT			
(7)			Central America	Capacity Building	\$55,000	EFT			
(8)			Central America	Analysis	\$13,450	EFT			
(9)			Central America	Community Rights	\$20,250	EFT			
(10)			South America	Community leadership	\$15,400	EFT			
(11)			North America	Media outreach	\$6,986	EFT			
(12)			North America	Media outreach	\$19,334	EFT			
(13)			East Asia	Tenure Survey	\$37,494	EFT			
(14)			East Asia	Gender analysis	\$5,000	EFT			
(15)			East Asia	Wellbeing analysis	\$29,570	EFT			
(16)			East Asia	Timber policy	\$11,000	EFT			

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

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	Analysis regulatorio	\$32,590	EFT			
2			East Asia	Facilitation	\$22,000	EFT			
3			East Asia	Reform evaluation	\$49,919	EFT			
4			East Asia	Analysis livelihood	\$27,849	EFT			
5			East Asia	Timber reform	\$11,700	EFT			
6			South America	Tenure analysis	\$13,270	EFT			
7			South America	IP Tenure	\$27,655	EFT			
8			South America	Forest policy	\$11,645	EFT			
9			South America	Economic analysis	\$29,613	EFT			
10			South America	Regulatory reform	\$6,970	EFT			
11			Europe	REDD Mechanisms	\$26,530	EFT			
12			Europe	IP Forestry	\$29,368	EFT			
13			Central America	Community rights	\$23,000	EFT			
14			South America	IP Tenure	\$20,000	EFT			
15			South America	Monitoring	\$17,296	EFT			
16			South America	IP rights	\$22,443	EFT			

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

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, appraisal, other)
(1)			South America	Regional analysis	\$38,933	EFT			
(2)			South America	Communal tenure	\$7,500	EFT			
(3)			South America	Community input	\$23,456	EFT			
(4)			South America	Territorial mgmt	\$41,019	EFT			
(5)			South America	IP capacity buildi	\$22,016	EFT			
(6)			South America	IP capacity buildi	\$18,000	EFT			
(7)			South America	Gender equity	\$32,000	EFT			
(8)			Central America	Investment analysi	\$16,000	EFT			
(9)			South Asia	Forest networks	\$25,000	EFT			
(10)			South Asia	Forestry strategy	\$17,975	EFT			
(11)			Europe	Regional networkin	\$8,568	EFT			
(12)			Europe	Regional workshop	\$7,554	EFT			
(13)			Europe	Economic action	\$25,765	EFT			
(14)			Europe	Economic action	\$60,000	EFT			
(15)			SS Africa	Policy reform	\$15,000	EFT			
(16)			SS Africa	Info access	\$25,000	EFT			

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

Part III

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	Policy reform	\$15,000 EFT				
2			East Asia	Facilitation	\$30,000 EFT				
3			South Asia	Land grab analysis	\$48,331 EFT				
4			South Asia	Capacity building	\$19,700 EFT				
5			South Asia	Policy engagement	\$11,000 EFT				
6			East Asia	CSO mapping	\$9,410 EFT				
7			East Asia	CSO mapping	\$16,000 EFT				
8			South Asia	PA Governance	\$22,055 EFT				
9			South Asia	Local rights	\$19,700 EFT				
10			South Asia	Community property	\$17,900 EFT				
11			Europe	Legal pluralism	\$29,700 EFT				
12			Europe	Palm oil network	\$39,700 EFT				
13			Europe	HTR review	\$19,673 EFT				
14			Europe	Spatial planning	\$19,673 EFT				
15			Europe	Transmigration	\$5,723 EFT				
16			Europe	Customary rights	\$19,385 EFT				

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

Part III

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)			Europe	Legal pluralism	\$19,728	EFT			
(2)			South Asia	IP solidarity	\$21,700	EFT			
(3)			South Asia	Barriers & incenti	\$19,700	EFT			
(4)			South Asia	Community inclusio	\$14,700	EFT			
(5)			Europe	Govt accountabilit	\$19,700	EFT			
(6)			Europe	Tenure assessment	\$36,226	EFT			
(7)			Europe	Global CF Analysis	\$21,000	EFT			
(8)			SS Africa	Forest mgmt	\$20,000	EFT			
(9)			East Asia	Learning group	\$19,000	EFT			
(10)			East Asia	CF networks	\$6,000	EFT			
(11)			East Asia	Facilitation	\$45,787	EFT			
(12)			East Asia	Planning	\$19,500	EFT			
(13)			SS Africa	Rights mapping	\$47,876	EFT			
(14)			SS Africa	Community rights	\$14,000	EFT			
(15)			SS Africa	PES & CF Mgmt	\$14,500	EFT			
(16)			SS Africa	Resource rights	\$19,882	EFT			

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

Schedule F (Form 990) 2011

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	Facilitation	\$41,807 EFT				
2			SS Africa	Women's rights	\$18,404 EFT				
3			SS Africa	Local norms	\$19,000 EFT				
4			SS Africa	Customary use	\$19,536 EFT				
5			Europe	Gender & climate	\$27,417 EFT				
6			Europe	Tenure champions	\$27,948 EFT				
7			Europe	Pastoralism	\$17,418 EFT				
8			SS Africa	Community enterpri	\$8,235 EFT				
9			SS Africa	Community enterpri	\$41,700 EFT				
10			SS Africa	Rights mapping	\$36,875 EFT				
11			SS Africa	Interministerial	\$28,394 EFT				
12			SS Africa	Coordination	\$5,105 EFT				
13			SS Africa	Land reform	\$20,676 EFT				
14			SS Africa	Community network	\$47,601 EFT				
15			SS Africa	Womens land owners	\$36,027 EFT				
16			SS Africa	Womens forest gove	\$18,397 EFT				

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

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)			Europe	REDD & rights	\$50,000	EFT			
(2)			Europe	Community support	\$24,000	EFT			
(3)			Europe	Community support	\$40,000	EFT			
(4)			SS Africa	Community rights	\$27,649	EFT			
(5)			SS Africa	Pitswiring regs	\$20,000	EFT			
(6)			SS Africa	Regional planning	\$85,134	EFT			
(7)			SS Africa	Forest assessment	\$23,700	EFT			
(8)			Europe	NRIM local norms	\$15,749	EFT			
(9)			Europe	Rights transfer	\$39,830	EFT			
(10)			SS Africa	Tools workshop	\$40,000	EFT			
(11)			SS Africa	Community rights	\$39,893	EFT			
(12)			Europe	IP representation	\$24,889	EFT			
(13)			Europe	Women's advocacy	\$12,371	EFT			
(14)			Europe	CSO gender plator	\$14,135	EFT			
(15)			Europe	Capacity building	\$29,599	EFT			
(16)			Europe	Rights & tenure	\$8,082	EFT			

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

Part III

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) IFS 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)			Europe	Tenure champions	\$12,635	EFT			
(2)			Central America	Ext investment	\$8,000	EFT			
(3)			SS Africa	Womens network	\$25,000	EFT			
(4)			SS Africa	Gender & tenure	\$56,171	EFT			
(5)			SS Africa	Macro-zoning	\$51,326	EFT			
(6)			SS Africa	Decentralization	\$16,000	EFT			
(7)			SS Africa	Capacity building	\$37,728	EFT			
(8)			SS Africa	Community REDD	\$22,000	EFT			
(9)			SS Africa	Community perspect	\$11,000	EFT			
(10)			South Asia	Tenure analysis	\$11,404	EFT			
(11)			East Asia	Forest tenure	\$21,547	EFT			
(12)			East Asia	CSO participation	\$58,050	EFT			
(13)			East Asia	Community perspect	\$11,000	EFT			
(14)			East Asia	IP rights & tenure	\$46,917	EFT			
(15)			East Asia	CEESP sharing powe	\$15,000	EFT			
(16)			East Asia	Forest cover study	\$10,000	EFT			

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

3 Enter total number of other organizations or entities see last additional page

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)			South Asia	Land grab study	\$6,500				
(2)									
(3)									
(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 36
- 3 Enter total number of other organizations or entities 2

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

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

Part IV Foreign Forms

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

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

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

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

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

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

Part V

Supplemental Information

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

Area with horizontal dashed lines for supplemental information.

**SCHEDULE I
(Form 990)**

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

OMB No. 1545-0047

2011

**Open to Public
Inspection**

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

Department of the Treasury
Internal Revenue Service
Name of the organization

Rights and Resources Institute, Inc

Employer identification number

20-3690821

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No

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

Part II Grants and Other Assistance to 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) Forest Trends -1050 Potomac St NW, Washington, DC	52-2135531	501(c)3	\$40,080				Track REDD Financing
(2) EcoAgriculture Partners - 730 11th St. NW Suite 301, Wash., DC	20-2349392	501(c)3	\$14,597				Food security & Climat
(3) Forest Trends -1050 Potomac St NW, Washington, DC 20007	52-2135531	501(c)3	\$12,716				Alt Enterprise Models
(4) Forest Trends -1050 Potomac St NW, Washington, DC 20007	52-2135531	501(c)3	\$28,745				REDD PES network
(5) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$23,815				Land transfer study
(6) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$6,762				Regulatory analysis
(7) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$32,000				Collective forest stud
(8) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$15,000				Dispute resolution.
(9) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$29,700				Women & reform
(10) Landesa - 1424 Fourth Ave. Suite 300, Seattle, WA 98101	91-1158970	501(c)3	\$10,000				Legal reform forests
(11) CCARC- PO Box 684705 Austin, TX 78768-4581	74-2520188	501(c)3	\$52,261				Social cartography
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **4**

3 Enter total number of other organizations listed in the line 1 table **0**

Cat. No. 50055P

Schedule I (Form 990) (2011)

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

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

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

Part IV Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.

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

US\$25 or more. Recipients submit detailed financial reports, narrative reports, and specific deliverables, which are reviewed by RRG. Recipients must submit copies of their annual organizational audit and management letter, plus a specific audit letter summarizing the revenue and expenses on the grant. Some activities each year are selected for review by

RRG's Independent External Monitor for monitoring and evaluation of progress toward RRI's goals.

Section references are to the Internal Revenue Code unless otherwise noted.

General Instructions

Note. Terms in bold are defined in the Glossary of the Instructions for Form 990.

Purpose of Schedule

Schedule I (Form 990) is used by an organization that files Form 990 to provide information on grants and other assistance made by the filing organization during the tax year to organizations, governments, and individuals in the United States. Report activities conducted by the organization directly. Also, report activities conducted by the organization indirectly through a disregarded entity or a joint venture treated as a partnership.

Grants and other assistance include awards, prizes, contributions, non-cash assistance, program-related investments, cash allocations, stipends, scholarships, fellowships, research grants, and similar payments and distributions made by the organization during the tax year. For purposes of Schedule I, grants and other assistance do not include:

- Salaries or other compensation to employees, or payments to independent contractors if the primary purpose of such payments is to serve the direct and immediate needs of the organization (such as legal, accounting, or fundraising services).

- The payment of any benefit by a 501(c)(9) voluntary employees' beneficiary association (VEBA) to employees of a sponsoring organization or contributing employer, if such payment is made under the terms of the VEBA trust and in compliance with section 505.

- Grants to affiliates that are not organized as legal entities separate from the filing organization or grants made to branch offices, accounts, or employees located in the United States.

Organizations in the United States include nonprofits or other exempt organizations, partnerships, corporations, or other business entities that are created or organized in the United States or under the laws of the United States or any state, the District of Columbia, the Commonwealth of Puerto Rico, the Commonwealth of the Northern Mariana Islands, Guam, American Samoa, the United States Virgin Islands, and an estate or trust other than a foreign estate or trust.

Governments in the United States include the U.S. government and the government of any state, the District of Columbia, or any possession of the United States, or political subdivision thereof. A grant to a U.S. government agency must be included on this schedule regardless of where the agency is located or operated.

Individuals in the United States include persons who are U.S. citizens or residents of the United States but do not include U.S. citizens or residents of the United States living or residing outside the United States at the time the grant is paid or distributed.

Parts II and III of Schedule I may be duplicated to list additional grantees (Part II) or types of grants/assistance (Part III) that do not fit on the first page of these parts. Number each page of each part.

Except for grants or assistance provided to U.S. organizations or individuals for foreign activity, do not report foreign grants and assistance on this schedule. Instead, report them on Schedule F (Form 990), Statement of Activities Outside the United States.

Who Must File

An organization that answered "Yes" to Form 990, Part IV, *Checklist of Required Schedules*, line 21 or 22, must complete Part I and either Part II or Part III of this schedule and attach it to Form 990.

If an organization is not required to file Form 990 but chooses to do so, it must file a complete return and provide all of the information requested, including the required schedules.

Specific Instructions

Part I. General Information on Grants and Assistance

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

Lines 1 and 2. On line 1, indicate "Yes" or "No" regarding whether the organization maintains records to substantiate amounts, eligibility, and selection criteria used for grants. In general terms, describe how the organization monitors its grants to ensure that such grants are used for proper purposes and are not otherwise diverted from the intended use. For example, the organization can describe the periodic reports required or field investigations conducted. Use Part IV for the organization's narrative response to line 2.

Part II. Grants and Other Assistance to Governments and Organizations in the United States

Line 1. Complete line 1 if the organization answered "Yes" on Form 990, Part IV, line 21. A "Yes" response means that the organization reported more than \$5,000 on Form 990, Part IX, *Statement of Functional Expenses*, line 1, column (A). Enter information only for each recipient U.S. organization or government entity that received more than \$5,000 aggregate of grants or assistance from the organization during the tax year.



Do not complete line 1 if the organization checked the box in Part II that no one recipient received more than \$5,000 from the organization.

Enter the details of each organization or entity on a separate line of Part II. If there are more organizations or entities to report in Part II than space available, report the additional organizations or entities on duplicate copies of Schedule I, Part II. Use as many duplicate copies as needed, and number each page. Use Part IV if additional space is needed for descriptions of particular column entries.

Column (a). Enter the full legal name and mailing address of each recipient organization or government entity.

Column (b). Enter the employer identification number (EIN) of the grant recipient.

Column (c). Enter the section of the Internal Revenue Code under which the organization receiving the assistance is tax-exempt. If applicable (for example, a school described in section 501(c)(3) or a social club described in section 501(c)(7)). If a recipient is a government entity, enter the name of the government entity. If a recipient is neither a tax-exempt nor a government entity, leave column (c) blank.

Column (d). Enter the total dollar amount of cash grants to each recipient organization or entity for the tax year. Cash grants include grants and allocations paid by cash, check, money order, electronic fund or wire transfer, and other charges against funds on deposit at a financial institution.

Columns (e) and (f). Enter the fair market value of noncash property. Describe the method of valuation. Report property with a readily determinable market value (for example, market quotations for securities) at its fair market value. For marketable securities registered and listed on a recognized securities exchange, measure market value on the date the property is distributed to the grantee by the average of the highest and lowest quoted selling prices or the average between the *bona fide* bid and asked prices. When fair market value cannot be readily determined, use an appraised or estimated value.

Column (g). For noncash property or assistance, enter a description of the property or assistance. List all that apply. Examples of noncash assistance include medical supplies or equipment, pharmaceuticals, blankets, and books or other educational supplies.

Column (h). Describe the purpose or ultimate use of the grant funds. Do not use general terms such as charitable, educational, religious, or scientific. Use more specific descriptions such as general support, payments for nursing services, or laboratory construction. Enter the type of assistance, such as medical, dental, or free care for indigent hospital patients. In the case of disaster assistance, include a description of the disaster and the assistance provided (for example, "Food, shelter, and clothing for Organization A's assistance to Hall disaster victims"). Use Part IV if additional space is needed for descriptions.



If the organization checks "Accrual" on Form 990, Part XII, line 1, follows SFAS 116 (ASC 958) (see Instructions for Form 990, Part IX), and makes a grant during the tax year to be paid in future years to an organization or government in the United States, it should report the grant's present value in Part II, line 1, column (d) or (e), and report any accruals of present value increments in future years.

Line 2. Add the number of recipient organizations listed on line 1 of Schedule I (Form 990), Part II, that (a) have been recognized by the Internal Revenue Service as exempt from federal income tax as described in section 501(c)(3), (b) are churches, including synagogues, temples, and mosques, (c) are integrated auxiliaries of churches and conventions or association of churches, or (d) are governmental units or entities in the United States. Enter the total.

Line 3. Add the number of recipient organizations listed on line 1 of Schedule I (Form 990), Part II, that are not described on line 2. This number should include organizations that are exempt under section 501(c) other than section 501(c)(3). Enter the total.

Part III. Grants and Other Assistance to Individuals in the United States

Complete Part III if the organization answered "Yes" on Form 990, Part IV, line 22. A "Yes" response means that the organization reported more than \$5,000 on Form 990, Part IX, line 2, column (A).

Enter information for grants and other assistance directly made to or for the benefit of individual recipients. Do not complete Part III for grants or assistance provided to individuals through another organization or entity, unless the grant or assistance is earmarked for the benefit of one or more specific individuals. Instead, complete Part II, earlier. For example, report a payment to a hospital designated to cover the medical expenses of a particular individual in Part III and report a contribution to a hospital designated to provide some service to the general public or to unspecified charity patients in Part II.

Enter the details of each type of assistance to individuals on a separate line of Part III. If there are more types of assistance than space available, report the additional assistance transactions on duplicate copies of Schedule I, Part III. Use as many duplicate copies as needed, and number each page. Use Part IV if additional space is needed for descriptions of particular column entries.

Column (a). Specify type(s) of assistance provided, or describe the purpose or use of grant funds. Do not use general terms such as charitable, educational, religious, or scientific. Use more specific descriptions, such as scholarships for students attending school in a particular county or attending a particular school; provision of books or other educational supplies; food, clothing, and shelter for indigents, or direct cash assistance to indigents; etc. In the case of specific disaster assistance, include a description of the type of assistance provided and identify the disaster (for example, "Food, shelter, and clothing for immediate relief for Haiti disaster victims").

Column (b). Enter the number of recipients for each type of assistance. If the organization is unable to determine the actual number, provide an estimate of the number. Explain in Part IV how the organization arrived at the estimate.

Column (c). Enter the aggregate dollar amount of cash grants for each type of grant or assistance. Cash grants include grants and allocations paid by cash, check, money order, electronic fund or wire transfer, and other charges against funds on deposit at a financial institution.

Columns (d) and (e). Enter the fair market value of noncash property. Describe the method of valuation. Report property with a readily determinable market value (for example, market quotations for securities) at its fair market value. For marketable securities registered and listed on a recognized

securities exchange, measure market value by the average of the highest and lowest quoted selling prices or the average between the *bona fide* bid and asked prices, on the date the property is distributed to the grantee. When fair market value cannot be readily determined, use an appraised or estimated value.

Column (f). For noncash grants or assistance, enter descriptions of property. List all that apply. Examples of noncash assistance include medical supplies or equipment, pharmaceuticals, blankets, and books or other educational supplies.



If the organization checks "Accrual" on Form 990, Part XII, line 1, follows SFAS 116 (ASC 958) (see Instructions for Form 990, Part IX), and makes a grant during the tax year to be paid in future years to an individual in the United States, it should report the grant's present value in Part III, column (c) or (d), and report any accruals of present value increments in future years.

Part IV. Supplemental Information

Use Part IV to provide narrative information required in Part I, line 2, regarding monitoring of funds, and in Part III, column (b) regarding how the organization estimated the number of recipients for each type of grant or assistance. Also use Part IV to provide other narrative explanations and descriptions, as needed. Identify the specific part and line(s) that the response supports. Part IV can be duplicated if more space is needed.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

Rights and Resources Institute, Inc.

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.

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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 filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director. Explain in Part III.

- | | |
|--|--|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input 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? **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 **7** ✓

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

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

	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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

	(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation					(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported as deferred in prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	(iv) W-2	(v) 1099-MISC				
1	Thomas A. White	157,507	0	276	11,025	16,640	185,172			
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										

Part III **Supplemental Information**

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

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▶ 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
14 Partner organizations, in RRG's role as secretariat of the coalition.

Part III - Line 4a : COUNTRY INITIATIVES

Africa:

RRI engaged on several fronts in Africa to more effectively influence regional and subregional decision-makers and processes. Past analysis done by the RRI country coalitions on tenure linkages to gender, participatory mapping, and climate change were effectively transformed into advocacy tools for promoting community rights, and yielded concrete proposals for decision-makers on decentralization and other reform processes. RRI's scope of work expanded to include emerging themes impacting community rights to land and forests, such as monoculture's rapid rise (especially oil palm), pastoralist rights in dryland forests, and an increased focus on harmonizing land, forest, mining and other sectoral policy for an increased and more consistent recognition of community rights. RRI prioritized supporting regional networks to raise the profile of rights and tenure in major policy spaces, and to build capacity for CSO networks' contributions to policy debates in favor of community rights. The African Women's Network for Management of Community Forests (REFACOF) regional workshop provided training and experience exchanges on African legal instruments, gender and rights concepts and climate change, culminating in a concrete action plan for advocacy. At the COP17 in Durban, the Africa Community Rights Network (ACRN) organized workshops to shape African negotiating positions for REDD and climate negotiations, linking with REFACOF to build capacity of communities, raise awareness on gender and human rights, and develop recommendations for full consideration of women's rights in decision-making. At Durban, RRI coalition members directly contributed to Accra Caucus statements at COP17 and engaged with delegates on the importance of community participation in decision-making for REDD.

Cameroon: In collaboration with key government agencies, the Cameroon coalition developed a road map to institutionalize participatory rights mapping in land and forest use planning. In parallel, the coalition also worked with the forests, land and economic development ministries to develop a joint platform to improve policy coordination and harmonization across the sectors, to better recognize community rights. A concrete proposal on the revision of the 1994 forest law was produced and agreed upon by the coalition members, for submission to the government working group. RRI Collaborator REFACOF was admitted into the national platform on REDD and climate change, injecting RRI's forest and land tenure advocacy into the platform, and identified its focal points in five ministries dealing with issues that

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affect women's tenure rights.

Liberia: The RRI coalition trained communities to negotiate fair social agreements and documented justifications for renegotiation.

Communities lodged formal complaints with the government on corporate non-compliance with the Community Rights Law and failure to meet commitments made in social agreements. The Liberian government formally recognized pit-sawyers: the first pit-sawing permits were acquired, and cooperatives were started and are now engaged with the state. A booklet on women's role in Liberian forest governance has been produced to be shared with policy and decision makers.

Mali: Recognition of local conventions for natural resource management advanced, with RRI proposals and guidance in developing their modalities accepted by key government actors. Implementation of decentralization processes and transfer of NRM authority likewise

advanced, with a focal point and internal advocacy group on decentralization appointed and adoption of an action plan for the transfer of authority. Advocacy for mainstreaming gender in land and forest policy and for recognizing women's rights scaled up, with recommendation submitted to the Ministry for Women, Children and Family Affairs and a strategic action plan developed by the National Federation of Rural

Women. A regional workshop on pastoralism produced recommendations for advocacy to develop regulations to secure pastoralists' rights.

Burkina Faso: The tenure champions' platform (TENFOREST) is legally accredited as the first national network in Burkina Faso focused on tenure reform and recognized by key actors and authorities, including the Ministry for Women. TENFOREST developed and validated a guide to drafting gender-sensitive rural land charters along with a flyer on drafting community/regional development plans. Regulations for community natural resource management were disseminated and adopted by stakeholders; informational booklets for stakeholders on regulatory texts were created, validated, and disseminated.

DRC: The terms of reference for a baseline study on tenure were completed. The profile of participatory rights mapping and its role in land use planning and zoning was raised; CSO dialogue with government was initiated on the importance of PRM as tool for land use planning and strengthening rights.

Asia:

RRI capitalized on the diversity of coalition members for significant convenings to advance the rights agenda across the region. Most notable was the International Conference on Forest Tenure, Governance, and Enterprises held in Indonesia, producing unprecedented commitments from the Indonesian government to implement a tenure reform road map with CSOs. This achievement was due in large part to the strong collaboration among Indonesian CSOs to produce analysis and recommendations shaping the conference outcomes, and to follow up on the commitments by producing a tenure reform road map. RRI also addressed palm oil's implications, through a workshop on human rights and business in Indonesia, as well as establishing a regional network to further develop human rights standards for the palm oil industry. Attention to the gender dimensions of forest tenure in Asia also increased this year, with a successful panel at the Indonesia

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conference catalyzing new regional analysis on gender. Representatives of Collaborator organizations and civil society advocates from Papua New Guinea, Mekong countries, Nepal, India and China presented lessons from tenure reform in the Indonesia Lombok Conference and other GACF members held a preparatory workshop prior to the Conference that helped shape the final declarations. Regional assessment carried out of community forestry impacts on livelihoods and the economy. Work on building a palm oil network is strengthening and has led to a very significant workshop on human rights and plantations with the participation of major human rights commissions in Asia.

Indonesia: The Conference on Forest Tenure, Governance, and Enterprises held in Lombok led to the formal commitment by Indonesia's Ministry of Forestry to implement a road map with CSOs and other agencies for forest tenure reforms to secure and formalize tenure rights for forest dependent communities. The conference also generated important regional analysis on drivers of deforestation, sustainable alternatives, and the state of tenure and forests in Asia. Work on building a palm oil network is strengthening and has resulted in a very significant workshop on human rights and plantations with the participation of national human rights commissions in Asia.

Nepal: Collective action kept pressure on the Ministry of Forestry and Soil Conservation to prevent an amendment to the Forest Act that would weaken the autonomy of the community forestry user groups. Continuing political pressure limited the expansion of Protected Areas. The recent establishment of a new prime minister and government slowed the recognition of community property rights in the Constitution but advocacy for rights recognition is moving forward.

China: The coalition conducted important work assessing the achievements of the forest tenure reform to date among collective forests, as well as advise the reform of state forests already carried out, hoping to establish some key parameters within the new Forestry Law that will be prepared in 2012.

Laos: As the Forest Investment program moves into gear, new momentum for undertaking forest tenure reform led to a successful workshop on identifying pathways for reform, based on experience of key countries such as Brazil, China, Nepal and Vietnam. This workshop was prefaced and reinforced by a study visit to China by key Laotian ministry officials.

India: Key examination of the land grab phenomenon within forest areas is underway to draw attention to the on-going problems despite the enactment of the 2006 Forest Rights Act. This analysis will form important part of upcoming legal debate on compensation for land acquisition and restoration.

Thailand: Development of the community forestry network is gathering energy which will further mobilize to amend and shape the

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Community Forestry Bill.

Latin America:

RRI strengthened analysis on regional trends in external investments in indigenous territories, as well as on indigenous territories overlapping with protected areas. The coalition was consolidated considerably, with new key actors engaged in Peru and Colombia, and increased forest community influence in Central American and Colombian REDD+ processes. RRI analyzed opportunities for improving gender equity in territorial governance in Bolivia and Nicaragua, and continued advocacy efforts to influence national legislative processes in favor of forest communities and collective resource management in Guatemala, Bolivia and Peru. RRI extended its reach across the Amazon countries to support leading indigenous, Afro-descendant and extractivist organizations, and produced key knowledge products to support advocacy, notably on themes of conflicts relating to territorial governance and strategies for defense of territory. Sub-regional studies on external investment in forest territories in Central and South America helped to direct plans for advocacy efforts in sub-regional decision-making bodies.

Bolivia: RRI Collaborators developed and executed a strategy for greater harmonization between indigenous and campesino priorities and advocacy efforts and national legislative agenda related to natural resources and indigenous territorial rights. Collaborators repositioned advocacy efforts to have greater influence on lawmaking, and improved pathways of support to indigenous and campesino organizations to help claim and defend collective rights.

Colombia: Afro-descendant and indigenous forest communities influenced the Government and the World Bank to create a more inclusive and participatory R-PP for national REDD+ strategy. Afro-descendant communities opened spaces for participation in international FCPF processes.

Guatemala: The National Alliance of Community Forest Organizations was legitimized as an active interlocutor in forest, climate change and cadaster sectors. In the Petén, RRI Collaborators developed concrete proposals for renewing community forestry concession models in preparation for the upcoming negotiation with the Government.

Peru: The registration of approximately 200 native forest communities paved the way for the next steps toward recognition of collective land rights for indigenous communities in the Peruvian Amazon.

Part III - Line 4b: THEMATIC PROGRAMS (formerly Strategic Analysis)

Tenure & Poverty Analysis: RRI Tenure Analysis increased scope, outreach and relevance to RRI's overarching objectives and specific RRI-wide initiatives (Indonesia Tenure Conference, e.g.). Legal analysis performed for the Deepening Rights Assessment provides RRI with a new set of robust data to inform strategy development and the global narrative: Analyzed 61 Community Forest Tenure Regimes in 30 countries. This analysis will be part of the report on the state of forest tenure 1992-2012, in preparation for the Rio+20 Earth Summit.

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Supported IFRI to develop new spatial analysis of the links between devolved forest tenure, forest cover and poverty reduction. RRI is positioned to launch a major tenure "baseline study" in DRC in 2012 with reach to the reconstruction, climate change, forest, and land communities.

Rights and Climate: Forest/climate agenda better informed by tenure and governance considerations and options for improved effectiveness. Used Global Dialogues, new analysis, networks and platforms, and global engagement and outreach as instruments. Global decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that forest tenure reform, governance, community management, participation, and safeguards play in achieving REDD+ goals, especially key governments (U.K., USA e.g.) and partnerships funds (UNREDD, CBFF, and FCPF). Clear progress was made at rhetorical level to advance tenure reforms by working "behind the scenes".

Catalyzed broader critical analysis of conventional REDD approach and fostered faster realization of the limits of the carbon market and more emphasis needed to be put on direct drivers, tenure, restoration, existing supply chains, and oncoming threats from the infrastructure and extractive sectors. Facilitated practitioners and policy makers to acceptance that over-rollback on a carbon market is unlikely to achieve REDD goals and that REDD, which focuses on tenure, restoration, drivers and existing supply chains, is necessary. New, forward looking thinking on issues critical to addressing forest-climate-agriculture linkages, and provided a more realistic view of REDD through analyses on REDD+ implementation, finance, and linkages with forests, rights and agriculture. Independent Advisory Group on Forests, Rights and Climate Change influenced the UNREDD Board to undertake a study of land tenure issues and REDD in 2012. Indigenous leaders' engagement in global dialogues and other platforms such as the Independent Advisory Group on Forests, Rights and Climate Change (IAG) strengthened their advocacy and influence.

Realizing Rights: A unique Forum on Participatory Mapping in Latin America, entitled "Participatory Cartography and Rights to Territory and Resources" in Bogota defined the regional context and local strategies struggles, and set new parameters for analyzing who, why and how communities should/could utilize approaches to mapping for their needs in the future. Enabled information sharing within and between continents about processes, opportunities and threats by bringing together ~80 people from Latin America and community representatives from Asia and Africa. Created a working group on rights based conservation and attempted the organization of a Dialogue on Conservation Change.

Alternative Tenure and Enterprise Models (ATEMs): The UNFF included strong language supporting tenure reform and the importance of supporting community enterprises in its declaration - in part due to the background paper prepared by RRI on SMFEs for the UNFF, the slide For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

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event co-organized with ACICAFOC and strong participation by community representatives in the negotiations. Generated a proposal outlining key ATEMs actions, priorities and gaps in knowledge. Better understanding of the importance and feasibility of a SMFE based economy made possible by organizing 2 study tours and publishing a brief. Initiated discussions with law schools in the USA to conduct a study on legal barriers to SMFE/CFE.

Part III - Line 4c: COALITION COORDINATION (formerly part of Communications & Coordination)

Effective RRI Governance and Planning meetings held. Third RRI Global Programs planning meeting held in November (DC) with Partners, RRI Fellows, and regional representatives. Integrated planning for RRI Global Programs at the Country/Regional planning level. Successful completion of the Rethink & Renew Process, with involvement from Partners, Collaborators, and Original supporters of RRI in suite of activities, including Blue Skies brainstorming sessions, the Independent Mid-Term Evaluation of RRI's Framework Proposal. Monitoring and Evaluation of all RRI Programs; including an Independent evaluation of RRI's internal M&E system.

Part III - Line 4d: COMMUNICATIONS AND OUTREACH (formerly part of Communications & Coordination)

Began a more active email campaign, building on existing communications (Tenure Trends, Quarterly Newsletters, etc.) by increasing the use of targeted outreach a wider array of constituencies by type (media, donor, etc.), interest area, and geography. Increased functionality of the RRI website, streamlined organization, and increased "toggle" capability to both French and Spanish language information. Hosted a Communications Workshop with IUCN for the Tenure Champions in Burkina Faso, building upon the October 2010 Communications Exchange in Ghana. Worked with Country/Regional staff to insert communications forethought and discussion in the Asia and Latin America planning meetings. Worked with Regional Coordinators and Associates to introduce discussions on communications activities and efforts at the Country/Regional Planning level in Asia and Latin America. Worked closely with various Partners and Collaborators on the ground to ensure successful communications activities; specifically regarding the promotion of PUSHBACK: Local Power, Global Realignment, at relevant RRI Dialogues in London and The Hague, and at the International Conference on Forests, Governance and Enterprise in Lombok, Indonesia. Explored new opportunities and built relationships and with relevant bloggers -- such as REDD-Monitor.org and Mongabay.com and actively engaged with followers on Facebook & Twitter.

Part III - Line 4e: NETWORKING SUPPORT

MegaForestals' annual meeting gathered 21 leaders of public agencies representing more than 60% of the world's forest in Oaxaca, Mexico, in October and discussed "Forest governance in times of economic turmoil" and increased country ownership of the process. The second convening of the Global Issues in Governance seminar exposed and connected emerging "next generation" leaders from MegaForestals agencies to tenure, governance and rights issues relevant to their work in Millford, Pennsylvania in September. And the Rethinking Forest Regulations workshop exposed technical officers and civil society representative from MegaForestals agencies to Montana's approach to

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forest regulations in Missoula, MT, in July. Improved understanding of the importance of secured tenure rights understood thanks to RRI's continued engagement in MegaForests network. Worked with IUCN and ACICAFOC to support the participation of 25 community representatives (23 from Latin America, 2 from Africa and 1 from Asia) in ITTC 47 in Antigua in November. Supported the participation of 5 members of the African civil society (Liberia, Cameroon and DRC) in COP17 in Durban, South Africa, in December.

Part VI - Section B - Line 11a/b

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

Part VI - Section B - Line 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 annually whether all Officers and Directors are in compliance with the Policy based on all facts known to the Board and Officers. An audit of the Policy and its implementation was undertaken in November by an independent consultant.

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.

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

Cat. No. 51056K

Schedule O (Form 990 or 990-EZ) (2011)

Name of the organization Rights and Resources Institute, Inc.	Employer identification number 20-3690821
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Part VI - Section C - Line 19

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

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

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

* Conflict of Interest Policy

* Annual Workplan Documents, including strategic priorities

* Independent Monitor Evaluations

* Annual Statements of Business and Affairs and Annual Activities

* Annual Audited Financial Statements

* IRS 990 Annual Information Return

ADDITIONAL INFORMATION

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

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

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

RRI is a strategic coalition 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.

As of December 31, 2011, the following organizations were RRI Partners, signatories to the RRI Memorandum of Understanding governing their collaboration:

ACICAFOC - Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria Centroamericana

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

San José, Costa Rica

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CED - Center for Environment and Development

Yaoundé, Cameroon

Civic Response

Accra, Ghana

FECOFUN - Federation of Community Forestry Users, Nepal

Kathmandu, Nepal

Forest Peoples Programme

Moreton-In-Marsh, England

Forest Trends

Washington DC, USA

FPCD - Foundation for People and Community Development

Boroko, NCD, Papua New Guinea

HELVETAS Swiss Intercooperation

Berne, Switzerland

ICRAF - World Agroforestry Centre

Nairobi, Kenya

IFRI - International Forestry Resources and Institutions

Ann Arbor, Michigan, USA

PRISMA - Programa Salvadoreño de Investigación sobre Desarrollo y Medio Ambiente

(Salvadoran Research Program on Development and Environment)

San Salvador, El Salvador

RECOFTC - The Center for People and Forests

Bangkok, Thailand

Samdhana Institute

Bogor, Indonesia and Cagayan de Oro City, Philippines

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

Cat. No. 51056K

Schedule O (Form 990 or 990-EZ) (2011)

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

Bagulo City, Philippines

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Schedule

An organization should use Schedule O (Form 990 or 990-EZ), rather than separate attachments, to provide the IRS with narrative information required for responses to specific questions on Form 990 or 990-EZ, and to explain the organization's operations or responses to various questions. It allows organizations to supplement information reported on Form 990 or 990-EZ.

Do not use Schedule O to supplement responses to questions in other schedules of the Form 990 or 990-EZ. Each of the other schedules includes a separate part for supplemental information.

Who Must File

All organizations that file Form 990 and certain organizations that file Form 990-EZ must file Schedule O (Form 990 or 990-EZ). At a minimum, the schedule must be used to answer Form 990, Part VI, lines 11b and 19. If an organization is not required to file Form 990 or 990-EZ but chooses to do so, it must file a complete return and provide all of the information requested, including the required schedules.

Specific Instructions

Use as many continuation sheets of Schedule O (Form 990 or 990-EZ) as needed.

Complete the required information on the appropriate line of Form 990 or 990-EZ prior to using Schedule O (Form 990 or 990-EZ).

Identify clearly the specific part and line(s) of Form 990 or 990-EZ to which each response relates. Follow the part and line sequence of Form 990 or 990-EZ.

Late return. If the return is not filed by the due date (including any extension granted), use a separate attachment to provide a statement giving the reasons for not filing on time. Do not use this schedule to provide the late-filing statement.

Amended return. If the organization checked the *Amended return* box on Form 990, *Heading*, item B, or Form 990-EZ, *Heading*, item B, use Schedule O (Form 990 or 990-EZ) to list each part or schedule and line item of the Form 990 or 990-EZ that was amended.

Group return. If the organization answered "Yes" to Form 990, line H(a) but "No" to line H(b), use a separate attachment to list the name, address, and EIN of each affiliated organization

included in the group return. Do not use this schedule. See the instructions for Form 990, *I. Group Return*.

Form 990, Parts III, V, VI, VII, IX, XI, and XII. Use Schedule O (Form 990 or 990-EZ) to provide any narrative information required for the following questions in the Form 990.

1. Part III, *Statement of Program Service Accomplishments*.

- a. "Yes" response to line 2.
- b. "Yes" response to line 3.
- c. Other program services on line 4d.

2. Part V, *Statements Regarding Other IRS Filings and Tax Compliance*.

- a. "No" response to line 3b.
- b. "Yes" or "No" response to line 13a.
- c. "No" response to line 14b.

3. Part VI, *Governance, Management, and Disclosure*.

- a. Material differences in voting rights among members of the governing body in line 1a.
- b. Delegation of governing board's authority to executive committee.
- c. "Yes" responses to lines 2 through 7b.
- d. "No" responses to lines 8a, 8b, and 10b.
- e. "Yes" response to line 9.

f. Description of process for review of Form 990, if any, in response to line 11b.

g. "Yes" response to line 12c.

h. Description of process for determining compensation in response to lines 15a and 15b.

i. If applicable, in response to line 18, an explanation as to why the organization did not make any of Forms 1023, 1024, 990, or 990-T publicly available.

j. Description of public disclosure of documents in response to line 19.

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

a. Estimate of average hours per week, if any, devoted to related organizations.

b. Explain if reporting of compensation paid by a related organization is provided only for the period during which the related organization was related, not the entire calendar year ending with or within the tax year, and state the period during which the related organization was related.

c. Description of reasonable efforts undertaken in regard to column (E).

5. Explanation for Part IX, *Statement of Functional Expenses*, line 24e (all other expenses), if amount in Part IX, line 24e, exceeds 10% of amount in Part IX, line 25 (total functional expenses).

6. Part XI, *Reconciliation of Net Assets*. Explain any other changes in net assets or fund balances reported on line 5.

7. Part XII, *Financial Statements and Reporting*.

a. Change in accounting method or description of other accounting method used on line 1.

b. Change in committee oversight review from prior year on line 2c.

c. "No" response to line 3b.

Form 990-EZ, Parts I, II, III, and V. Use Schedule O (Form 990 or 990-EZ) to provide any narrative information required for the following questions:

1. Part I, *Revenue, Expenses, and Changes in Net Assets or Fund Balances*.

a. Description of other revenue, in response to line 8.

b. List of grants and similar amounts paid, in response to line 10.

c. Description of other expenses, in response to line 16.

d. Explanation of other changes in net assets or fund balances, in response to line 20.

2. Part II, *Balance Sheets*.

a. Description of other assets, in response to line 24.

b. Description of total liabilities, in response to line 26.

3. Description of other program services in response to Part III, *Statement of Program Service Accomplishments*, line 31.

4. Part V, *Other Information*.

a. "Yes" response to line 33.

b. "Yes" response to line 34.

c. Explanation of why organization did not report unrelated business gross income of \$1,000 or more to the IRS on Form 990-T, in response to line 35b.

Other. Use Schedule O (Form 990 or 990-EZ) to provide narrative explanations and descriptions in response to other specific questions. The narrative provided should refer and relate to a particular line and response on the form.



Do not include on Schedule O (Form 990 or 990-EZ) any social security number(s), because this schedule will be made available for public inspection.